



**TRANSPARENCY
INTERNATIONAL
RWANDA**



**Transparency International Rwanda
2015-19 Strategic Plan**

“If Rwanda is to become a centre of excellence in soft infrastructure and governance in Africa, it must maintain its reputation as a country with a low incidence of, and zero tolerance for, corruption” (EDPRS1, 2008)

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List of Acronyms

AJIC	Anti corruption, Justice and Information Centers
ALAC	Advocacy and legal Advice centre
DFID	Department for International Aid
	Collectif des Ligues et Association de Défense des
CLADHO	Droits de l'Homme au Rwanda (CLADHO)
CSC	Citizen Score Card
ED	Executive Director
	Economic Development and Poverty Reduction
EDPRS	strategy
EU	European Union
GBC	Gender based Corruption
GIZ	Gesellschaft für Internationale Zusammenarbeit
IREX	International Research and Exchange Board
LAF	Legal Aid Forum
NPA	Norwegian People's Aid
PA	Personal Assistant
RGB	Rwanda Governance Board
SWOT	Strengths, Weaknesses, Opportunities and Threats
TAP	Transparency Accountability Project
TI	Transparency International
TI-Rw	Transparency International Rwanda
WB	World Bank

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TI-RW STRATEGIC PLAN 2015 - 19

1. INTRODUCTION

The Government of Rwanda, through its vision 2020, recognizes the important role played by the anti-corruption initiatives in the countries socio-economic development. The vision intends to not only introduce a series of law reforms to support and sustain a conducive environment to promote transparency and reduce corruption, but also to put in place national organs in charge of closely monitor progress towards intended objectives.

Under the implementation of the first phase of the Economic Development and Poverty Reduction Strategy (EDPRS1), Rwanda was acknowledged for its emphasis on good governance, including a strong stance it has taken in fighting against corruption. This poses as essential for supporting the national economic growth, transformation and social development.

In EDPRS2, Rwanda intends to strengthen the rule of law that goes hand in hand with universal access to justice. Specifically, Rwanda aims at strengthening the legal and policy framework that support the implementation of anti-corruption measures.

It is clear from the above that the government ambitions to promote good governance, democracy and fighting against corruption, as reflected in the Vision 2020 and EDPRS1&2, are consistent with the Transparency International Rwanda (TI-Rw)'s mandate of ***“contributing to the fight against corruption and promote good governance through enhancing integrity among the Rwandan society”***.

As a non-governmental organization created in 2004 and registered by the law No 4/2002 of 17/02/2012 governing the organization and functioning of national non-governmental organizations, TI-Rw is a chapter of Transparency International (TI), a global coalition against corruption that operates in more than 110 countries worldwide.

Since its creation, TI-Rw has tirelessly contributed to improve the Rwanda's enabling environment for achieving sustainable development, through fighting against corruption and ensuring the provision of

essential public services to people. This has positioned TI-Rw as one of the main anti-corruption watchdog in the country.

The present strategic plan is the third since the creation of TI-Rw in 2004. It not only reflects the TI-Rw's primary mission of fighting against corruption and promoting good governance, but also reiterates strong linkages with the national development priorities for good governance (1st pillar of the Vision 2020) as well as improving service delivery, public accountability and accountable governance as embodied in EDPRS2. The Strategy is also designed to frame and guide TI-Rw's interventions for a period of five years (2015-19) and to ensure that, under EDPRS2, Rwanda continuously improves well-being of its population.

The 2015-19 strategy builds on a comprehensive evaluation of the 2010-14 strategic plan (see annex), that aimed at assessing the extent to which the implementation of the 2010-14 programs and activities contributed to addressing the continuous needs in Rwanda of fighting corruption and promoting good governance.

Lessons learnt as well as the best practices from the 2010-14 strategic plan, were taken into consideration in shaping the present strategic plan.

2015 -2019 strategic plan is structured around five following main strategic axes:

- I. Preventing and combating corruption,**
- II. Promotion of rule of law, transparency and accountability in public procurement, public fund management and service delivery,**
- III. Improvement of Management, Institutional Development and Sustainability,**
- IV. Communication Building and Strategic Partnership and**
- V. People's Engagement**

For the first time, the fifth axis of people's engagement was introduced to increase the role of communities at grassroots level in fighting against corruption and promoting good governance. This includes for example: reporting corruption cases amongst citizens, local officials and judiciary, increasing awareness of citizens on their rights and empowering community members to demand quality services at both local and national level. This can only be done if and only if TI-Rw promotes various social

accountability tools, such as: engagement of volunteers, participation of wider community members, including women and socially excluded groups in the design and implementation of interventions affecting them.

The 2015-19 strategic plan details the TI-Rw intended outcomes for the next five years as well as a set of interventions and targets that will support the realization of the intended outcomes. It specifies the roles and responsibilities of different actors involved in the fighting against corruption and promoting good governance, and proposes a Monitoring and Evaluation framework as well as indicative financial resources needed to achieve the identified strategic objectives.

2. METHODOLOGICAL APPROACH

In addition to reviewing existing literature (TI-Rw and TI documents, key national development policies and strategies, laws on fighting against corruption,...) and preliminary interviews, the design of this strategic plan used a participative approach.

2.1. A three days retreat¹

A three days retreat of major TI-Rw stakeholders was organized by TI-Rw on 29th-31st October 2014 in Rubavu/ Western province. TI-Rwanda's staff, key stakeholders such as TI-Rw members and partners such as the representatives of the: Transparency International Secretariat through the Regional Coordinator of East and Horn of Africa, Office of the Ombudsman, Rwanda National Police, Office of the Prosecutor General, Rwanda Governance Board (RGB), Civil Society Organizations (such as CLADHO) as well as key development partners such as GIZ participated in the retreat. The objective of the retreat was to consult, discuss and brainstorm (with the TI-Rw staff, members as well as its key partners represented) on major strategic issues pertaining to the TI-Rw future interventions. In line with the above, an extensive review of the following was made:

- ✓ Factors that drove the 2009- 2014 Strategic plan achievements (see annex of this SP);
- ✓ The challenges faced during its implementation and lessons learnt (see annex of this SP);
- ✓ SWOT analysis and contextualization;
- ✓ TI-Rw Organizational structure, Mission, Vision and Values
- ✓ Existing strategic axis and how they can be built on to shape future objectives and interventions;
- ✓ Identification of new strategic objectives, outputs, targets and emerging issues; and
- ✓ Prioritization of issues and interventions

2.2. Satisfaction Perception survey

One of the main objectives of this exercise, as specified in the terms of reference, was to assess TI-Rw's achievements throughout the implementation of the 2010-14 strategic plan. In addition to reviewing TI-Rw's annual implementation reports and other important documents, this assessment also used a mini satisfaction perception survey with TI-Rw staff, members and partners who attended the three days

¹ The retreat was facilitated by a team of two local consultants recruited by TI-Rw

retreat in Rubavu. The purpose of the mini survey was to capture their satisfaction perceptions on how TI-Rw performed on the different outputs set in the 2010-14 strategic plan. A short questionnaire covering different outputs of the strategy was designed, distributed and filled by participants on the last day of the retreat (outcomes of this exercise is found on Annex of this SP).

2.3. Internal consultations and validation meetings

Though the retreat was very productive in terms review and information gathering for the purpose of informing the future strategic plan, consultants needed additional consultations and validation meetings with TI-Rw technical team to finalize the evaluation report of TI-Rw 2010-2014 and the drafting of the 2015-2019 Strategic Plans. Individual consultations and group meetings were held to achieve the above objective.

3. OVERVIEW OF TI-RW

3.1. Introduction

The review of the TI-Rw's vision, mission and values during the retreat has revealed they are all relevant for the 2015-19 strategic plan and still fit with the primary objective of the institution of fighting against corruption and promoting good governance. However, in line with the new law governing CSOs in Rwanda "*Law No. 20/2000 of 26/07/2000 relating to non-profit making organizations*" and according to the new priorities discussed during the retreat, a new strategic axis was introduced and the organization structure was revised to accommodate the changes.

3.1.1. Vision and Mission Statement

a. Vision Statement

The vision statement of the TI-Rw can simply be summarized as follows: "*Zero tolerance to corruption in the Rwandan society*".

b. Mission statement

The TI-Rw mission thought the implementation of the present strategic plan is: "*To contribute in the fight against corruption and promoting good governance through enhancing integrity in the Rwandan society.*"

3.1.2. Objectives of the TI-Rw

The overall objective of the TI-Rw is to contribute to the reduction of corruption and promote the good governance in Rwanda. Specifically, TI-Rw intends to:

- ✓ develop prevention mechanisms to fight corruption and related offences;
- ✓ promote citizen participation and corporate accountability in the fight against corruption;
- ✓ develop organizational and human capacities to effectively support various actors and manage issues of corruption and;
- ✓ enhance partnerships and develop sustainable

3.1.3. TI-Rw Values

As an organization, TI-Rw strives to attain following values:

- ✓ **Transparency:** TI-Rw embodies the principles of transparency in its procedures and administration;
- ✓ **Good Governance:** TI-Rw respects the rule of law and promotes effective service delivery;
- ✓ **Integrity:** TI-Rw members are committed to act ethically within and outside the organization;
- ✓ **Democracy:** TI-Rw is respectful and accommodative of different views of individuals and various actors and sectors of the society;
- ✓ **Accountability:** It is mandatory to the TI-Rw to comply with agreed rules, standards and to produce high quality products that fairly and accurately reflect the performance according to the assigned mandate and plans;
- ✓ **Justice:** TI-Rw fights for social justice in the Rwandan society without any distinction;
- ✓ **Equal opportunity:** TI-Rw respects the rights of all persons and accords full and equal consideration on the basis of merit, regardless of their status;
- ✓ **Professionalism:** TI-Rw adheres to a set of values, comprising statutory professional obligations and formally agreed codes of conduct;
- ✓ **Participation:** TI-Rw believes in full and open participation as a driver of quality, effectiveness and sustainability of the organization and ownership and commitment of stakeholders/members.

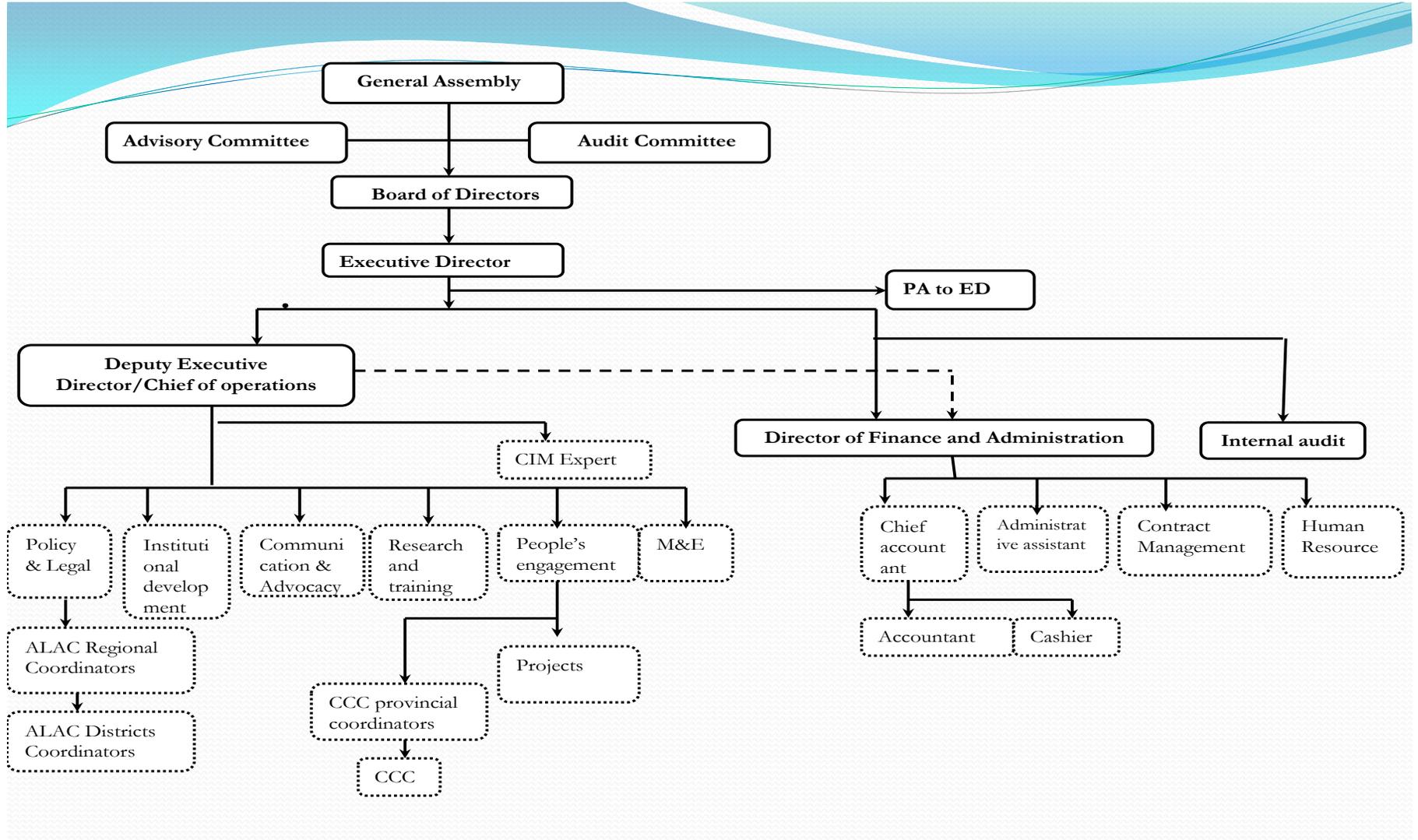
3.1.4. TI-Rw's Organizational Structure

An extensive review of the existing TI-Rw's organizational structure was done during the three days retreat. Important changes were suggested to not only set foundations for the attainment TI-Rw's mission and objectives, but also support a smooth implementation of the 2015-19 strategic plan and accommodate newly evolving and emerging issues. The supreme organ of the organization remains the General Assembly followed by the Board of Directors, chaired by the chairperson and legal representative of the organization.

Major reviews have been made at the Executive Directorate level. A position of the Deputy Executive Director was proposed to mainly oversee and coordinate activities in the following departments: Policy and legal, institutional development, Communication and Advocacy, Research and training, People's engagement and Monitoring and Evaluation. The Deputy Executive director also acts as the executive director when the later is not in office.

Other major changes were made in the directorate of the finance and administration. The organigramme below gives more details of the new organizational structure.

TI-RW Organizational structure



4. SWOT ANALYSIS

As earlier mentioned in the methodology, one of the issues discussed during the three days retreat is the SWOT analysis and organizational repositioning considering the changes detected in internal and external TI-RW's environment. The purpose of the SWOT analysis was to assess, in the current context, what factors can be considered as strengths, weaknesses, opportunities and threats for the 2015-19 strategic plan. The table below briefly highlights key findings from the SWOT analysis.

Table 1. SWOT Analysis

	Strength	Weakness
Internal Factors	<ul style="list-style-type: none"> ✓ Approved Legal statute; ✓ Existence of basic working documents (procedural manuals, internal regulations, etc); ✓ Credibility and visibility of the organization locally, regionally and internationally; ✓ Qualified, skilled, experienced and motivated staff; ✓ Gender balanced staff; ✓ Adequate management of financial resources; ✓ Partnership with government and non-government institutions, both in Rwanda and abroad; ✓ Affiliation of TI-Rw to the international movement; ✓ TI-Rw decentralized at district level (5 districts and 7 direct partners operating in 7 other districts to date); ✓ Communication infrastructures improved and easier information dissemination; ✓ Authoritative resource center on corruption and governance in Rwanda and in the region; ✓ Acquired own plot for future offices building 	<ul style="list-style-type: none"> ✓ Insufficient staff at Secretariat level and limited means to fill the vacancies ✓ Lack of permanent premises; ✓ Membership still low and thus minimal participation at General Assembly; ✓ Low Contributions from members' ✓ Weak income-generating activities for the sustainability of the organization; ✓ Lack of a capacity building plan for the staff ✓ Limited framework for the ALAC project; ✓ Lack of proactive actions/initiatives (such as investigations) to document issues to be advocated for; ✓ Most of activities are project-based not program-based; ✓ No monitoring and evaluation plan ✓ Limited community/people's engagement.

External Factors	Opportunities	Threats
	<ul style="list-style-type: none"> ✓ Existence of a strong political will to fight corruption and promoting good governance ✓ Rwanda’s political stability; ✓ Existence of an enabling legal and policy environment (laws, conventions, policies and institutions)to fight corruption ratified by Rwanda ✓ Available donor support ; ✓ Existence of forums aiming at fighting against corruption (such as APNAC) ✓ Existence of the East African anti-corruption association; ✓ Increased awareness on corruption ✓ Support from the anti-corruption global movement ✓ Existence and collaboration with other institutions in fighting corruption ✓ Support from stakeholders at all levels (including the decentralized entities) 	<ul style="list-style-type: none"> ✓ Limited financial resources and strong dependence on donor’s support; ✓ Lack of harmonized regional legal and policy frameworks on the fights against corruption; ✓ Existence of negative practices in the Rwanda cultural practices such as “thanking/ gushimira” leading to corruption in some circumstances; ✓ Existence of loopholes in existing laws ✓ Limited awareness/ignorance on rights among the citizens ✓ Limited financial means that prevent some citizens from reporting corruption and injustice to relevant structures ✓ Weak income-generating activities for the sustainability of the organization; ✓ Limited knowledge and skills related to fighting corruption in the media community

5. The 2015-2019 TI-Rw Strategic Priorities

1. Introduction

Building on the TI-Rw’s mandate, the 2015-19 strategic plan has retained five strategic axis, four of which are drawn from the previous strategic plan. These are: (1) Preventing and Combating corruption, (2) Transparency and Accountability in public procurement, public fund management and service delivery, (3) Improvement of Management, Institutional Development and Sustainability, (4) Communication Building and Strategic Partnership and (5) People's Engagement.

In comparison with the previous strategic plan, it is clear that the present strategy introduces two major changes. The first change is related to refining the second axis that was previously stated as “*Promotion of Good Governance*”. Based on the review and discussions held during the retreat, it came out that this axis was very broad and tracking its related progress might be difficult. It is in this regard that this axis was refined to reflect transparency and accountability in the public fund management and service delivery. The second change is related to introducing a fifth axis regarding people’s engagement. This was introduced to address one of the key issues observed in the SWOT analysis-the limited community/people’s engagement.

2. Summary of strategic axis, objectives and outputs for the 2015-19

The table below gives an overview of the axis, corresponding strategic objectives and outputs retained for the 2015-19 TI-Rw’s strategic plan.

Table 2. Overview of the Axis, Objectives and Output for 2015-19 Strategic Plan

Strategic Axis 1. Preventing and combating corruption	
Strategic Objective 1: By the end of 2019, TI-RW will have contributed to increase in the number of stakeholders who are fully aware of issues of corruption and formally working with TI-Rw at national and grassroots levels	
	Output 1: The awareness of the public at large on corruption practices and their consequences is increased
	Output 2: Partnership between government institutions and TI-RW in preventing and fighting corruption is enhanced
	Output 3: Partnerships and collaboration between local, international private organizations and TI-Rw in preventing and fighting corruption is enhanced
	Output 4: Mechanisms and framework for addressing corruption issues are developed
Strategic Axis 2: Promotion of rule of law, transparency and accountability in public procurement, public fund management and service delivery	

Strategic Objective 2. By 2019 Transparency Rwanda will have contributed to promoting the rule of law, transparency and accountability in public procurement, public fund management and service delivery at all levels	
	Output 1. Equal treatment of citizens in public service delivery structures is improved
	Output 2. Transparency in public procurement process and use of public funds is strengthened
	Output3. Accountability among public procurement entities and public fund managers and service providers is enhanced
Strategic Axis 3: Improvement of Management, Institutional Development and Sustainability	
Strategic Objective 3. By the end of 2019, TI-R will have strengthened its institutional technical capacity to develop and implement its programmes	
	Output 1. TI-RW programmes and organization are sustainable
	Output 2. Performance and productivity of TI-Rw is improved
	Output 3. Compliance with national and TI-Rw regulations and procedures is enhanced
	Output 4. Participation and contribution of TI-Rw members is effective
Strategic Axis 4: Communication Building and Strategic Partnership	
Strategic Objective 4. By the end of 2019, TI-Rw will have improved its capacity to collect, analyze and disseminate quality information, knowledge and practices in the fight against corruption as well as the relationships with the media and other communication practitioners	
	Output 1. Quality information, knowledge and best practices in relation to fighting against corruption is documented and disseminated
	Output 2. Visibility of TI-Rw's programmes and activities as well as its reputation are increased through a strategic partnership with media and other communication practitioners
Strategic Axis 5: People's Engagement	
Strategic Objective 5. By the end of 2019, TI-R will have contributed to increase the number of community structures and school clubs which are operational and capable of taking appropriate actions against corruption and governance malpractices	
	Output 1. Community based anti-corruption structures are established and operational across the country
	Output 2. Existing anti-corruption clubs are effectively monitored and new ones are established
	Output 3. Anti-corruption community based structures and clubs have acquired the basic knowledge and capacity to undertake appropriate actions against corruption and governance malpractices

1. 2015-2019 LOGICAL FRAMEWORK

Strategic Axis	Output	Indicator	Means of verification	Assumptions
Strategic Axis 1. Preventing and combating corruption				
Strategic Objective 1: By the end of 2019, TI-RW will have contributed to increase in the number of stakeholders who are fully aware of issues of corruption and formally working with TI-Rw at national and grassroots levels				
	Output 1. The awareness of the public at large on corruption practices and their consequences is increased	Increase in number of reported cases of corruption	TI-Rw suggestion boxes records, corruption reporting book/registry, calls record, study findings	Communities and citizens are willing and ready to take an active role in the fight against corruption; development partners are willing to provide financial and technical support; national and local leaders are supporting in raising awareness on corruption
		Number of new community initiatives engaged in the prevention and fight against corruption	TI-Rw monitoring reports	
		Number of dialogue forums on corruption	Dialogue minutes; outreach activity reports	
		Number and frequency of media programmes on corruption	Media campaigns reports and records, media organs archives...	
	Output 2. Partnership between government institutions and TI-R in preventing and fighting corruption is enhanced	Number of new MoUs signed;	MoUs, Minutes of meetings, reports of joint actions	National and local government organizations are increasingly willing to partner with TI-Rw
		Number of former MoUs renewed;		
		Number of meetings and exchange forums with existing and new stakeholders;		
		Number of cases of corruption transferred to partners (ALAC cases);		
		Number and frequency of joint initiatives against corruption		
	Output 3. Partnerships and collaboration between local and international private organizations and TI-Rw in preventing and	Number of new MoUs signed with local and international NGOs;	MoUs, Minutes of meetings, reports of joint actions	Local and international NGOs are increasingly willing to partner with TI-Rw
		Number of meetings and exchange forums with existing and new local and international stakeholders;		
		Number and frequency of joint initiatives with local and international NGOs against corruption		

	fighting corruption is enhanced			
	Output 4. Mechanisms and framework addressing corruption issues are developed	Number of trainings and other capacity building activities conducted;	Training and other capacity building activities reports, ALAC records, TI-Rw annual reports,	Funds are available to support the implementation of the plans, ICT facilities are available and operational, local telecommunication service providers are willing to partner with TI-Rw in the fighting corruption
		Number of new ALAC opened and operational;		
		Number of new suggestion boxes fixed;		
		Number of anti-corruption materials produced and distributed,		
		Number of ICT tools/facilities used to report and prevent corruption,		
		Number of local communication service providers connected to the TI-Rw toll free numbers,		
		Number of policy advocacy papers and meetings with policy makers (identification of policy and law gaps/loopholes leading to corruption)		
Strategic Axis 2: Promotion of rule of law, transparency and accountability in public procurement, public fund management and service delivery				
Strategic Objective 2. By 2019 Transparency Rwanda will have contributed to promoting the rule of law, transparency and accountability in public procurement, public fund management and service delivery at all levels				
	Output 1. Equal treatment of citizens in public service delivery structures is improved	Level of increase of satisfaction of citizens about service delivery;	Satisfaction survey findings, Records from TI-Rw and the OO	Public service providers are comply with service delivery charters and principles and are willing to treat all services seekers equally
		Rate of reduction of complaints relating to unequal treatment of citizens		

	Output 2. Transparency in public procurement process and use of public funds is strengthened	Auditor general's clean audit;	Public tracking survey findings, study findings, Auditor general's reports, Reports of the OO, RPPA audit reports, bid documents	Corruption key fighting public agencies and procuring entities are willing to share data and information; funds are available to conduct public expenditure Tracking surveys and studies on corruption
		Level of increase in satisfaction of bidders		
		Rate of reduction of complaints related to corruption lodged with the NIRP, procuring entities and TI-Rw,		
		Number of policy debates on public procurement and public fund management systems		
	Output3. Accountability among public procurement entities and public fund managers and service providers is enhanced	Number of public fund managers and procurement officers who brought to justice	Survey findings, audits reports, court records	Corruption key fighting public agencies and procuring entities are willing to share data and information; funds are available to conduct satisfaction surveys and studies on corruption, testimonies from key informants...
		Number of public fund managers and procurement officers who refund misused or unjustified funds		
		Quality of bid documents, level of compliance with contract management deadlines		
		Level of satisfaction of bidders regarding contract management, etc.		
Strategic Axis 3: Improvement of Management, Institutional Development and Sustainability				
Strategic Objective 3. By the end of 2019, TI-RW will have strengthened its institutional technical capacity to develop and implement its programmes				
	Output 1. TI-RW programmes and organization are sustainable	Number of new core funders on board, existence of TI-Rw resource mobilization strategy,	Funding contracts and new partnership MoUs, Resource mobilization reports, capacity gaps audit report, TI-Rw institutional development plan,	New funding partners are increasingly willing to support TI-Rw programmes, funds to secure permanent premises are available, TI-Rwanda's partners are willing to support the institutional development plan
		Pace of the efforts to secure TI-Rw permanent premises		
		Number of specific proposals related to funding the 2015-2019 SP		

Output 2. Performance and productivity of TI-Rw is improved	Approved TI-Rwanda's new organizational structure and related job descriptions,	TI-Rw reports, M&E reports, and audit reports, TI-Rwanda's Board and General Assembly minutes	The board and general assembly of TI-Rw, are willing to approve the new structure and job descriptions, funds to run the newly created departments/positions are available, funds to develop the M&E strategy are available
	increase in % of the internally generated funds,		
	availability of annual action plans and corresponding budget, approved M&E strategy for TI-Rw programmes and activities,		
	frequency of internal and external management and institutional audits		
Output 3. Compliance with national and TI-R regulations and procedures is enhanced	Extent to which TI-Rwanda's procedural manuals and statutes are compliant with national rules/regulations and procedures	Review reports	TI-Rw leadership and staff committed to comply with internal and national regulations and procedures; funds to harmonize TI-Rwanda's procedural manuals and regulations are available
Output 4. Participation and contribution of TI-R members is effective	Availability of TI-Rw membership and participation policy,	Minutes of statutory meetings, TI-Rw annual report, Review reports of the membership status	All TI-Rw are willing to regularly contribute and actively engage in TI-Rwanda's activities; TI-Rwanda's disciplinary body is effective, TI-Rwanda's General Assembly is willing to apply approved disciplinary measures
	Frequency of statutory meetings, extent to which approved disciplinary measures are implemented		
	Regularity in members' contribution and meeting attendance		

Strategic Axis 4: Communication Building and Strategic Partnership

Strategic Objective 4. By the end of 2019, TI-RW will have improved its capacity to collect, analyze and disseminate quality information, knowledge and practices in the fight against corruption as well as the relationships with the media and other communication practitioners

	Output 1. Quality information, knowledge and best practices in relation to the fight against corruption issues is documented and disseminated	<p>Number of TI-Rw staff (full-time and part-time) with experience and research skills (including in corruption tracking specific methods)</p> <p>Existence of mechanisms to document best practices regarding the fight against corruption and the extent to which these practices are documented,</p> <p>Variety, types and effectiveness of communication channels and tools used</p> <p>Frequency of TI-Rwanda's activities in the media, level of distribution capacity of TI-Rw of its communication products</p> <p>The type of journalistic format preferred (genre Journalistique)</p> <p>The language used, the timing of publication for audiovisual programs</p> <p>Availability an operational media practitioners capacity building plan, etc.</p>	<p>Research and communication Staff contracts, TI-Rw reports, media audience reports, communication strategy, MoUs with media organs and journalists, media practitioners training reports, media and other communication products</p>	<p>TI-Rw has sufficient funds to use part-time researchers, funds are available for documentation and dissemination of anti-corruption best practices, funds are available for capacity building for media and other communication practitioners</p>
	Output 2. Visibility of TI-Rwanda's programmes and activities as well as its reputation are increased through a strategic partnership with media and other communication practitioners	<p>Frequency of TI-Rwanda's programmes and activities in the media...</p> <p>Number of promotion activities funded by TI-Rwanda</p> <p>Number of policy influence documents produced, number of international events organized by TI-Rw</p> <p>Number of communications in international conferences and workshops,</p> <p>Number of position papers produced by TI-Rw on issues of public interest pertaining to its mandate,</p> <p>Number of MoUs signed with strategic entities and bodies, including regional, national and local media houses</p>	<p>Media programme grids, communication strategy, TI-Rw annual and special reports, MoUs and contracts, abstracts and papers, international conference agenda, etc.</p>	<p>Funds for communication activities are available, media houses are willing to engage in the fight against corruption, policy makers are open and supportive in the improvement of national legal and policy frameworks</p>

Strategic Axis 5: People's Engagement				
Strategic Objective 5. By the end of 2019, TI-R will have contributed to increase the number of community structures and school clubs which are operational and capable of taking appropriate actions against corruption and governance malpractices				
Output 1. Community based anti-corruption structures are established and operational across the country	Number of community based anti-corruption structures in place,	TI-Rw reports, community-based anti-corruption reports, local administration entities reports and testimonies	Citizens are willing to effectively engage in anti-corruption activities at community level; citizens and their structures have acquired the basic knowledge and skills to fight against corruption; local leaders are supportive in the community engagement to fight against corruption, TI-Rw has the required budget to establish and build capacity of community based anti-corruption structure members	
	Number of established community based anti-corruption structures that are operational			
Output 2. Existing anti-corruption clubs are effectively monitored and new ones are established	Number of monitoring visits conducted, existence of monitoring plan,	Monitoring reports, visits reports, TI-rw reports	TI-Rw has sufficient staff and funds to monitor existing and newly created clubs across the country	
	Number of newly created clubs per district			
Output 3. Anti-corruption community based structures and clubs have acquired the basic knowledge and capacity to undertake appropriate actions against corruption and governance malpractices	Number of training and awareness raising sessions related to corruption and governance,	Training manuals, training reports, attendance lists, TI-Rw reports, mini survey reports	Funds for trainings and awareness raising sessions are available, TI-Rw has knowledgeable and skilled staff to engage communities in the fight against corruption and governance malpractices, local leaders are supportive of the process to engage community members in the fight against corruption	
	Extent to which community based structures and clubs are aware of the various forms of corruption			
	Level of awareness of good governance principles, frequency of corruption related reports produced by community structures			
	Number of community initiated meetings on corruption;			
	Number of events and other outreach activities organized by community structures; reports from community structures			

2. TI-Rw's 2015-19 five years Operational Plan

Strategic Axis	Output	Indicator	Activities	Sub Activities	Implementation Timeline					Indicative budget
					2015	2016	2017	2018	2019	
Strategic Axis 1. Preventing and combating corruption										
Strategic Objective 1: By the end of 2019, TI-Rw will have contributed to increase in the number of stakeholders who are fully aware of issues of corruption and formally working with TI-Rw at national and grassroots levels										
	Output 1. The awareness of the public at large on corruption practices and their consequences is increased	Number of reported cases of corruption	At least 3 new clients are received per day and per center	Analyze received complaints	x	x	x	x	x	
				Provide adequate legal advice for at least 3 new clients per day and per center	x	x	x	x	x	
				At least one complaint out of 3 new ones is advocated for per day and per center	x	x	x	x	x	
			Forward complaints if any to relevant institutions for appropriate action	x	x	x	x	x		
		Number of dialogue forums on corruption	Participate in the quarterly Justice sector forum at the district level		x	x	x	x	x	

		Number and frequency of media programmes on corruption	Organize 19 (5 PPMA, 10 V&A, 4 IFE, xxx GIZ) community radio talk show and one at national level with a private radio on quarterly basis		x	x	x	x	x	
		Produce two radio sketches on corruption and best practices (ALAC & IFE)	Develop ToR, Outsourcing the dramatists		x	x	x	x	x	
		Produce two TV cartoons on corruption and best practices (ALAC & IFE)	Develop ToR, Outsourcing the designer		x	x	x	x	x	
		Airing 13(3 for CCEA,5 for V&A, xxx GIZ and 5 for ALAC) radio spots on five community radios and one private at the national level on quarterly basis			x	x	x	x	x	
Output 2. Partnership between government institutions and TI-RW in preventing and fighting corruption is	Number of new MoUs signed;	Initiate the signing an MoU with MINALOC		x						
	Number of previous MoUs updated;	Review the existing MoUs		x		x				
	Number of meetings and exchange forums with existing and new stakeholders;	Four restitution meetings at the provincial level bringing together ALAC/AJIC/CCEA		x	x	x	x	x		

	enhanced		One restitution meeting at the national level bringing together ALAC/AJIC/CCEA		x	x	x	x	x	
		Number and frequency of joint initiatives against corruption	Participate in anti corruption week organized by Ombudsman		x	x	x	x	x	
			Participate in Police week		x	x	x	x	x	
			Participate in anti corruption week organized by the Supreme court		x	x	x	x	x	
			Participate in JADF meetings		x	x	x	x	x	
			Participate in Governance month organized by RGB		x	x	x	x	x	
	Output 3. Partnerships and collaboration between local and international private organizations and TI-Rw in preventing and fighting corruption is enhanced	Number of new MoUs signed with local and international NGOs;	Sign at least 3 MoUs per year with locally based NGOs		x	x	x	x	x	
		Number of meetings and exchange forums with existing and new local and international stakeholders;	Participate in different meetings and forums organized by TI Stakeholders		x	x	x	x	x	

Output 4. Mechanisms and framework addressing corruption issues are developed	Number of outreach activities	Organize at least 39 outreach activities (10 for IFE, 3 where ALAC is not operating(Kamonyi, Burera, Nyamagabe), 5 in ALAC areas and 21 for CCEA project(Muhanga Gicumbi, Karongi) to sensitize and mobilize citizens to report corruption.	Develop ToR, Outsourcing the dramatists	x	x	x	x	x	
	Number of Legal Mobile Clinic	Organize at least 32 legal mobile clinics in 8 districts(Kamonyi, Burera, Nyamagabe, Huye, Musanze, Kayonza, Rubavu, Rusizi)		x	x	x	x	x	
	Number of new Locally based partner	Partner with at least one local organization in the fight against corruption program	Identify potential partners	x	x	x	x	x	
			Provide capacity building to the potential partners	x	x	x	x	x	
			Sign MoU with the potential partner	x	x	x	x	x	
	Number of suggestion boxes that are operational;	Sustaining the existing suggestion boxes; 24 Suggestion Boxes at tribunals (V&A) and 70 in 9/12 YBE schools, and 27 (GIZ project)	Collect, analyze and disseminate data from suggestion boxes,	x	x	x	x	x	
			repair boxes damaged replace in case	x	x	x	x	x	

		Number of anti-corruption materials produced and distributed,	Produce 1300 posters (NPA), 1143 Stickers (NPA), 196 T-shirts (NPA), 4 Billboards (COGEBANK), 200 calendars, 200 Festive cards.	Elaborate ToR, organize the tender procedure and distribute materials	x	x	x	x	x	
		Type of ICT tools/facilities used to report and prevent corruption,	Sensitize the public about iFATE Tool	Produce and disseminate a radio spot about iFATE tool	x	x	x	x	x	
			Receive complaints and information through iFATE	Analyze received complaints	x	x	x	x	x	
			Sensitize the public about Toll free	Produce and disseminate a radio spot about toll free	x	x	x	x	x	
			Receive complaints and information through Toll Free telephone number	Analyze received complaints	x	x	x	x	x	
			Receive complaints and information through website, face book, twitter	Analyze received complaints	x	x	x	x	x	
		Number of local communication service providers connected to TI-Rw toll free numbers,	Three local communication service providers (MTN, TIGO & AIRTEL)	Make a follow up to maintain the service	x	x	x	x	x	
		Number of research on corruption launched	EAC Bribery Index, Rwanda Bribery index and CPI are launched		x	x	x	x	x	
		Number of ALAC, AJICS and CCEA	Strengthen existing ALAC, AJICS and CCEA	provide capacity building to ALAC, AJICS and CCEA Coordinators/Board members	x	x	x	x	x	
		Number of Anti-corruption club that are operational	Work with existing Anti-Corruption Clubs	Organize evening talk shows with university students	x	x	x	x	x	

Strategic Axis 2: Promotion of rule of law, transparency and accountability in public procurement, public fund management and service delivery

Strategic Objective 2. By 2019 Transparency International Rwanda will have contributed to promoting the rule of law, transparency and accountability in public procurement, public fund management and service delivery at all levels

	Output 1. Rule of law (fair legal framework) is enhanced	Perceived level of independence of the judiciary system	Survey on justice sector users perception and victimization		x					
		Perceived level of impartiality of Judges			x					
		Number of sensitization campaign on the use of the tool	To develop a web and sms based reporting tool to monitor service delivered by courts	Develop and monitor courts using the tool	x	x	x	x	x	
		Level of satisfaction of court clients on execution of judgment.	To conduct a survey on citizen satisfaction on court judgment execution			x				
	Output 2 .Accountability among public procuring entities and public fund managers and service providers is enhanced	Number of public fund managers and procurement officers who were brought to justice and fairly tried	Organize "no impunity" campaign on public fund mismanagement		x					
		Number of public fund managers and procurement officers who refunded misused or unjustified funds								
		Quality of bid documents, level of compliance with	Training of procurement officers at the district level		x	x	x	x	x	

		contract management deadlines where the Integrity Pact is being applied	Quarterly assessment of the quality of bid document and contract management using CSPMT		x	x	x	x	x	
			To organize social audit on monitored projects under CSPMT		x	x	x	x	x	
			To sign the Integrity Pact on all projects monitored		x	x	x	x	x	
		Level of satisfaction of bidders regarding contract management, etc.	To conduct a situation analysis on public procurement process and contract management at district level			x			x	
	Output 3. Equal Citizen access to corruption free service delivery improved	Level of increase of satisfaction of citizens about service delivery;	Collect data on service delivery through Suggestion Boxes in 4 districts		x	x	x	x	x	
One exchange meeting with service providers in each of the 4 districts				x	x	x	x	x		
Outreach activities				x	x	x	x	x		
To make district citizen charter user friendly and disseminate it.				x	x	x	x	x		
Conduct a baseline survey on service delivery at the decentralized level					x		x			

		Support the Institutionalization of education accountability week	Organize meetings with sectors leaders to advocate for the institutionalization of the education accountability week	x	x	x	x	x	
		To add two more 9YBE schools in each of the ten district as a scaling up	Identify the new schools	x	x	x	x	x	
Output 4. Transparency in public procurement process at the district level is strengthened	Consolidated and disseminated districts' procurement plans	Consolidate the districts ' public procurement plans in a user friendly format		x	x	x	x	x	
		Disseminate the districts ' public procurement plans in a user friendly format		x	x	x	x	x	
Output 5. Transparency in Public Financial Management is strengthened	Number of Auditor general's recommendations implemented by districts	Conduct the auditor general report analysis of 30 districts		x	x	x	x	x	
	Number of district with clean audit								
	Amount involved in expenditure and non expenditure related weaknesses								

Strategic Axis 3: Improvement of Management, Institutional Development and Sustainability											
Strategic Objective 3. By the end of 2019, TI-Rw will have strengthened its institutional technical capacity to develop and implement its programmes											
	Output 1. TI-Rw programmes and organisation are sustainable	Number of new core funders on board, existence of TI-Rw resource mobilization strategy.	Develop a three year consolidated program		x						
			Identify new potential partners		x	x	x	x	x		
			Develop fundraising strategy		x						
			Initiate at least 1 education quality enhancement project (IFE)		x	x	x	x	x		
			Initiate a Human Right awareness raising and civic participation project		x	x	x	x	x		
			Initiate a project on Voice and accountability in courts		x	x	x	x	x		
			Initiate development partners working group on corruption in Rwanda		x	x	x	x	x		
		Number of specific proposals related to funding the 2015-2019 SP	Initiate at least 3 research projects per year	Conduct Rwanda Bribery Index,		x	x	x	x	x	
				Conduct one research among the service delivery sector(Water, Health, Education, Land, public services		x	x	x	x	x	

			Conduct one research among the government special program (PETS)	x	x	x	x	x	
			Create a center for research and training on governance (Advisory Paid Service)	x					
		Pace of the efforts to secure TI-Rw permanent premises	To secure TI-Rw permanent premises		x	x			
Output 2. Performance and productivity of TI-Rw is improved	Approved TI-Rwanda's new organizational structure and related job descriptions,	Develop Job description of staff as per the new organizational structure		x					
		Recruit relevant staff		x	x	x	x	x	
		Organize induction course for new staff		x	x	x	x	x	
	Availability of annual action plans and corresponding budget, approved M&E strategy for TI-Rw programmes and activities,	Develop annual action plan and corresponding budget		x	x	x	x	x	
		Develop M&E plan		x					
	Frequency of internal and external management and institutional audits	Conduct 3 internal audits		x	x	x	x	x	
		Conduct 2 audits by audit committee		X	x	x	x	x	
		Organize one external audit		X	x	x	x	x	
Output 3. Capacity building of TI staff is enhanced	Number of trainings and other capacity building activities conducted;	Conduct a capacity need assessment		X					
		Develop a capacity building plan		X					
		Organize and conduct training sessions		X	x	x	x	x	

	Output 4. Compliance with national and TI-Rw regulations and procedures is enhanced	Extent to which TI-Rwanda's procedures manuals and statutes are compliant with national rules/regulations and procedures	Update the existing TI-Rw procedures manuals and statutes		X					
	Output 5. Participation and contribution of TI-Rw members is effective	Availability of TI-Rw membership and participation policy,	Develop a strategy to enhance the TI-Rw membership commitment	Outsource an Expert	X					
Frequency of statutory meetings, extent to which approved disciplinary measures are implemented		Organize one annual General Assembly		X	x	x	x	x		
		Organize 4 board meetings		X	x	x	x	x		
Strategic Axis 4: Communication Building and Strategic Partnership										
Strategic Objective 4. By the end of 2019, TI-R will have improved its capacity to collect, analyze and disseminate quality information, knowledge and practices in the fight against corruption as well as the relationships with the media and other communication practitioners										
	Output 1. Quality information, knowledge and best practices in relation to the fight against corruption issues is documented and disseminated	Number of TI-Rw staff (full-time and part-time) with experience and research skills (including in corruption tracking specific methods)	Conduct at least 6 training sessions on data collection and research methodology skills		x	x	x	x	x	
		Existence of mechanisms to document best practices regarding the fight against corruption and the extent to which these practices are documented	Compile TI-Rw reports on corruption and best practices		x	x	x	x	x	
			Disseminate TI-Rw reports and best practices		x	x	x	x	x	
			Document TI-Rw reports and best practices		x	x	x	x	x	

	Variety, types and effectiveness of communication channels and tools used	Create a social media user group for TI-Rw Staff		x						
		Create a D-Group for TI-Rw members		x						
	Frequency of TI-Rwanda's activities in the media, level of distribution capacity of TI-Rw of its communication products	Conduct at least 3 TV shows and documentary films on corruption and best practices		x	x	x	x	x		
		Produce 2 feature articles in print media on corruption and best practices		x	x	x	x	x		
	Frequency of magazine publication	Produce 3 Issues of the "Transparent magazine" per year		x	x	x	x	x		
	Availability of an operational media practitioners capacity building plan, etc.	Conduct one award winning competition on investigative journalism to the media practitioners		x	x	x	x	x		
	Number of study on corruption and governance	Conduct Civil Society development barometer		x		x		x		
		Conduct a survey on corruption in the media sector		x						
		Conduct one short survey on IFE project impact	Develop IFE assessment tool		x	x	x	x	x	
			Organize a validation meeting for the assessment tool		x	x	x	x	x	

Output 2. Visibility of TI- Rwanda's programmes and activities as well as its reputation are increased through a strategic partnership with media and other communication practitioners	Number of international events organized by TI-Rw	Organize a regional meeting on research related best practices		x					
		Organize a regional meeting on ALAC, AJICs and CCEA		x					
		Organize a regional meeting on parents involvement in education management (in 2016)			x				
		Organize a regional meeting on the use of ICT in Public Procurement (in 2016)			x				
	Number of policy advocacy papers and meetings with policy makers (identification of policy and law gaps/loopholes leading to corruption)	To publish at least two policy advocacy papers on corruption issues		x	x	x	x	x	
	Number of presentations in international conferences and workshops	Participate in at least 2 regional/International workshops		x	x	x	x	x	
	Number of advocacy meetings held	Organize at least 2 breakfasts meeting with Executive leaders		x	x	x	x	x	
		Participate in parliamentary commissions		x	x	x	x	x	
	Number of best performing schools in IFE project	Award of trophies to best performance schools at district and national level		x	x	x	x	x	

Strategic Axis 5: People's Engagement

Strategic Objective 5. By the end of 2019, TI-R will have contributed to increase the number of community structures and school clubs which are operational and capable of taking appropriate actions against corruption and governance malpractices

Output 1. Community based anti-corruption structures are established and operational across the country	Number of community based anti-corruption structures in place and operational	Establish at least one Concerned Citizen Committees "CCC" in each district		x	x	x	x	x	
Output 2. Anti-corruption community based structures and clubs have acquired the basic knowledge and capacity to undertake appropriate actions against corruption and governance malpractices	Number of training and awareness raising sessions related to corruption and governance,	Conduct one training per year for each CCC at the district level		x	x	x	x	x	
	Number of meetings held with CCC	Organize quarterly coordination meetings with CCC		x	x	x	x	x	
	Number of projects implemented and tracked by CCC	Monitor activities implemented and tracked by CCC at grassroots level		x	x	x	x	x	

3. BUDGET

4. References

Government of Rwanda: *Vision 2020 document, July 2000*

Law N°04/2012 of 17/02/2012 Governing the organisation and the functioning of national non-governmental organizations

Law N°05/2012 of 17/02/2012 Governing the organisation and functioning of international non-governmental organizations

Law N° 12/2007 of 27/03/2007 on Public Procurement

Law N° 35/2012 of 19/09/2012 relating to the protection of whistleblowers

Law N° 01/2012/OL of 02/05/2012: Organic law instituting the penal,

Law number N° 23/2003 of 07/08/2003 relating to prevention and penalty of corruption and related offenses

Ministry of Finance and Economic Planning: *Economic Development and Poverty Reduction (EDPRS1)*, 2013

Ministry of Finance and Economic Planning: *Economic Development and Poverty Reduction (EDPRS1)*, 2008

Transparency International Rwanda: *Narrative report of TI-Rw “The year 2010”*

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Transparency International Bangladesh: *Building Integrity Blocks for Effective Change 2014-2019*

Transparency International: *Strategy 2015*

Transparency International: *Mid-Term Review of the Transparency International Secretariat Implementation Plan April – July 2014*

5. Annex:

2010 – 2014 LAST STRATEGIC PLAN IMPACT ASSESSMENT

ASSESSING THE TI-Rw's 2009-2014 STRATEGIC PLAN

1. Introduction

The main objective of this section is two folds. It first of all focuses on the evaluation of the effectiveness of the implementation of its 2010-2014 Strategic Plan with the intention to demonstrate the extent to which the implementation of programs and activities corresponds to the needs of fighting corruption and promoting good governance. Secondly, it highlights how lessons learnt and best practices from the evaluation of the previous strategic plan were used to inform the design of the 2015-19 TI-Rw strategic plan.

Major information analyzed in this section are from three major sources: TI-Rw's documents (such as the 2010-14 strategic plan, annual implementation reports, specific programs reports, the TI strategic plan, national policies, strategies and laws,...), a mini satisfaction perception survey (with TI-Rw's staff, members and partners) and key informant interviews with TI-Rw's management and selected staff.

This section is structured around three main sub-sections: a brief presentation of the national policy and regulatory framework, the presentation of the major achievements and findings from the mini satisfaction perception survey and the presentation of the success drivers, challenges and lessons learnt from the implementation of the past TI-Rw strategic plan.

2. Overview of the Rwanda's policy and regulatory framework on fighting against corruption

Good governance and capable state is highlighted as the first pillar of the Rwanda's Vision 2020. Though this pillar, Rwanda commits to ensuring good governance, which in this case is understood as accountability, transparency and efficiency in deploying scarce resources and building a democratic state committed to the rule of law and protection human rights (Vision 2020 document).

The vision 2020 also intends to promote people's participation at the grassroots level through the decentralisation process, whereby local communities will be empowered in the decision making process, enabling them to demand for more accountability from their leaders.

The vision 2020 proposes to introduce a set of reforms and to put in place organs to fight against corruption and ensure transparency in the country. Several reforms were undertaken in public, corporate and civic sectors by introducing new laws and new governance institutions while revamping old ones to ensure effective service delivery, better financial management, democratic governance, and low corruption (EDPRS1, 2008). Some of the key introduced reforms include: the creation of the Office of the Ombudsman, the Office of the Auditor-General, the Rwanda Public Procurement Authority, the Rwanda National Police and other law enforcement mechanisms.

Through the implementation of EDPRS 1&2, the Rwanda's governance sector seeks to build on Rwanda's reputation as a country with a low incidence of, and zero tolerance for corruption to not only attract foreign investment but also promote accountability and transparency in the country starting by the grassroots levels (*according to EDPRS2, adult population with confidence in the control of corruption, transparency and accountability are expected to increase from 77.1% in 2012 to 79 in 2017/18*).

Corruption is a serious crime by the Rwandan law. The Rwandan organic law constituting the penal code (2012) defines what is meant by corruption and clearly stipulates punishments corresponding to the degree and seriousness of the corruption crime committed.

In addition to the penal code, Rwanda has also enacted a set of laws criminalizing all forms of corruption. These include but not limited to these:

- Law number N° 23/2003 of 07/08/2003 relating to prevention and penalty of corruption and related offenses;
- Law N° 12/2007 of 29/03/2007 on public procurement that intends to be governed by following fundamental principles: transparency, competition, economy, efficiency fairness, accountability;
- Law N° 35/2012 of 19/09/2012 relating to the protection of whistleblowers that aims at protecting the in public interest, whistle-blowers who denounce illegal acts and behaviors in public, private institutions and elsewhere.

It is clear from the discussion above that the TI-Rw mandate of contributing in the fight against corruption and promoting good governance through enhancing integrity in the Rwandan society is

very well supported and embodied in the national laws and most importantly in the country’s short and long term development agenda (vision 2020, EDPRS1&2, Justice and rule of law sector,...).

3. Presentation of key achievements from the 2010-14 TI-Rw’s strategic plan

As earlier mention, this subsection discusses the findings from two categories of sources: major achievements by TI-Rw throughout the implementation of the 2010-14 strategic plan as documented in the annual reports² and other TI-Rw relevant publications as well as the findings from the mini satisfaction perception survey conducted during the retreat³.

The 2010-14 strategic plan was structured around four main axis and four corresponding strategic objectives as summarized in the table below.

Table 3. 2010-14 Strategic Plan Axis and Strategic Objectives

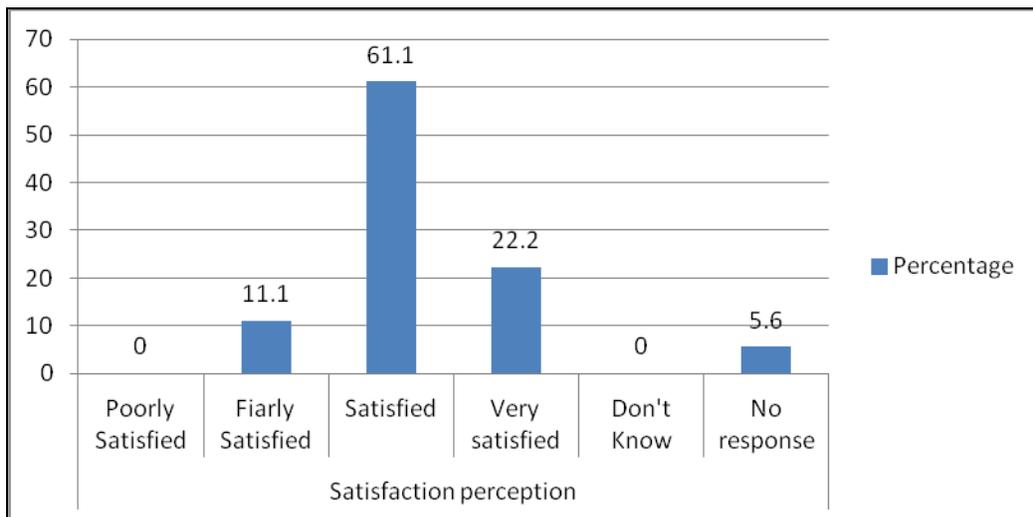
Strategic axis	Corresponding strategic objectives by the end of 2014
Preventing and combating Corruption	TI-Rw intended to make contribution in the increase of the number of stakeholders who are fully aware of issues of corruption and capable of taking necessary preventive actions
Promotion of good governance	TI-Rw aimed at promoting and strengthening good governance in Rwanda
Improvement of Management, Institutional Development and Sustainability	The TI-Rw’s main objective was to strengthen its institutional and technical capacity to develop and implement its programs
Communication Building and Strategic Partnership	The purpose was to improve the TI-Rw capacity to manage, share and disseminate quality information, knowledge and practices in the fight against corruption, and developed partnerships both at local and international levels

² This section only presents key achievement as the details are found in the respective annual reports

³ Detailed findings of the mini satisfaction survey are presented in appendix. Due to limited The mini satisfaction perception survey is not a representative sample of any categories of TI-Rw’s beneficiaries but opinions of the people present in the retreat. It should be noted that some of the respondents were not familiar with the TI-Rw activities and interventions, therefore these findings should only taken as indicative.

Overall, the satisfaction regarding the way TI-Rw has achieved its set objectives as defined in the 2010-2014 strategic plan is very high as evidenced by the figure below.

Figure 1. Overall Satisfaction on the extent to which TI-Rw 20120-14 objectives were achieved



In light of the findings above, 83.3% of surveyed TI-Rwanda’s staff, members and partners are satisfied with the way and the extent to which the set objectives were achieved.

3.1. Key Achievements in Preventing and Combating Corruption

As earlier mentioned, the main objective of this axis was to contribute to the increase in the number of stakeholders who are aware of issues of corruption capable of taking the necessary preventing actions.

Three main outputs were retained to meet the above the objectives. These are:

- ✓ Increasing the awareness of the public at large on corruption practices and their consequences;
- ✓ Enhancing the partnership between government institutions and TI-Rw in preventing and fighting corruption;
- ✓ Develop mechanisms and framework for addressing corruption issues are developed

The findings from this assessment show that, throughout the implementation of the 2010-14 strategic plan, TI-Rw has implemented many awareness raising activities that are believed to have

contributed to increasing the level of awareness of the public at large. These include (but not limited to these): training of AJICs and members of the media community, campaigns, anticorruption weeks, radio and TV talk shows, conducting researchers, debates, etc. The table below summarized the key achievement under the first axis of preventing and combating corruption.

Table 4. Key Achievements for Axis 1

Axis 1. Preventing and Combating Corruption	
Outputs	Key Achievements
Output 1. The awareness of the public at large on corruption practices and their consequences is increased	<ul style="list-style-type: none"> ✓ TI-Rw provided various trainings to its stakeholders on different matters such as: Integrity Pact process, Civil Society Monitoring Tool, use of SPSS, Monitoring and reporting of corruption in service delivery using IFATE Tool, etc. ✓ TI-Rw conducted ALAC impact assessment, RBI on annual basis, CSD barometer, Justice sector user perception & Victimization study, Public expenditure tracking survey in education, a study on corruption, dissemination of various research findings, , etc. ✓ TI-Rw used a range of channels in its sensitization campaigns. These include: media campaigns through Radio spots, TV cartoons and Live talk shows, distribution of sensitization materials (T-shirts, umbrellas,...), corruption weeks, use of drama to fight against corruption, advocacy campaign at local levels (districts) and in parliament, debates, etc.
Output 2. Partnership between government institutions and TI-R in preventing and fighting corruption is enhanced	<ul style="list-style-type: none"> ✓ TI-Rw signed a range of partnership MoUs with an important number of partners such as: the office of the Ombudsman, NPPA, RNP, and Supreme Court; ✓ TI-Rw received 12445 cases through ALACs and 1580 Cases through, of which 85% were successfully handled;
Output3. Mechanisms and framework addressing corruption issues are developed	<ul style="list-style-type: none"> ✓ TI-Rw trained 13 anti corruption clubs mainly from Universities, schools and other organizations with special focus to youth. ✓ A paralegal training manual on preventing and combating corruption was developed; ✓ Five TI-Rw branches / ALAC Centers were put in place are fully operational (Kayonza, , Huye, Musanze, Rubavu and Rusizi); ✓ TI-Rw put in place a simplified, accessible and secured tool that allows confidential reporting through a SMS and a WEB based tool called IFATE; ✓ Signing of MoUs between TI-Rw with four districts (Musanze, Huye, Kayonza and Rubavu) in the frame work of implementing Integrity pact project using new tool “ civil society procurement monitoring tool CSPMT”

The level of satisfaction regarding the three outputs under the strategic axis 1 is ambivalent. While some outputs appear to have obtained high satisfaction perception scores, others are perceived to

have been achieved moderately. The highest satisfaction lies with partnership between TI-Rw and government institutions. It scored 100% satisfaction with 50% respondents satisfied and the other 50% very satisfied (See appendix 1). Another output of the strategic axis 1 that was quantitatively measured is “the awareness of the public at large on corruption practices and their consequences is increased”. Though it is hard to measure such an indicator, the findings from the mini-survey show that satisfaction in regard to the above output is relatively low. Indeed, 27.8% of respondents are satisfied and 16.7% are very satisfied. These results suggest that there is still need to affectively engage citizens in preventing and fighting against corruption (appendix 2) which should logically start with awareness rising.

3.2. Key achievements in the Promoting Good Governance

Under this axis, TI-Rw’s intended objective was to promote and strengthen good governance in Rwanda. It is clear that this is a very broad objective that cannot be achieved in a period of five years. Promoting good governance is a continuous process that takes long and involves significant efforts, resources and closer follow ups.

At the inception of the 2010-14 strategic plan, TI-Rw intended to achieve three main outputs under this strategic axis:

- ✓ Promoting accountability in natural resources;
- ✓ Ensuring effective public delivery;
- ✓ Strengthening the rule of law

The findings from this evaluation revealed important achievements in line with promoting good governance in Rwanda. The table below summarizes some these achievements.

Table 5. Key Achievements for Axis 2

Axis 2. Promotion of Good Governance	
Outputs	Key Achievements
Output 1. Accountability in natural resources is promoted	✓ In line with EITI, TI-Rw attended a number of meetings and trainings. These include: training of CSOs involved in the mining sector on traceability and certification of 3T ores organized by CENADE, participated in forums to discuss on the regional certification mechanism(RCM) to fight against illegal exploitation of mineral resource, organized by ICGLR, TI-Rw attended an international conference on mining for sustainable economic development in the Great Lakes Region
Output 2. Effective public service delivery is ensured	✓ TI-Rw has significantly contributed to enhancing service delivery and transparency in Local Governments by using drop/suggestion boxes for citizens’ complaints. This has given

the citizen opportunities to express their views through these suggestion boxes. TI-Rw has also conducted a research and observation of the judicial system using suggestion boxes. The project intended to provide citizens with an opportunity to express their views through suggestion boxes;

- ✓ TI-Rw conducted a Public Expenditures Tracking Survey on disbursement of funds allocated to Vision 2020 Umurenge/Ubudehe national wide. TI-Rw also conducted PETS, CSC, CRC, QSDS. A survey on role of counselors in audit process involvement at District level. Finally, TI-Rw did a survey on the performance of the mediators committees across the country

Output 3. Rule of law is strengthened

- ✓ Throughout the implementation of the 2010-14 strategic plan, TI-Rw played a very significant role in advocating for following laws: Law of whistleblower protection: law no 35/2012 of 19/09/2012, Law of Access to information: law no 35/2012 of 19/09/2012, Law governing bailiff functions: Law no12/2013 of 22/03/2013;
- ✓ TI-Rw conducted a policy research on the process of the execution of court judgments for a sound rule of law in Rwanda;
- ✓ In line with policy debates with, TI-Rw organized meetings with APNAC that intended to discuss different recommendations raised in a number of TI-RW research projects such as the execution of court judgment, the gender based corruption, the service delivery and the public-private contract in the infrastructure sector.
- ✓ TI-Rw has conducted a systematic analysis of the Auditor General's reports for all 30 districts with the aim of improving the districts transparency in the use of public funds

Output 4. Corporate governance is strengthened	<ul style="list-style-type: none"> ✓ The Integrity pact project was introduced by the TI-Rw as a framework to improve public procurement monitoring. Under the project, districts executive secretaries and procurement officers, members of the private sector (bidders), PSF at central level (bidders), benefited from a tailored training. Social Audits were conducted in four districts where the integrated pact project operated. ✓ A situational analysis project was conducted to contribute to the promotion of transparency and the strengthening of rule of law through "monitoring contracts in the infrastructure sector; ✓ TI-Rw developed for MHC a self-assessment mechanism or instrument based on criteria that will provide a set of standard indicators for regularly measuring media development in Rwanda
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Since the output related to ensuring accountability in natural resources was not implemented,⁴ the mini-survey only covered the three remaining outputs under this strategic axis. One common finding is that all the three outputs have scored moderate satisfaction (below 70%, see details in appendices 3, 4 and 5).

3.3. Key achievements in Improving Management, Institutional Development and sustainability

The main objective of this axis was to strengthen TI-Rw’s institutional technical capacity to develop and implement its programs. Four main outputs were selected to support the achievement of the above stated objective. These are:

- ✓ Enhancing compliance to national and TI-Rw’s regulations and procedures;
- ✓ Improving performance and productivity of TI-Rw;
- ✓ Effective participation and contribution of TI-Rw members;
- ✓ Sustaining TI-Rw programs and organization

The key TI-Rw’s achievements for the axis are summarized in the table below.

Table 6. Key Achievements for Axis 3

Axis 3. Improvement of Management, Institutional Development and sustainability	
Outputs	Key Achievements
Output 1. Compliance to national and TI-Rw’s regulations and procedures	✓ TI-Rw has effectively complied with its internal rules, regulations and procedures as reflected in its procedure manual and statute.

⁴ According to TI-Rw presentation in Rubavu retreat, this output was never implemented.

enhanced	<ul style="list-style-type: none"> ✓ TI-Rw has changed its initial name and it has now become “<i>Transparency International Rwanda</i>”. This also implied changes in its initial Logo as well as the creation of new organs such as the Advisory Council; ✓ TI-Rw annual plans and budget are timely prepared and submitted to the general assembly for approval; ✓
Output 2. Performance and productivity of TI-Rw is improved	<ul style="list-style-type: none"> ✓ TI-Rw managed to recruit 35 permanent staff; ✓ The approval of the 2010-14 strategic plan by the BoD offered an important framework for the of the TI-Rw’s planned interventions. ✓ In line with improving the institutional M&E system, TI-Rw has recruited an M&E staff to closely follow up and report on different activities
Outcome 3. Participation and contribution of TI-RW members is effective	<ul style="list-style-type: none"> ✓ TI-Rw’s statutory meetings were regularly organized: on quarterly basis for the BoD meetings and on annual basis for the general assembly. Retreats between BoD and the TI-Rw staff were also organized; ✓ A TI-Rw membership and expertise databases was developed. The database currently has 67 members with different skills and qualifications. These include (lawyers, economists, Journalists,...)
Output 4. TI-Rw programs and organization are sustained	<ul style="list-style-type: none"> ✓ Thought the implementation of the 2010-14, TI-Rw has made sure that all monthly, quarterly and annual report are submitted to according to the requirements of partners; ✓ Specific funding proposal were developed and submitted to donors such as: IREX, GIZ, DFID, WB, RGB, MHC, TAP, LAF, etc; ✓ A 40mX30m plot, located in Muhima sector has been acquired and this marks an important step towards acquiring permanent premises.

In general, the satisfaction regarding the achievement of outputs under the axis 3 is high for the first two outputs, namely improvement TI-Rw performance and productivity (83.3% cumulatively) and compliance to national and TI-Rwanda’s regulations and procedures (77.8% cumulatively) (see appendix 6 and 7). Satisfaction goes down when it comes to sustaining TI-Rw programs and organization (50%); it is even worse regarding participation and contribution of TI-Rwanda members (only 33.3%). These findings emphasize the need to enhance both the participation of members and sustaining TI-Rwanda’s programs and organization (see appendices 8 and 9).

3.4. Key achievement in Communication Building and Strategic Partnership

Strategically, under this axis, TI-Rw intended to improve its capacity to manage, share and disseminate quality information, knowledge and practices regarding the fight against corruption, and develop partnerships both at local and international levels. This objective was structured into three main outputs:

- ✓ Improving access to quality information on governance and corruption issues;
- ✓ Reduce the incidences and prevalence of corruption at different levels in Rwandan society;
- ✓ Enhance partnerships and collaboration with various stakeholders

Major findings from this assessment in line with the above outputs are reflected the table below

Table 7. Key Achievements for Axis 4

Axis 4. Communication Building and Strategic Partnership	
Outputs	Key Achievements
Output 1. Access to quality information on governance and corruption issues is improved	<ul style="list-style-type: none"> ✓ The TI-Rw’s website was upgraded and is regularly fed with up to date information on governance and fighting corruption ✓ Between 2010 and 2014, TI-Rw published 18 issues in its magazine (5-22). 1800 copies of each issues were printed in English, Kinyarwanda and French; ✓ A review of the TI-Rw mazine “Transparent” impact was done 2011. ✓ In line with facilitating the launch of Annual Corruption Perception Index and the Global Corruption Index, TI-Rw launched: the Global Corruption Barometer in 2013, the Corruption Perception Index in 2010-13, Bribery as a Non Tariff Barrier to trade; a case study of East African Trade Corridors (2012); ✓ In line with disseminating its research findings, TI-Rw printed 50 copies of each research report and shared them with its partners and related articles were published in its magazine. ✓ A mini-library was put in place at TI-Rw’s offices in which its research report, its magazine, as well as other resource magazine such as IMVAHO SHYA and NEW TIMES are found.
Output 2. The incidences and prevalence of corruption at different levels in Rwandan society are reduced	<ul style="list-style-type: none"> ✓ Documentaries were regularly produced for research/studies projects conducted and ALAC success stories were also documented; ✓ During anti-corruption weeks, some billboards are fixed with Anti corruption messages. 9 posts have been so far hired to show TI-Rw messages. ✓ During anti-corruption weeks, billboards displaying anti corruption messages were fixed (a total of 9 posts were hired to display TI-Rw messages) ✓ TI-Rw has produced and ran a series of radio sketches on corruption prevention (e.g. 20 episodes of sketches of 15 min each on human Rights and corruption, episodes of sketches of 15 min each on GBC)

Outcome 3. Partnerships and collaboration with various stakeholders are enhanced

- ✓ TI-Rw has strengthened good working relationships with both African and other continents TI National chapters. This is materialized by experience and information sharing, attending each other's meetings and events. Internally this is shown by a number of MoUs that TI-Rw signed with following institutions and organization: office of Ombudsman, NPPA, POLICE, Supreme Court, ADTS, AJIPRODHO, IMBARAGA, ADENYA and TUBIBAMAHORO, NPA, GIZ, EU, WB etc.
-

Of all the three outputs under Communication Building and Strategic Partnership strategic axis, partnerships and collaboration with various stakeholders has scored the highest level of satisfaction with 83.2% cumulatively (See appendix 10). This finding corroborates TI-Rwanda's partnership and collaboration efforts materialized by a number of MoUs signed with different partners as listed in the table above. This partnership undoubtedly contributed to increased visibility that TI-Rwanda has benefited from throughout the implementation of the 2010-2014 Strategic Plan.

The quality of information on governance and corruption issues has equally scored high, as it has cumulatively scored 72.2 % (see appendix 11). The least satisfying output under this axis, but still high is the reduction of the incidences and prevalence of corruption at different levels in Rwandan society with 71.1% (see appendix 12).

3.5. Partial conclusion and lessons learnt

3.5.1. Conclusion

In light of the evaluation findings of the 2010-2014 TI-Rw Strategic Plan, the following key conclusions can be drawn:

- The key strategic objectives as set in the 2010-2014 Strategic Plan were achieved as evidenced by the analysis above;
- There are some outputs that were not implemented due to understaffing, limited resources (financial and logistics) and ambitious nature of the 2010-2014 Strategic Plan;
- Some objectives are too broad and therefore, they cannot be achieved in a short period of time. Such objectives require continues and long term interventions. This implies that results are very difficult to measure in short-term;
- In some cases, strategic axes, corresponding outputs and activities do not match and therefore, measuring the extent to which a set objective was achieved is less realistic;
- Some outputs are beyond the control of TI-Rw. Consequently, it is very difficult for TI-Rw to drive the implementation pace and set realistic targets;

- TI-Rw has built a credible record and wide visibility. As such, it attracts a growing number of complaints, regardless of its limited staff, financial resources and presence in decentralized entities.

4.5.2. Drivers

In light of the evaluation findings, TI-Rw has successfully implemented the 2010-2014 Strategic Plan thanks to a number of driving factors, including:

- ✓ A conducive policy and legal environment;
- ✓ A strong partnership and committed partners;
- ✓ A positive record and reputation;
- ✓ A skilled and committed staff;
- ✓ Optimal use of available resources, and;
- ✓ Decentralization of interventions to some districts.

3.5.2. Challenges

TI-Rw faced however the following major challenges that need to be taken into account and addressed if the next Strategic Plan is to be more successfully implemented:

- Broad mission as compared with available human and financial resources;
- Lack of a coherent monitoring and evaluation plan;
- Weak participation and contribution of members;
- Low awareness of laws and rights by citizens;
- Insufficient mainstreaming of corruption in various sectoral policies and programs;
- Poor follow up and documentation of changes resulting from TI-Rwanda's advocacy and other efforts.

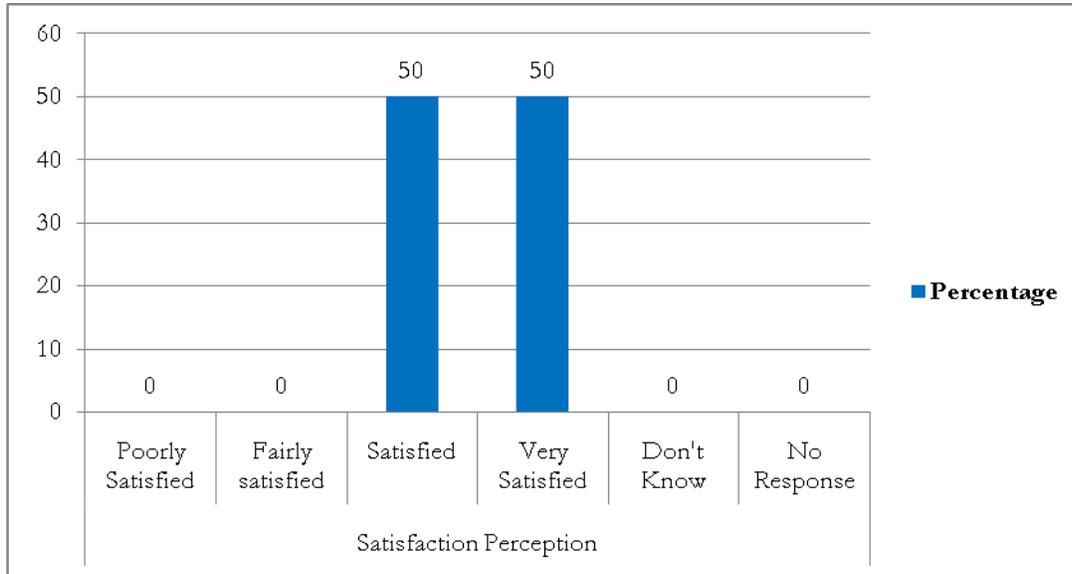
3.5.3. Lessons learnt from the implementation of the 2010-14 strategic plan

TI-Rw perceives the implementation of the 2009-14 strategic plan as a challenging but constructive experience that has helped the institution to set solid foundations for its sustainability and future interventions. During the implementation of 2010-14 strategic plan, TI-Rw has learnt the following:

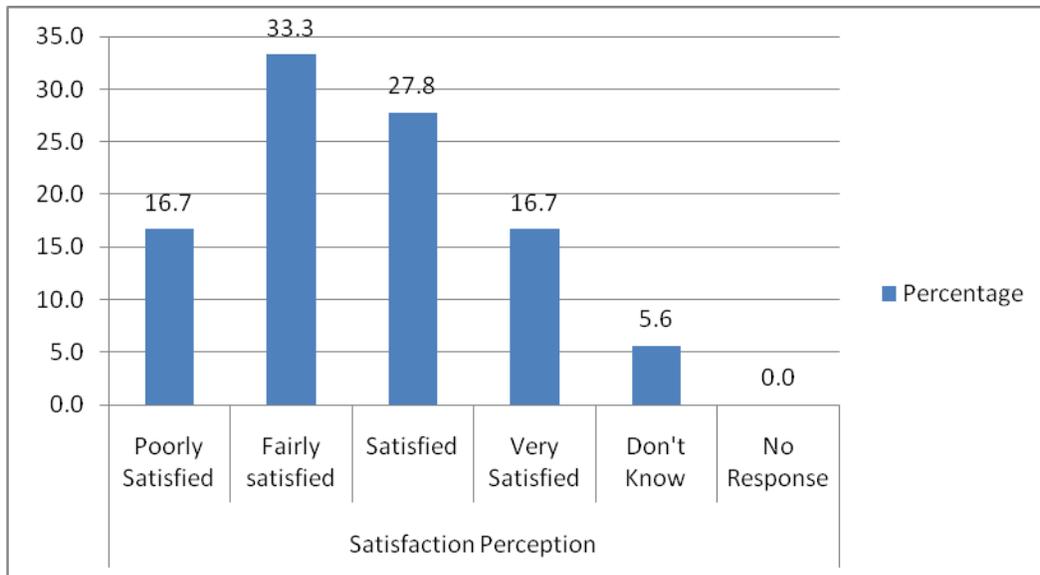
- TI-Rw's activities have not only contributed to increasing awareness and consciousness on corruption issues but also its presence is more and more becoming an important ingredient for people's mindset change;
- Monitoring and Follow-up of actions is key for the continuation and sustainability of initiated activities;
- As TI-Rw grows, expectation increasingly grows high, calling to increase resources (both human and financial) in the same proportions;
- Developing smart targets is very key to measure progress;
- Building on the experience of Paid Services to put in place a regional center for training and Research.

6. List of Appendices

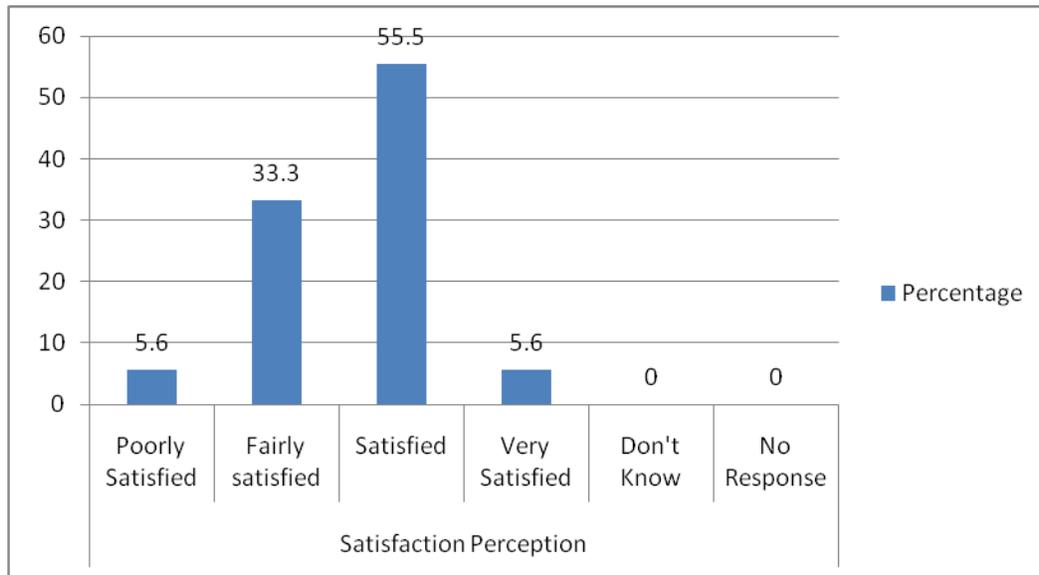
Appendix 1. Satisfaction with partnership between government institutions and TI-R in preventing and fighting corruption



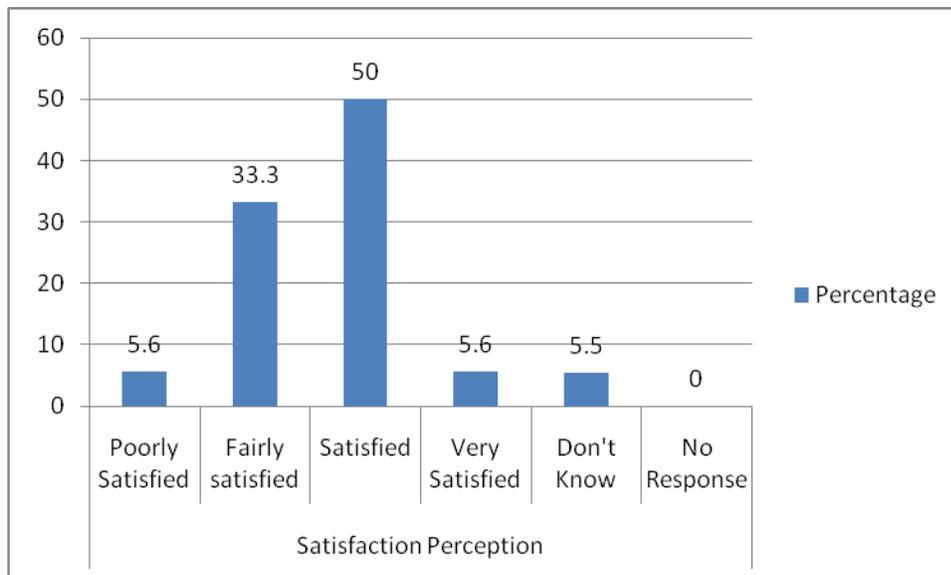
Appendix 2. Satisfaction with the level of awareness of the public at large on corruption issues



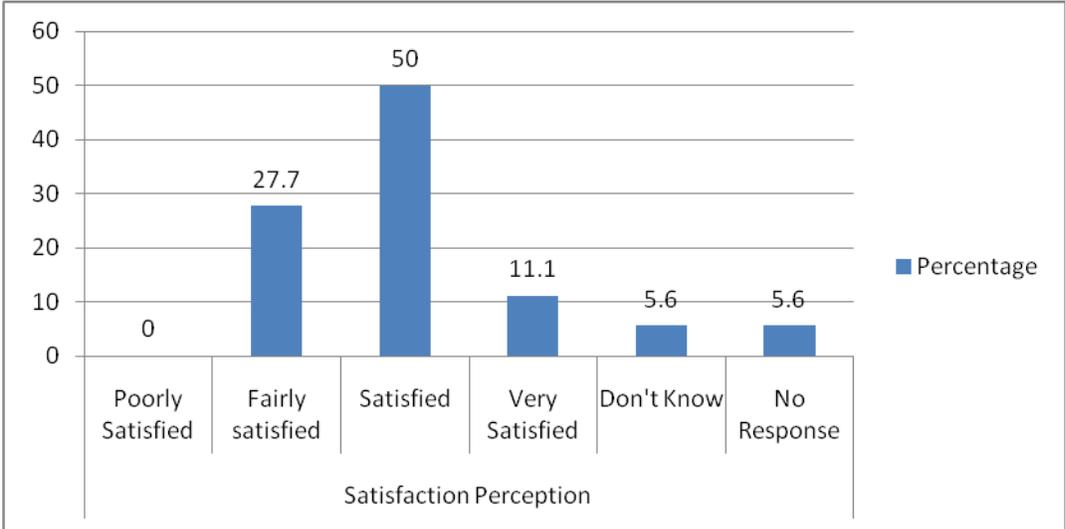
Appendix 3. Satisfaction with the extent to which TI-Rw has contributed to ensure effective public service delivery in Rwanda



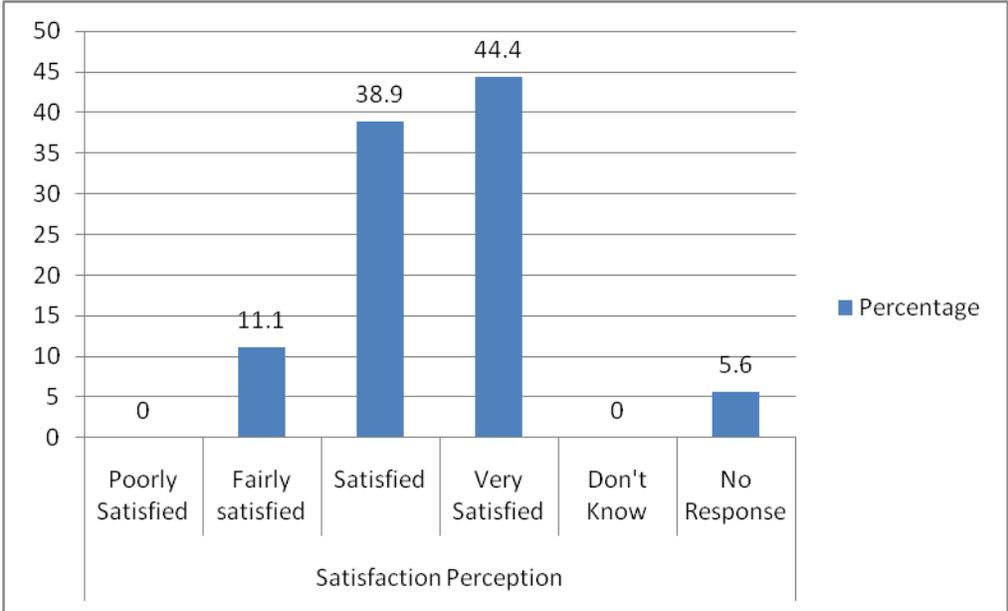
Appendix 4. Satisfaction with how TI-Rw has contributed to strengthening Rule of law in Rwanda



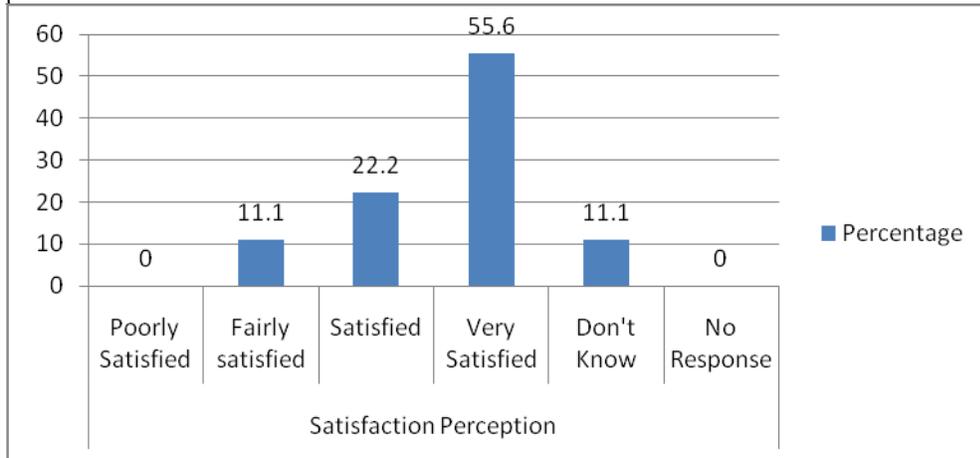
Appendix 5. Satisfaction with how TI-Rw has contributed to strengthening Corporate governance



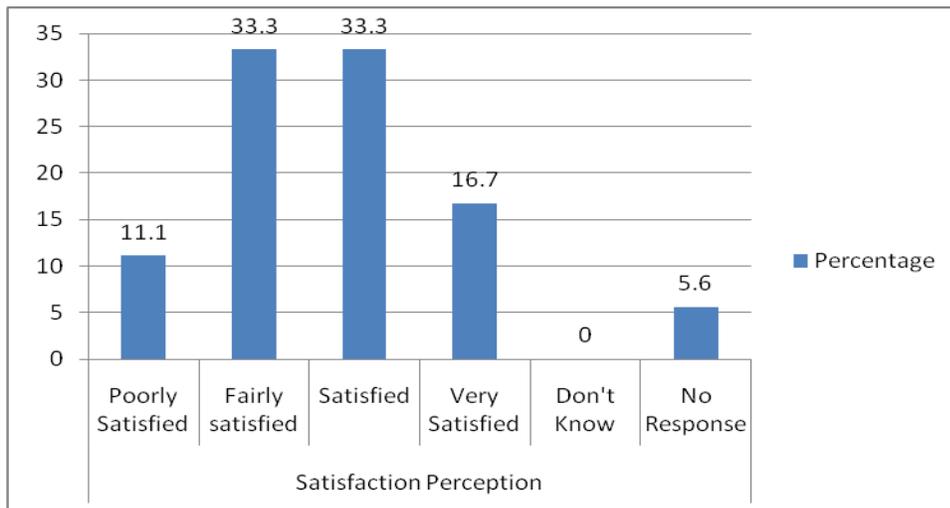
Appendix 6. How satisfied are with How TI-Rw had improved its performance and Productivity



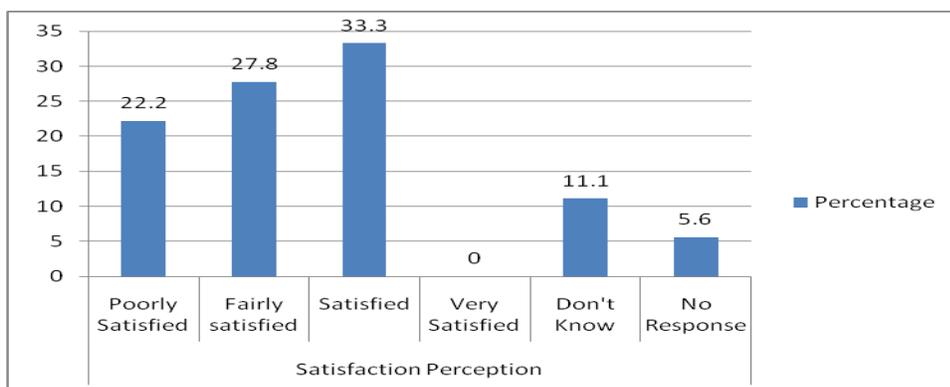
Appendix 7. Satisfaction with how TI-Rw has complied to the national and TI-R regulations and procedures



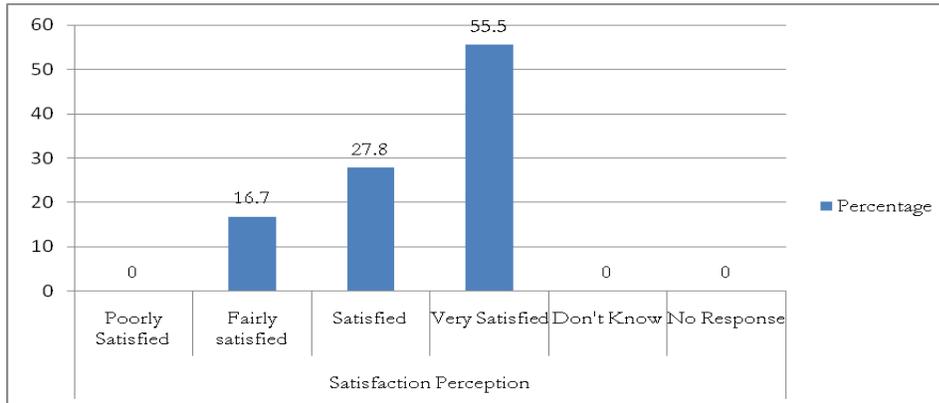
Appendix 8. Satisfaction with how TI-Rw programs and organization are sustained



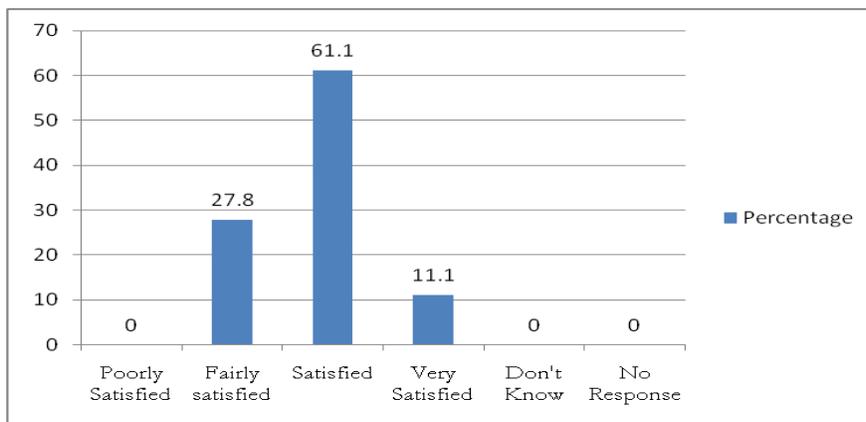
Appendix 9. Satisfaction with the participation and contribution of TI-R members



Appendix 10. Satisfaction with how TI-Rw has enhanced Partnerships and collaboration with various stakeholders



Appendix 11. Satisfaction with how TI-Rw has improved access to quality information on governance and corruption issues



Appendix 12. Satisfaction with how TI-Rw has contributed to reducing the incidences and prevalence of corruption at different levels in Rwandan society

