



**ANNUAL
NARRATIVE
REPORT FOR THE YEAR**

2024

December 2024

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INTRODUCTION

2024 was the last year of implementation of TI-Rw's strategic plan (2020-2024). In this regard, TI-Rw has consistently continued to implement its mission which consists of contributing to the fight against corruption and promoting good governance through enhancing integrity in the Rwandan society. TI-Rw strategic axis are very well supported and embodied in the national aspirations (vision 2050, NST1), policies and laws. For instance, the first axis highlights preventing & combatting corruption and injustices, and fostering citizens centered governance in its strategic axis 3.

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 offenses becomes very 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 joint actions against corruption can be recognized. Furthermore, TI-RW will continue to value evidence-based advocacy by strengthening its research unit, and other communication mechanisms in place connecting TI-RW to citizens as well as strengthening partnerships & engagement with other key stakeholders in this process. The key stakeholders in this context are as described below: 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.

As mentioned above, TI-RW implemented a five-year strategic plan that ran from 2020– 2024. The latter are interconnected under 4 strategic axes which include:

Axis 1: Preventing and combating corruption & injustices

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

Axis 3: Fostering Citizen-Centered Governance

Axis 4: Enhancing organizational capacity and sustainability

Based on its 5 years (2020-2024) Strategic Plan, TI-RW, through its different projects, developed activities that were implemented during the year 2024. This annual report summarizes and provides an overview of all activities implemented by TI-Rw in 2024.

During this year of 2024, TI-Rwanda partnered with different development partners, facilitating the implementation and achievement of its objectives.

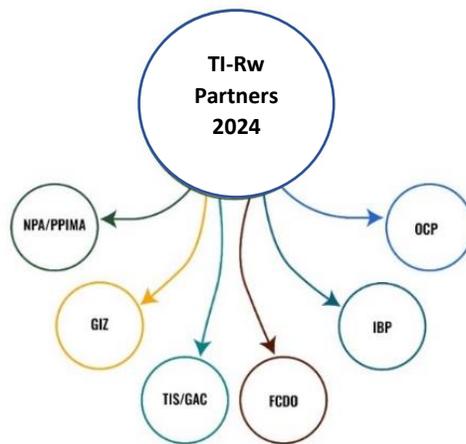
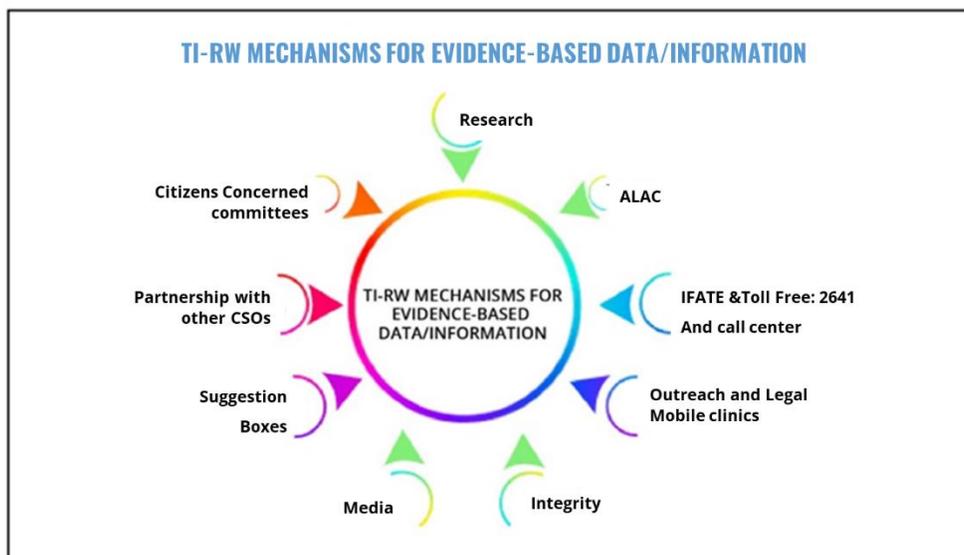


Figure: TI-Rwanda Partners in 2024

Furthermore, TI-Rwanda has been using different 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 previous strategic plan 2020-2024.

Below are the key achievements as per the strategic axis:

Strategic axis 1: Preventing & combating corruption and injustice:

In the framework of public engagement, collaboration and partnership for preventing & combatting corruption & injustices:

- ✓ In the framework of ensuring the rule of law, promote access to justice and fight against corruption, TI-Rwanda has been providing legal aid, advocacy and mediation through ALACs. From January to December 2024, TI-Rwanda received 2,623 citizens where 1,309 were female (49.9%) and 1,314 were male (50%). The total complaints received were 2,633 where 2,435 were successfully closed (92%) and 198 pending cases (8%). Among the closed cases, 341 were closed through advocacy while 150 were closed successfully through mediation.
- ✓ On 23rd November 2024, TI-Rw organized a ToT with CSOs partners with the purpose of strengthening their capacities (CSOs’ District Field Officers and Governance Focal Points and representatives from CSOs) in addressing corruption and grievances related to climate change and environmental disasters. The training gathered 73 participants from 19 districts, with a gender balance of 30 females and 43 males. Key organizations involved included FVA, Tubibe Amahoro, ADEPE, and AJPRODHO, all active in districts under the PPIMA (Public Policy Information Monitoring and Advocacy) project;
- ✓ In November 2024, Transparency International Rwanda (TI-RW) successfully organized a series of community debates across four districts in Rwanda aimed at enhancing climate change resilience and advocating for environmental justice. These debates provided an opportunity for open discussions between local communities and leaders to identify solutions to the challenges posed by climate change. By fostering dialogue, these discussions also aimed to bridge the gap between rights holders and duty bearers, ensuring that local leaders are held accountable for environmental policies. Around 2,633 citizens were sensitized in Kayonza, Kamonyi, Rubavu and Gicumbi districts;
- ✓ From 30th November 2024 to 09th December 2024, In commemoration of International Anti-Corruption Day, TI-RW, in collaboration with the Office of the Ombudsman, organized Anti-Corruption Week, which took place from November 30 to December 9, 2024. The theme for this year’s Anti-Corruption Week was “Uniting with Youth Against Corruption: Shaping Tomorrow’s Integrity.” The week-long campaign focused on engaging youth and other stakeholders in the fight against corruption, fostering awareness, and advocating for integrity across Rwanda.
- ✓ On 20th December 2024, TI-RW organized a National Advocacy Dialogue at Sainte Famille Hotel, which brought together key stakeholders from the public and private sectors, civil society, media organizations, and development partners. The focus of the dialogue was on the challenges of waste

management and landfill infrastructure in Rwanda, as well as their implications for environmental justice.

- ✓ The same day on 20th December 2024, TI-Rw organized a high-level national advocacy dialogue on environmental and climate change policies was held at the Marriott Hotel, Kigali, from 4:30 PM to 6:00 PM. The dialogue served as a platform to discuss critical issues related to the development and implementation of policies and laws for addressing environmental and climate challenges. TI-RW presented a policy brief on addressing corruption as a barrier to environmental justice. The brief examined the impact of corruption on environmental protection and proposed recommendations to improve governance and accountability in environmental matters.

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

- ✓ TI-RW launched the Corruption Perception Index (CPI) 2023 on January 31, 2024, at Ubumwe Grande Hotel in Kigali. The event aimed not only to share the findings of the CPI 2023, produced by Transparency International Secretariat, but also served as a platform to assess how public institutions are implementing measures to combat corruption. The theme for 2023 was "Corruption and Justice." Key commitments made during the event include:
 - ❖ The Rwanda Investigation Bureau (RIB) pledged to enhance mechanisms for monitoring the detention and release of crime suspects. This involves ensuring that decisions regarding the release of detainees are not made unilaterally but are subject to consultation with a superior.
 - ❖ The investigative department within RIB will increase supervision of its staff.
 - ❖ Efforts will be intensified to raise awareness among citizens about reporting and denouncing corrupt practices.
 - ❖ The Office of the Ombudsman will emphasize the role of the National Council for Anti-Corruption in providing guidance on various strategies to combat corruption.
- ✓ In advocating for policy changes and transparency, TI-RW has actively engaged in key initiatives such as the consultative meeting on Anti-Corruption Policy and the launch of the Corruption Perception Index (CPI) 2023. These efforts serve as crucial platforms for dialogue and recommendations aimed at informing decision-makers and driving systemic change.
- ✓ On 7th November 2024, TI-RW, in collaboration with the Norwegian People's Aid (NPA), launched a comprehensive research study titled "Corruption as a Barrier to Environmental Justice in Rwanda." The study aimed to investigate how corruption obstructs environmental justice and to identify gaps in Rwanda's environmental governance systems. The research focused on:
 - ❖ Evaluating the effectiveness of existing environmental laws and policies.
 - ❖ Understanding how corruption impacts marginalized groups, including women and youth, and limits their access to climate adaptation resources.
 - ❖ Providing actionable recommendations for improving transparency and accountability in Rwanda's environmental governance.
- ✓ On 11th December 2024, TI-Rw launched the Rwanda Bribery Index (RBI) 2024 with the participation of 60 people from key stakeholders from government institutions, CSOs, development partners and media. The event presented key findings and recommendations with the aim of addressing corruption in Rwanda.
- ✓ TI-Rw has significantly collaborated with local and national government institutions to ensure policy, institutional and procedure changes in terms of fighting against corruption, promoting

service delivery and governance in general. In this framework, TI-Rw engaged in a positive way with high policy decision makers from institutions like the Office of the Ombudsman, WASAC, REG, the Parliament, and the Supreme Court.

- ✓ From October 24th to 25th 2024, TI-Rw, in partnership with RALGA, organized a first stakeholders' exchange meeting on recurrent issues affecting PFM in Local Government entities. The meeting brought together key stakeholders with the goal of strengthening social accountability mechanisms and approaches for more effective service delivery, enhancing the performance of VUP-FS program, and promoting efficient public funds management. The meeting was attended by representatives from MINECOFIN, MINALOC, MINAGRI, MINICOM, MINEDUC, MINISANTE, MININFRA, and MIFOTRA, Office of the Auditor General, RRA, RAB, RPPA, Office of the Ombudsman, provincial administrations, Districts, the City of Kigali, RALGA, GIZ, and Transparency International Rwanda and took the following resolutions;
- ✓ On 26th November 2024, TI-Rw launched the analysis of the auditor general's reports of districts and the City of Kigali for the fiscal year which ended on 2022-2023. The meeting involved key actors in the public finance management such as MINALOC, MINECOFIN, RPPA, the Parliament (APNAC members and Public Accounts Committee), OAG, development partners and CSOs.
- ✓ In June 2024, a workshop was held at the national level to share findings and recommendations from corruption-risk assessments conducted in the health and education sectors. After the sessions, five (5) senior staff (Permanent Secretary, Senior Analyst from HEC, DG from MoH, Director from HEC, Representative of RIB) committed to addressing corruption vulnerabilities and loopholes in the delivery of education and healthcare to women and girls and other groups at risk of discrimination.

Strategic Axis 3: Fostering citizen-centered governance:

- ✓ In the framework of fostering citizen-centered governance and fight against corruption, TI-Rw conducted outreach activities in three districts (Musanze, Nyamagabe and Kamonyi) where two sectors in each district were mobilized in August 2024 and 2,100 citizens were reached out on improving service delivery, preventing & fighting corruption. TI-Rw took this opportunity to engage with local authorities in the respective sectors and number of commitments were highlighted in the framework of improving service delivery.
- ✓ TI-Rwanda upgraded its digital tool "iFATE" and improved its window of monitoring service delivery using the approach of suggestion box but in a digitalized way. In this regard, TI-Rw conducted the monitoring of service delivery using the digital tool with a focus on people in the City of Kigali (Gasabo district), and other secondary cities (Muhanga, Rusizi, Nyagatare and Rwamagana districts). Prior to conducting the monitoring exercise, TI-Rw conducted awareness and mobilization on the citizen charter & iFATE digital tool use in the above districts. A total of 2,600 were reached from 26th to 29th November 2024.
- ✓ In the framework of greening the Community Scorecard, TI-RW developed the Greened Community Scorecard (GCSC) to enable communities to evaluate and improve environmental sustainability at the local level. This process included conducting a needs assessment for greening the CSC, reviewing the existing framework, and identifying entry points for environmental components. Environmental indicators were successfully integrated into the CSC, leading to the development of a guiding manual for Civil Society Organizations (CSOs). This manual will support CSOs in gathering priorities and integrating environmental components for collective action on climate change mitigation and adaptation in local communities.

Strategic axis 4: Enhancing organizational capacity and sustainability:

- In the framework of enhancing TI-Rw capacity and ensuring sustainability, TI-Rw organized a retreat with its partners to further develop its five-year strategic plan 2025-2029. The purpose was to align the strategy with TI global movement's priorities in its strategy 2030, as well as aligning it with the national policies and strategies like the NST 2 (National Strategy for Transformation). A new five-year strategic plan (2025-2029) was developed with the following strategic objectives:
 - Protect Public Resources and Safeguard People's Rights;
 - Prevent and Combat Corruption and Injustice;
 - Promote and Sustain Civic Space for Transparency, Participation and Accountability;
 - Strengthen Access to Justice, Effective Enforcement, and Rule of Law;
 - Reinforce Institutional Capacity to Influence and Mobilize.

Advocacy Impact:

The collaboration and the partnership with government entities and private sector were one step ahead in the marathon as they placed TI-RW reports and recommendations at first level which can be comprehended through different invitations by concerned institutions for TI-RW to shed more lights on their respective reports and discussion of innovative ways to implement highlighted recommendations.

- TI-Rw believes in evidence-based advocacy. In this spirit, findings from RBI, CPI, and Corruption as a barrier to environmental justice coupled with systematic and intentional dialogues led to the desire to reinforce corruption monitoring mechanisms and increase or adopt techniques to improve service delivery through embracing digitalization in different sectors and institutions. For instance, the Rwanda National Police has engaged TI-Rw in the process of conducting a corruption risk assessment, thus strengthen and develop mechanisms to improve service delivery as well as curbing corruption;

- Furthermore, during the launch of RBI 2024, stakeholders witnessed tremendous measures put in place by RURA and REG to improve service delivery, curb corruption through the use of digital tools to reduce direct interactions between service seekers and providers;

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

Output 1.1: Public engagement for preventing and combatting corruption & injustices

❖ Collaboration and partnership with other stakeholders in public procurement

In the framework of collaboration and partnership with stakeholders in the procurement area, RPPA invited TI-Rwanda in an Ideation workshop on addressing challenges in Public Procurement. The ideation workshop brought together a diverse group of stakeholders such as the Private sector federation, Civil society organization, professional bodies, academics, researchers, and Public institutions. TI-Rwanda, as a Civil society, shared on the role of civil society to enhance transparency in public procurement. The workshop took place on 24th June 2024 at the National Institute of Statistics of Rwanda and brought together around 130 people.

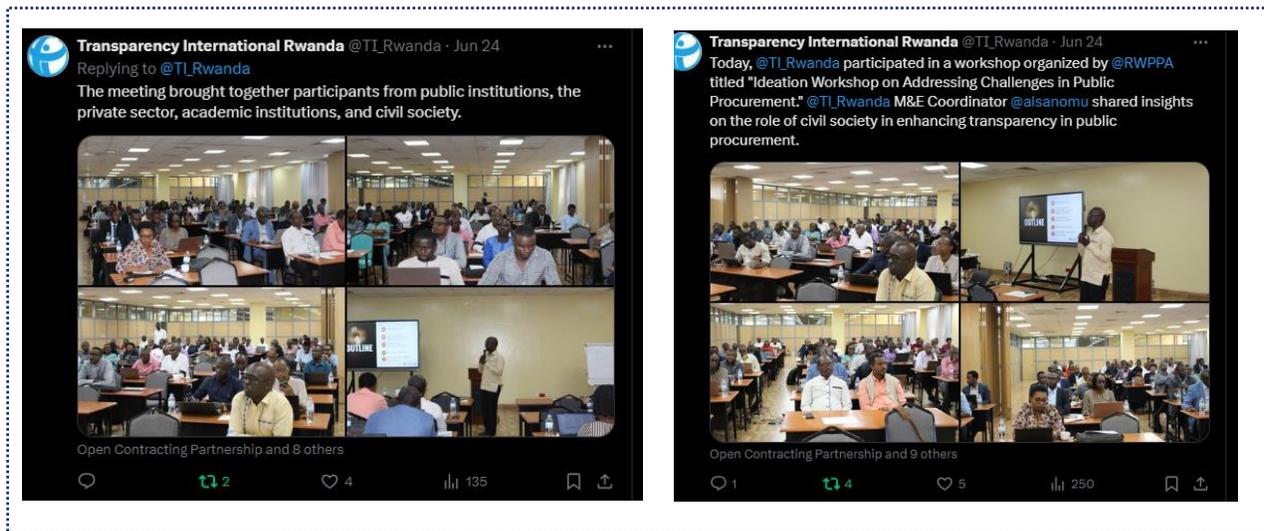
It was an opportunity for TI-Rwanda to share its experience in monitoring the public procurement process with the aim to promote transparency and accountability as well as increasing citizen participation in the procurement process through social audit.

TI-Rwanda briefly shared on the following key experiences:

- The background of monitoring public procurement using the integrity pact approach;
- Using evidence to strategically engage with Policy decision makers, duty bearers in the procurement area and other stakeholders through dialogues;
- On the basis of the outcome of the dialogue, policy papers/ briefs can be produced to strengthen advocacy; recommendations can be adopted and commitments made; there might be the establishment of a multi-stakeholder committee for follow up of the recommendations to ensure effective systemic, policy and individual behavior change.
- Conduct High level policy consultation on issues and/or challenges affecting public procurement (on the basis of evidence generated by TI-Rw researches and other monitoring tools)
- Active participation in the national consultations aiming to review existing policies, laws and regulations related to Public procurement (For instance the review/amendment of the law of public procurement no 62/2018 of 25/08/2018 to no 031/2022 of 21/11/2022);
- Radio and TV talk shows engaging different stakeholders in Public financial management (more specifically in procurement);
- Workshop with stakeholders in the procurement system to raise awareness, knowledge and collaboration. For instance, workshop with public and private sector members in Musanze,

Rubavu and Rwamagana on Leadership, Ethics, Governance and Sustainability with a focus on how this can improve transparency and accountability in the procurement process;

- Collaboration through the Rwanda Coalition on Contract Monitoring. It was an opportunity to share again on what TI-Rwanda is doing in partnership with Open Contracting Partnership;
- TI-Rwanda also emphasized on the three messages on Open contracting and encouraged participants to report any irregularities and corruption-related offenses in public procurement on TI-Rwanda's Toll free 2641 and the whatsapp number 0788309583.
- The key messages shared are: **Open contracting improves competition and public integrity; Open contracting saves money and time; Open contracting delivers better goods, works and services.**



❖ Service delivery and corruption risk assessment workshop

Transparency International Rwanda (TI-RW), in partnership with the Rwanda National Police (RNP), organized a two-day workshop at La Palisse Hotel Nyamata on 16-17 December 2024 to discuss the findings of a Service Delivery and Corruption Risk Assessment. The objective of the workshop was to explore ongoing challenges in key areas of police service, identify practical solutions, and discuss strategies for enhancing transparency and accountability within the RNP.

The first day of the workshop began with a warm welcome to all participants, including distinguished guests from both TI-RW and RNP. The Inspector General of Police (IGP) took the floor to deliver an inspiring opening address. He emphasized the vital role that collaboration between TI-RW and RNP plays in building a transparent and accountable police service. His message set the tone for the discussions, focusing on the shared commitment to improving public service delivery and enhancing trust within the community.

Following the opening address, the TI-RW Program Manager and the Director of Internal Audit presented the findings from the Service Delivery and Corruption Risk Assessment. The findings brought to light two major areas of concern:

- **Traffic and Road Safety (TRS):** The assessment revealed that bribery and corruption, particularly soliciting bribes to overlook traffic violations or reduce penalties, were prevalent within this sector.
- **Testing and Licensing (TL):** Corruption in the issuance of driving licenses was identified, with some individuals bypassing driving tests altogether to obtain their licenses.

The findings highlighted the need for urgent attention in these areas to ensure fair practices and uphold public trust in the RNP. There was a strong consensus that tackling these challenges requires a commitment to sustained transparency, community engagement, and reform within the institution.

Several key recommendations emerged from the group discussions:

- **Expand the use of technology:** Introducing technological solutions like fixed traffic cameras and integrated examination centers would limit face-to-face interactions and reduce opportunities for bribery.
- **Strengthen the Inspectorate of Service and Ethics:** The importance of regular inspections and audits to ensure compliance with anti-corruption protocols was emphasized.
- **Public awareness campaigns:** Educating the public on proper procedures and the consequences of corruption was seen as essential to fostering a culture of integrity.
- **Collaboration with civil society and media:** Building partnerships with civil society organizations and the media would promote transparency and encourage whistleblowing through secure, accessible reporting channels.

By the end of the workshop, there was a strong commitment from both TI-RW and RNP to continue working together to foster a culture of integrity, accountability, and service excellence within Rwanda's police force. TI-RW reaffirmed its dedication to supporting the RNP in promoting a transparent, just, and fair system that serves the needs of the community. The workshop concluded with a collective call to continue such initiatives on an annual basis, to evaluate the progress made, share lessons learned, and maintain momentum in the ongoing fight against corruption.

❖ **Anti-corruption week (30th November to 09th December 2024)**

In commemoration of International Anti-Corruption Day, TI-RW, in collaboration with the Office of the Ombudsman, organised Anti-Corruption Week, which took place from November 30 to December 9, 2024. The theme for this year's Anti-Corruption Week was “**Uniting with Youth Against Corruption: Shaping Tomorrow's Integrity.**” The week-long campaign focused on engaging youth and other stakeholders in the fight against corruption, fostering awareness, and advocating for integrity across Rwanda.

The week's activities included:

- **TV Talk Show:** On November 30, 2024, a TV talk show was held at Rwanda Broadcasting Agency (RBA) with a panel of experts discussing “**The Collaboration of Institutions in Fighting Corruption and the Specific Role of Youth.**” The panel featured representatives from the Office of the Ombudsman, the National Youth Council, and Transparency International Rwanda. The discussion emphasized the importance of involving youth in promoting integrity and fighting corruption for a better future.
- **Radio Talk Shows:** On December 7, 2024, various radio stations, including Isango Star Radio, Radio 10, Fine FM, Imanzi Radio, Energy Radio, and B&B Radio, hosted a series of talk shows exploring the theme of anti-corruption and youth involvement. These broadcasts reached a wide audience across the country, sparking public dialogue on strategies to combat corruption.
- **Dialogue on Public Utilities:** On December 2, 2024, the Office of the Ombudsman, in collaboration with TI-RW, organized a consultative dialogue on public utilities, focusing on enhancing transparency and accountability in public service delivery. The dialogue brought together stakeholders from various institutions responsible for public utilities to discuss strategies for addressing corruption and improving service delivery.

Key Outcomes: The dialogue resulted in the following resolutions:

- Intensifying public awareness campaigns to educate citizens on service requests, timelines, and associated costs.
- Developing and publicly disseminating Service Charters across institutions to outline clear procedures for service requests and delivery timelines.
- Promoting collaboration among public institutions to enhance transparency and reduce corruption in service delivery.

The week ended with a renewed commitment from stakeholders to strengthen the fight against corruption, with a special vote of thanks extended to TI-RW for its continued partnership and support.

See pictures below:



Additionally, TI-Rw collaborated with the City of Kigali during the anti-corruption week organized by the last. During this week, radio talks were organized at RadioTV10 (https://x.com/TI_Rwanda/status/1926993049940349052)

Moreover, the Executive Director of TI-Rw delivered a special presentation at a consultative meeting on combating corruption and injustices. The meeting was organized by the City of Kigali (https://x.com/TI_Rwanda/status/1928393140035109030) . The meeting has brought together key

actors and stakeholders involved in anti-corruption efforts. It's part of the Anti-Corruption Campaign Week, held under the theme: "Uniting with Youth Against Corruption: Shaping Tomorrow's Integrity."



❖ **Consultation meeting on Anti-corruption policy**

TI-RW organized a consultative meeting on Anti-Corruption Policy on 22nd February 2024 at the Ubumwe Grand Hotel, Rwanda. The meeting was organized by the Ministry of Justice in collaboration with TI-RW and aimed to gather insights from various stakeholders to enhance the new Anti-Corruption Policy.

Discussions revolved around enhancing transparency, strengthening legal frameworks, and promoting accountability. Strategies to engage the public and foster a culture of integrity were also deliberated. The role of technology in anti-corruption initiatives was recognized as vital, with suggestions for leveraging digital tools for reporting and monitoring corruption.

The consultative meeting resulted in valuable insights and recommendations for refining the new Anti-Corruption Policy. Key themes emerged, including:

- ✓ the importance of collaboration among stakeholders, the need for robust enforcement mechanisms, and the promotion of ethical leadership.
- ✓ commitment to supporting anti-corruption efforts and the role of education and awareness-raising in combating corruption effectively.

Furthermore, during group discussions participants also shared the following recommendations and input for the new Anti-Corruption Policy on the following areas:

Improving corruption reporting mechanisms

- ❖ Raise awareness about the existing reporting mechanisms (protection of whistleblowers and victims).
- ❖ Improve the use of toll-free numbers for reporting cases of corruption
- ❖ Put in place decentralized toll-free numbers that can be used on a regular basis for calls received on corruption.
- ❖ E-reporting page on each official institution website to report corruption.
- ❖ Incentives to whistleblowers to motivate people to denounce corruption.
- ❖ Improve and provide clarity of findings from the Auditor General report on suspicions of corruption cases.

Strengthening quality of service delivery

- ❖ Special status for lower government staff - to be rephrased to “assess better alternative for lower government civil servants for lasting jobs”
- ❖ Encourage CSOs to initiate digital and procurement services.
- ❖ Conduct in-depth assessment to inform prevention of corruption in big projects.

Promoting a culture of integrity

- ❖ Educate children on integrity
- ❖ Consider mentioning or incorporating category citizens participating through community platforms.

Strengthen international cooperation

- ❖ Speed up the implementation regional anti-corruption protocols (East Africa Anti-Corruption protocol)
- ❖ Engage cooperation among local enforcement agencies and anti-corruption agencies using formal and informal channels (such as Interpol and ARINEA between institutions)

The meeting also provided a platform for meaningful dialogue and collaboration among stakeholders.

The insights gathered from the meeting will be incorporated into the final draft of the new Anti-Corruption Policy. Further consultations and stakeholder engagements will be conducted to ensure the effectiveness and sustainability of anti-corruption initiatives.

Below are highlights from our social media X Thread:

https://twitter.com/TI_Rwanda/status/1760579993514447343



Participants in the consultative meeting on 22nd February 2024 at Ubumwe Grand Hotel

Output 1.2: Coordination and partnership with relevant stakeholders in preventing & combatting corruption and injustices strengthened

❖ High-level national advocacy dialogue with Policymakers to discuss issues related to policies & laws on environmental & climate change (Theme: Landfill and Waste Management for Environmental Justice)

On December 20, 2024, TI-RW organized a National Advocacy Dialogue at Sainte Famille Hotel, which brought together key stakeholders from the public and private sectors, civil society, media organizations, and development partners. The focus of the dialogue was on the challenges of waste management and landfill infrastructure in Rwanda, as well as their implications for environmental justice.

The dialogue involved discussions on the following recommendations:

- REMA (Rwanda Environment Management Authority) suggested that CSOs play a key role in influencing value chain behavior change in waste management.
- Institutions should develop clear policies for managing waste and commit to continuous dialogues on environmental justice involving all stakeholders in the environment sector.
- The Ministry of Environment (MoE) emphasized the private sector’s role in waste management and the need to valorize waste.

- Public institutions such as REG, MININFRA, and RTDA should adopt environmental justice policies, particularly since some of their infrastructure projects are not environmentally friendly.
- The government should expand waste management awareness campaigns nationwide, ensuring that all institutions adopt waste management practices.
- Collaboration among government entities, CSOs, academia, and the private sector is vital to promote environmental awareness and education.
- Rwanda is considering innovative financing mechanisms, such as green bonds and carbon credits, to address climate and environmental challenges.
- Private companies involved in waste collection called for greater transparency in procurement processes.
- Authorities at the local level should collaborate more effectively with private companies in waste management, as some are currently requesting bribes, creating barriers to progress.
- Hygiene tender processes contain corruption risks, with some procedures being manipulated through bribes.
- More private investors should be mobilized to advocate for waste civility and promote composting.

The event concluded with several commitments from stakeholders to adopt sustainable waste management practices, reduce landfill dependence, and improve waste segregation at the community level. The representative of the City of Kigali also announced plans to shift waste collection operations to Nduba, with an incentive scheme for citizens who actively participate in waste segregation.

Photo :



Media coverage:

<https://umuseke.rw/2024/12/icukumbura-ryibibazo-biri-mu-gutwara-imyanda-mu-mujyi-wa-kigali/>;

❖ High-level meeting on environmental and climate change policies

On 20th December 2024, a high-level national advocacy dialogue on environmental and climate change policies was held at the Marriott Hotel, Kigali, from 4:30 PM to 6:00 PM. The dialogue served as a platform to discuss critical issues related to the development and implementation of policies and laws for addressing environmental and climate challenges.

TI-RW presented a policy brief on addressing corruption as a barrier to environmental justice. The brief examined the impact of corruption on environmental protection and proposed recommendations to improve governance and accountability in environmental matters.

Photo:



❖ Consultative meeting on Anti-Corruption policy

TI-RW actively participated in a consultative meeting on Anti-Corruption Policy on 22nd February 2024 at the Ubumwe Grand Hotel, Rwanda. The meeting was organized by the Ministry of Justice in collaboration with TI-RW and aimed to gather insights from various stakeholders to enhance the new Anti-Corruption Policy.

Discussions revolved around enhancing transparency, strengthening legal frameworks, and promoting accountability. Strategies to engage the public and foster a culture of integrity were also deliberated. The role of technology in anti-corruption initiatives was recognized as vital, with suggestions for leveraging digital tools for reporting and monitoring corruption.

The consultative meeting resulted in valuable insights and recommendations for refining the new Anti-Corruption Policy. Key themes emerged, including:

- ✓ the importance of collaboration among stakeholders, the need for robust enforcement mechanisms, and the promotion of ethical leadership.

- ✓ commitment to supporting anti-corruption efforts and the role of education and awareness-raising in combating corruption effectively.

Furthermore, during group discussions, participants also shared the following recommendations and input for the new Anti-Corruption Policy on the following areas:

Improving corruption reporting mechanisms

- ❖ Raise awareness about the existing reporting mechanisms (protection of whistleblowers and victims).
- ❖ Improve the use of toll-free numbers for reporting cases of corruption.
- ❖ Put in place decentralized toll-free numbers that can be used regularly for calls received on corruption.
- ❖ E-reporting page on each official institution website to report corruption.
- ❖ Incentives to whistleblowers to motivate people to denounce corruption.
- ❖ Improve and provide clarity of findings from the Auditor General report on suspicions of corruption cases.

Strengthening quality of service delivery

- ❖ Special status for lower government staff - to be rephrased to “assess better alternative for lower government civil servants for lasting jobs”
- ❖ Encourage CSOs to initiate digital and procurement services.
- ❖ Conduct in-depth assessment to inform prevention of corruption in big projects.

Promoting a culture of integrity

- ❖ Educate children on integrity
- ❖ Consider mentioning or incorporating category citizens participating through community platforms.

Strengthen international cooperation

- ❖ Speed up the implementation regional anti-corruption protocols (East Africa Anti-Corruption protocol)
- ❖ Engage cooperation among local enforcement agencies and anti-corruption agencies using formal and informal channels (such as Interpol and ARINEA between institutions)

The meeting also provided a platform for meaningful dialogue and collaboration among stakeholders.

The insights gathered from the meeting will be incorporated into the final draft of the new Anti-Corruption Policy. Further consultations and stakeholder engagements will be conducted to ensure the effectiveness and sustainability of anti-corruption initiatives.

Below are highlights from on our social media X Thread:
https://twitter.com/TI_Rwanda/status/1760579993514447343



Participants in the anti-corruption policy workshop

❖ *Provision of legal aid, advocacy & mediation by ALACs*

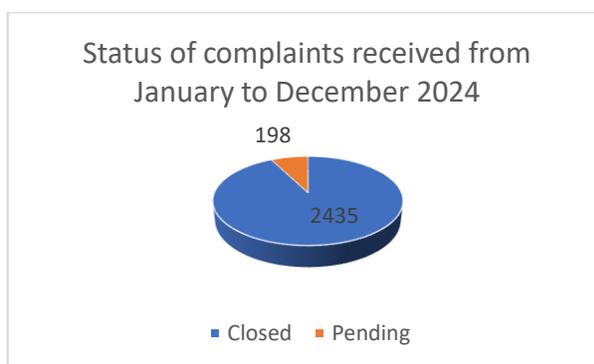
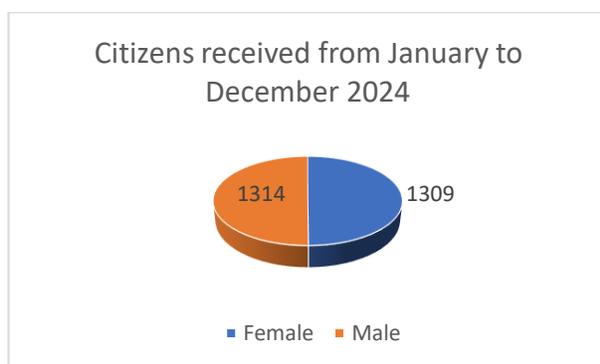
Through its dynamic ALACs established around the country, and due also to the capacity of its staff and CCCs which has been developed in terms of legal aid, mediation, gender equality and inclusion as well as advocacy, TI-RW has been able to assist citizens from different part of the country, representing all groups of people (inclusion) as well as striving to promote and advocate for their rights. As it will be highlighted in the report below, in this reporting period (January to December 2024), TI-Rw received 3,471 citizens with 3,481 complaints. From January to December 2024, TI-Rwanda received 2,623 citizens where 1,309 were female (49.9%) and 1,314 were male (50%). The total complaints received were 2,633 where 2,435 were successfully closed (92%) and 198 pending cases (8%). Among the closed cases, 341 were closed through advocacy, while 150 were closed successfully through mediation.

Some cases received in this reporting period:

No	Gender	Case Summary	Status (Closed, pending)
Environmental justice cases			
Cases related to Mining			
1	M	In September 2024, a citizen living in Ngororero district complained to ALAC that him and other citizens are facing problems with a mining company in their area. When extracting minerals, they go under their houses and citizens are feeling unsafe.	The mayor of the district had promised to visit them but the time given has passed. TI-Rw committed to follow the case to the district authorities.
2	M	A citizen of Kicukiro district complained to TI-Rwanda that in September 2024, he requested the district of Bugesera the authorization to extract minerals in the government plot and the latter denied it to him for the protection of environment reasons. However, the citizen says that there are other people exploiting it without official authorization and the district is aware of it.	TI-Rwanda is following this case
Cases related to expropriation/REG			
3	M	A citizen living in Kirehe district complained to ALAC that in 2018, while REG was installing electricity, his plot was used by REG which put it a transformer. His trees of fruits were destroyed. REG committed to compensate with 118.000frw but never paid.	After TI-Rwanda intervention, REG paid him.
4	F&M	Thirteen (13) citizens of Musanze district, Rwaza sector have a problem that in 2021, REG destroyed their properties while installing electricity	TI-Rwanda advocated to a staff in charge in Musanze and there were paid.
5	M	A citizen of Nyamagabe ditrict, Gasaka Sector complained to ALAC that in 2020, while constructing the electricity dam of Rukarara; his properties were destroyed and he has not been compensated so far.	TI-Rwanda advocated his issue to the district authorities as well as to the contractor who built the electricity dam. They both committed to solve this issue and pay very soon.
6	M	A citizen of Gakenke district, Muhondo sector complained that REG constructed an electricity pot in his plot and has not been compensated. His problem is that he continues to pay taxes.	TI-Rwanda advocated his issue to REG which committed to pay him very soon. We contacted him and he said that one plot has already been compensated and still waiting for the other one.
Cases related to animals in the park			
7	F	A citizen of Ngoma district, Jarama sector, in 2021, a hippopotamus from Akagera park destroyed her crops but was not compensated.	TI-Rwanda advocated her case to the ES of the sector and they promised that there were going to contact the Special Guarantee Fund (SGF) to resolve the issue.

8	M	In 2019, animals from Akagera park destroyed four of the livestock of a citizen in Kayonza district, Ndago sector. The sector made a report, when the citizen took it to SGF, he was told that the file was not complete because the report of the veterinarian was missing. He has not yet been paid because the actual veterinarian said that he cannot make a report of things that happened before he was appointed to that area.	After TI-Rwanda intervention to the ES, a new and complete file was done by the sector and sent to SGF. The ES of sector has committed to follow up the case until the citizen is compensated.
Cases related to disasters caused by heavy rains			
10	F&M	On 3 rd October 2024, forty-two (42) citizens of Kirehe district, Nasho sector, Ruburizi cell; their houses were destroyed by heavy rains and were promised by the local administration to build for them new ones but so far nothing has been done. The same issue was submitted by citizens of Rubavu district in Rugorero sector.	TI-Rwanda advocated their case to the ES of sector, he said that he was new and promised to follow the issue at MIDMAR.
Cases related to road construction			
11	M	On 16 th September 2024, citizens of Nyamagabe and Nyabihu districts complained to TI-Rwanda that their properties are destroyed by wasted water from the construction of the roads.	TI-Rwanda advocated to RTDA which committed to follow the repeated issues of citizens who keep on complaining that there are wasted waters from roads construction destroying their properties.
12	M	In Kigali, we received cases of houses left in risk zones because of roads construction. It had become almost impossible for them to enter their houses.	TI-Rwanda visited the places and presented the issue to the authorities of Kigali city. They immediately put some provision mechanisms in place facilitating them to access their houses.
Cases related to the implementation of masterplan			
13	M	A citizen in Kigali city, Kicukiro district, Nyarugunga sector complained to TI-Rwanda that he requested for a loan providing a security of his plot, but the bank told him that they can't give him the loan because as per the master plan, a road will pass by it. The citizen went to Kigali city for help, and was told that its true that on the master plan, there is a road planned but might take 30 years for its construction, hence there is not much they can do. Now, the citizen cannot give his own land for security in bank, cannot sell and cannot get permission to build. He said that there are many citizens in the same situation.	TI-Rwanda is advocating to the city of Kigali to analyze how best they can support citizens experiencing these issues.

15	M	A citizen of Kamonyi district, Gacurabwenge sector submitted a complaint to TI-Rw of his plot. The plot was for agriculture, REG used part of it for electrical installation. Later, the plot changed and became residential. He requested REG for compensation because you cannot construct a house under electrical installation and if you remove the 6m, the standard of the plot does not fit.	TI-Rwanda is advocating for the issue.
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❖ **Establishing a CSOs collaborating for Open and Accountable Budget platform for exchange and learning & interface meetings with other key partners**

Since March 2024, in partnership with IBP, TI-Rw managed to bring together CSOs in the governance sector to exchange and learn from each other on matters related to budget transparency, public participation and budget oversight. About 12 CSOs have been gathered and included later in the learning journey through the Ruzuku platform whose online courses concluded on 3rd December 2024 where participants who completed the online training gained a completion certificate attesting that they have completed an online portion of the Collaboration for Open and Accountable Budgets course on Ruzuku platform.

Around 20 people participated in both the in-house training & online Ruzuku training on budget analysis, transparency, public participation and oversight. Participants came from ActionAid Rwanda, NUDOR, COPORWA, RCSP, Rwanda Women Network, Never Again Rwanda, Pax Press, ADEPE, AJPRODHO, Faith Victory Association, to mention but few.

In addition to the above, during the IBP team visit in Rwanda, number of interface meetings conducted reached the following key outcomes:

No	Dates & Appointments	Participants	Opportunities for collaborations
1	On 25 th March 2024: Appointment with MINALOC	The IBP Team & TI-Rwanda were composed by: Andres Ponce, Abayomi, TI-Rwanda's ED and the M&E Coordinator at TI-Rwanda.	The Ministry of Local Government expressed the will to invite them in the review process of the OBS 2025 to make sure they provide their inputs (documentation) on each aspect/pillar of the OBS

No	Dates & Appointments	Participants	Opportunities for collaborations
		<p>On the side of MINALOC: The Minister of Local Government The State Minister The Permanent Secretary The Advisor to the Ministry</p>	<p>(Transparency, Public participation and Budget Oversight)</p> <p>MINALOC also expressed their interest in participating in a High-level Policy exchange meeting which might be organized after the launch of the OBS 2023</p> <p>Participants also highlighted the importance of using existing high-level sector working forums (such as SWG on governance, on PFM) for any policy review/reform or any policy uptake (interlinked with budget transparency, public participation and Budget oversight)</p>
2	On 25 th March 2024: meeting with GIZ/DGG	<p>The IBP Team & TI-Rwanda were composed by: Andres Ponce, Abayomi, TI-Rwanda's ED and the M&E Coordinator at TI-Rwanda.</p> <p>On the side of GIZ/DGG, it was represented by Markus Maier</p>	<p>Participants highlighted the opportunity of initiating the advocacy work through Budget working groups (learning from the example of other countries like Cambodia).</p> <p>Throughout the discussions, there was a proposal of selecting a sector to further channel public participatory activities in the planning/budget process (Either select Agriculture, education, health, etc)</p>
3	On the 27 th March 2024: Meeting with MINECOFIN	<p>The IBP Team & TI-Rwanda were composed by: Andres Ponce, Abayomi, the M&E Coordinator at TI-Rwanda.</p> <p>The National Budget Team led by Mrs. Jeannette Rwigamba</p>	<p>MINECOFIN agrees on the weakness in documenting the existing participatory process through umuganda, cell assemblies, and CSOs consultations via JADF.</p> <p>MINECOFIN also supports the involvement of the CSOs, OAG and MINALOC in the OBS review process or also involving members of the PFM sector working groups</p> <p>MINECOFIN representatives expressed the need to receive feedback from IBP on how they have been filling the questionnaire</p>

No	Dates & Appointments	Participants	Opportunities for collaborations
			(detailed feedback). They also asked IBP if they ever consider country contexts (For instance fiscal year, laws & regulations).
4	On the 27 th March 2024: Meeting with FCDO	<p>The IBP Team & TI-Rwanda were composed by: Andres Ponce, Abayomi, the M&E Coordinator at TI-Rwanda.</p> <p>On the side of FCDO, they were represented by Mr. Zephy: Governance Adviser and Mrs. Antonia: the Tax & PFM Adviser (Managing EAC)</p>	<p>FCDO has been supporting the government of Rwanda through a bilateral program to support the capacity of LG;</p> <p>Participants highlighted the importance of speeding up the agreement (TI-Rwanda & IBP) which will highlight areas of collaborations;</p> <p>There is a need also to position strategically through:</p> <ul style="list-style-type: none"> - Coalition with other partners (CSOs)/ Budget working group; - Selection of sectors for interventions; - Capacity building <p>Mr. Zephy affirmed the issue in the engagement with citizens in the planning/budgeting process (weak meaningful public participation due to lack of documentation of the process).</p> <p>Furthermore, FCDO advised also that it is important to consult other stakeholders such as NPA, SIDA, SDC and other CSOs</p> <p>We were informed of the sector decentralization order which is going to be soon published in the official gazette</p> <p>FCDO highlighted the gap in the participation process: citizens sees the participatory process as tireless and useless as much of the priorities come from the Central (Ministries</p>

No	Dates & Appointments	Participants	Opportunities for collaborations
			<p>and Agencies) and not from the citizens. Priorities from the central government came with earmarked funds from Ministries & agencies and nothing can't be done on them (to change them and align with citizens priorities). Districts only remain with opportunities to include citizens priorities relying on the available district own revenues</p> <p>FCDO encouraged to engage with key Ministries: Agriculture, Health, Education, etc</p> <p>Highlight the importance of organizing High-level dialogue with Ministries, local government, and CSOs on the aspect of open accountable budgets and gaps in this area</p> <p>Opportunities from the new FCDO program: Advocacy process (where FCDO will be working with CSOs); Internal system in the CSOs (Institutional development)</p>
5	On the 27 th March 2024: meeting with Enabel	<p>The IBP Team & TI-Rwanda were composed by: Andres Ponce, Abayomi, the M&E Coordinator at TI-Rwanda.</p> <p>On the side of Enabel, it was represented by Mr. Niyibizi Wency, the PFM Adviser</p>	<p>Enabel is co-chairing the PFM sector (Technical working group)</p> <p>Enabel & KFW are supporting the current SSP of PFM through a basket fund</p> <p>The other support in PFM come from the World Bank and bilateral support from FCDO</p> <p>Enabel encouraged to support the existing government-created framework in public participation in the budget process (it is better to sustain it, improve it through supporting CSOs</p> <p>Select sectors of interventions:</p> <ul style="list-style-type: none"> - Health

No	Dates & Appointments	Participants	Opportunities for collaborations
			<ul style="list-style-type: none"> - Education - Agriculture <p>Learned that the fiscal decentralization policy is under review</p> <p>TI-Rwanda needs to learn from other TI chapters on the functioning of the citizens audit program (Gambia participates, TI Kenya)</p>
6	On 28 th March 2024: Meeting with KFW	<p>The IBP Team & TI-Rwanda were composed by: Andres Ponce, Abayomi, the M&E Coordinator at TI-Rwanda.</p> <p>Mr. Pierre Habiyaremye from KFW</p>	<p>KFW has been funding the government of Rwanda on infrastructure projects in 16 districts (under the basket fund)</p>
7	On 28 th March 2024: meeting with UNICEF	<p>The IBP Team & TI-Rwanda were composed by: Andres Ponce, Abayomi, the M&E Coordinator at TI-Rwanda.</p> <p>On the side of UNICEF, It was represented by Mr. Andrew Kardan.</p>	<p>UNICEF supports the IBP work and participates in the review of the OBS report.</p> <p>UNICEF works with CLADHO on developing and designing the budget citizens' guide in a user-friendly manner.</p>

Output 1.3: Mechanisms to track & address corruption and injustices as well as raise citizens awareness are enhanced

❖ Community Debates on Climate Change Resilience and Environmental Justice

Transparency International Rwanda (TI-RW) successfully organised a series of community debates across four districts in Rwanda aimed at enhancing climate change resilience and advocating for environmental justice. These debates provided an opportunity for open discussions between local communities and leaders to identify solutions to the challenges posed by climate change. By fostering dialogue, these discussions also aimed to bridge the gap between rights holders and duty bearers, ensuring that local leaders are held accountable for environmental policies.

The primary objectives of these community debates were to raise awareness about climate change and its local impacts, promote collaboration between communities and local authorities, identify the challenges faced by communities in adapting to climate change, and explore actionable solutions.

The debates took place in the following districts:

- ✓ Kayonza District (Gahini Sector, Juru Cell, Juru Village) on November 5, 2024 and 1015 citizens participated.
- ✓ Rubavu District (Rugerero Sector, Muhira Cell, Muhira Village) on November 12, 2024 and 806 citizens participated.
- ✓ Gicumbi District (Mutete Sector, Gaseke Cell, Irasaniro Village) on November 19, 2024 and 607 citizens participated.
- ✓ Kamonyi District (Gacurabwenge Sector, Gihinga Cell, Nyagasozi Cell) on November 26, 2024 and 205 citizens participated.

These events saw the active participation of community members, local leaders, and partners, providing a vital platform for sharing experiences and best practices in climate governance. In particular, the debates emphasized the need for collaborative approaches between communities and local authorities in implementing environmental-related projects. Radio broadcasts ensured that the debates reached a wider audience, enabling a broader community engagement across the country.

Outcomes: The expected outcomes of these debates included:

- **Increased Awareness:** Community members gained a better understanding of the impacts of climate change on their lives and the importance of building climate resilience.
- **Enhanced Collaboration:** Stronger partnerships between local communities and government leaders, fostering a collective effort towards environmental sustainability.
- **Actionable Solutions:** The debates led to the identification of practical solutions to environmental challenges at the local level.
- **Strengthened Accountability:** Local leaders were held accountable for the implementation of climate policies and actions to safeguard the environment.

These community debates were critical in empowering communities and local leaders to work together toward building climate resilience and ensuring sustainable environmental practices in Rwanda.

See pictures below:



❖ **Awareness and mobilization of citizens on the monitoring of service delivery using suggestion boxes**

In the framework of ensuring effective monitoring of service delivery using multidimensional approaches, including digital tools, and in order to reach out to people in the areas where TI-Rw doesn't currently have suggestion boxes and networks of CCCs (Citizens Concerned Committees), TI-Rw had prepared awareness raising activities with the aim of promoting citizens level of awareness of the existence of the digital tool to facilitate monitoring service delivery at the local level and report any issue and important information that would improve service delivery & governance.

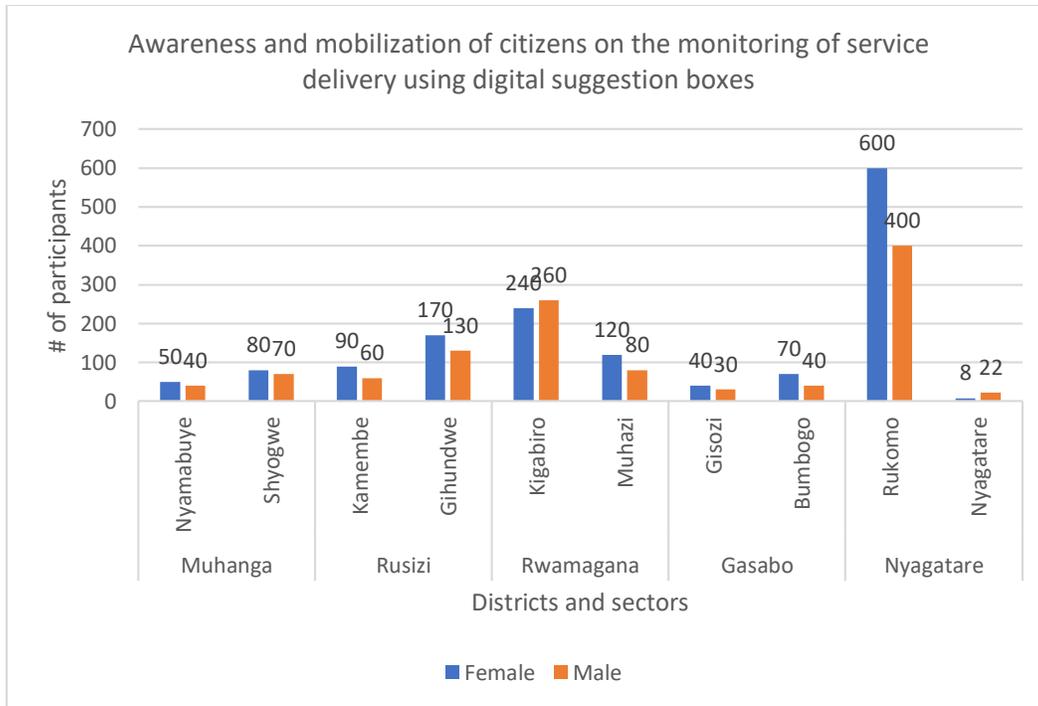
The awareness-raising activities were planned to be held in five districts in two sectors in each district (Gasabo, Muhanga, Nyagatare, Rusizi and Rwamagana). The awareness-raising activities had the following objectives:

- To raise awareness among the population on their basic right to receive quality services from local government;
- To sensitize the population to provide information on corruption and injustice by indicating how and where to provide information;
- To sensitize the population to use the mechanism established by TI-Rw to provide information on services provided by local government using www.ifatetirwanda.org.

As it is obvious, the target beneficiaries were ordinary citizens in the two selected sectors in each district.

In this context, the following outreach activities were organized:

No	Districts	Sectors	Dates	# of participants
1	Muhanga	Nyamabuye	28/11/2024	90 citizens: F:50, M:40
		Shyogwe	29/11/2024	150 citizens: F:80, M:70
2	Rusizi	Kamembe	26/11/2024	150 citizens: F:90, M:60
		Gihundwe	27/11/2024	300 citizens: F:170, M:130
3	Rwamagana	Kigabiro	26/11/2024	500 citizens: F:240, M:260
		Muhazi	26/11/2024	200 citizens: F:120, M:80
4	Gasabo	Gisozi	26/11/2024	70 citizens: F:40, M:30
		Bumbogo	27/11/2024	110 citizens: F:70, M:40
5	Nyagatare	Rukomo	28/11/2024	1000 citizens: F:600, M:400
		Nyagatare	29/11/2024	30 citizens: F:8, M:22



Key outcomes from Outreach activities

The outreach activities immediately led to the following outcomes:

- Citizens reaffirmed their commitment to report and denounce corruption, injustices and any issue related to service delivery;
- Youths (both girls and boys) were sensitized on corruption and its effects, their rights and roles to report and denounce, and existing mechanisms/tools they can use to report such as iFATE. In this regard, youth reaffirmed their engagement to work together to build a culture of integrity in the community. Moreover, youth recommended TI-Rw to organize awareness and mobilization campaigns crafted for youth to continuously address corruption issues
- Local leaders, in some sectors, reaffirmed their obligations to organize awareness & sensitization campaigns on the service charter to mobilize citizens on the available services provided at the local government level, allocated service providers, the allocated time to get a service, the amount to pay, and any required document to have to get any service. For instance, in Kigabiro Sector, the Executive Secretary reaffirmed their obligation to conduct such activities, thus address issues pertaining with accessing information, and any corruption related issue or practices

- The above outreach activities enabled TI-Rw to monitor service delivery using the iFATE digital tool and working with youth volunteers in districts where TI-Rw doesn't have established CCCs and physical suggestion boxes.

Photo:



Outreach activities in Muhanga district on 28/11/2024. The same day, TI-Rw conducted an outreach activity in Nyagatare district with Youth.

❖ **iFATE digital platform review (upgrade)**

Since September 2023, TI-Rw started the process of re-designing the iFATE digital platform in order to enable citizens of Rwanda to report corruption and service delivery issues. The work was successfully completed in June 2024 and a handover report was submitted and approved. Furthermore, TI-Rw realized that more work should be done to upgrade the tool and add more features as well as integrating it with the call center. This new assignment consisted of the following specific objectives:

- To perform a comprehensive integration of TI-RW digital reporting systems (Ifate and call centre). This include capturing call center metadata (phone number, date/time, etc) and create basic case records in iFATE for further investigation by administrators.
- To harmonize the design of an interface enabling citizens to report service delivery issues through a web-based portal.
- To improve the structure for features enabling the generation of data analytics, data visualisations (graphs, reports, data export etc.) for service delivery part.
- To harmonize the existing interface enabling citizens to report corruption cases (via both SMS and web-based channels)

- To harmonize the tool’s smartphone version and make more user friendly and responsive.

A. Integration of the call center into iFATE

As part of the integration process, the iFATE system has been enhanced to receive call center metadata, including phone numbers, and other relevant details. This improvement will streamline case management by enabling digital processing of data, eliminating the need for manual handling in Excel sheets after exporting from the call center system. Additionally, the integration facilitates real-time statistical analytics, allowing for more efficient and data-driven reporting within iFATE.

B. Data analytics, data visualization features

To enhance reporting, data processing, and informed decision-making in advocacy efforts, the iFATE digital system has been upgraded with advanced data analytics and visualization capabilities. These enhancements enable the generation of dynamic graphs, reports, and other formats, which can be exported into Excel and other file types. This not only improves the ease of reporting but also optimizes time management by automating analytical processes.

C. Enabling citizens report corruption via SMS and the web-based channel

Both the front-end and back-end of iFATE have been refined to provide a more user-friendly experience. The reporting interface has been harmonized to ensure seamless usability across SMS and web-based channels. Citizens can now report corruption cases with greater ease, and those using the online portal receive immediate email confirmation, acknowledging the successful submission of their cases.

D. Harmonize the tool’s smart phone version and make more userfriendly

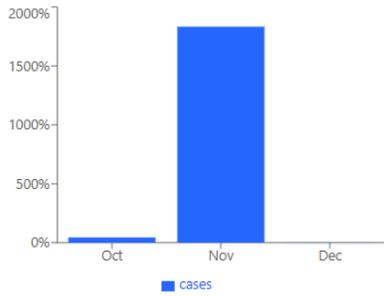
To improve the accessibility and responsiveness of the smartphone version, the interface has been refined based on user feedback. These enhancements ensure a more intuitive and seamless experience for users, making the tool more efficient and accessible across different mobile devices.

Key changes on iFATE digital platform highlighting infographics/statistics on service delivery

Service Delivery Surveys Stats

Monthly Surveys (2025) - Chart

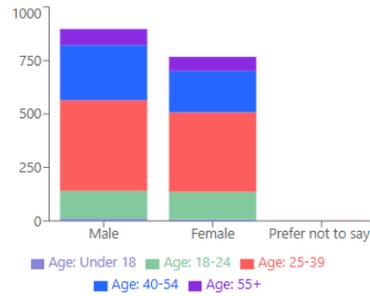
Export as



Total: 1878 surveys

Surveys by Gender and Age - Chart

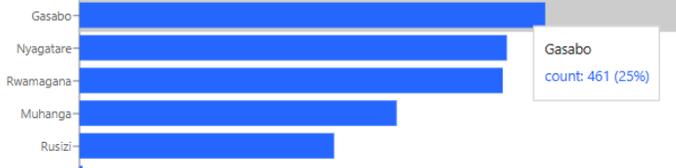
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Total: 1665 surveys

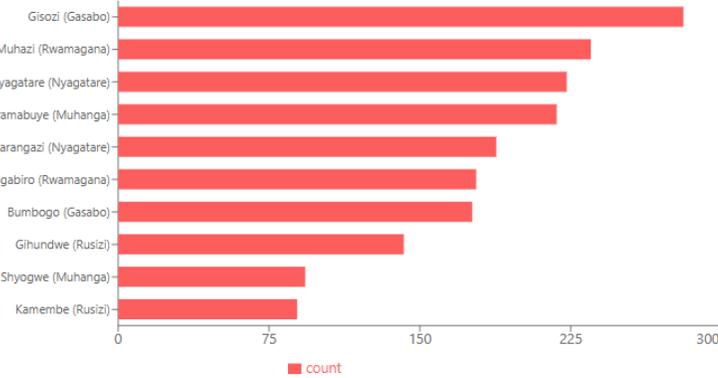
Top Districts - Chart

Export as



Top sectors (district) - Chart

Export as



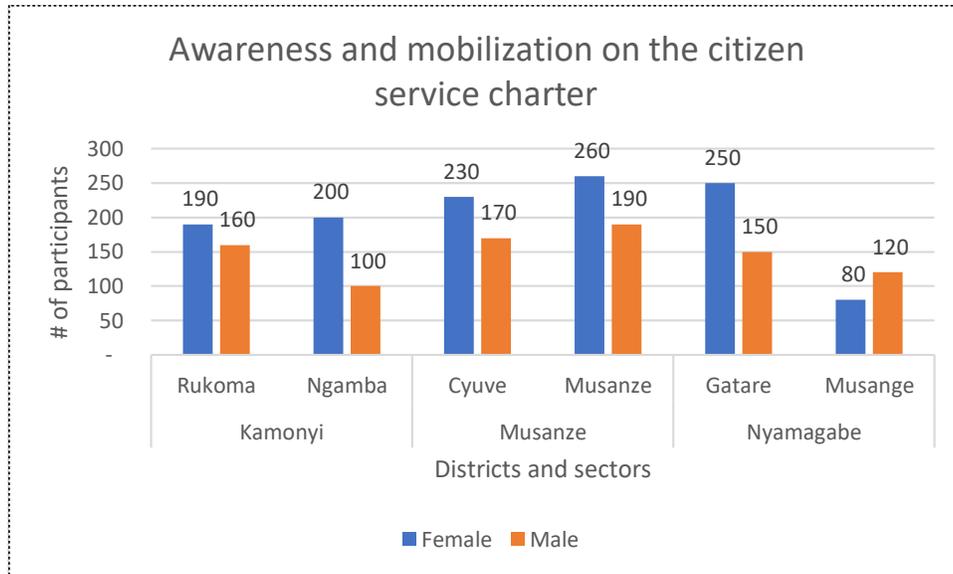
❖ Awareness and mobilization on the citizen charter

In the process of decentralization, most of the services needed by citizens have been decentralized to the closest administrative entities at the sector and cell level. However, citizens do highlight in different reports that they are not aware of the requirements to access services in the local government. This have been highlighted in the CRC 2023 (RGB, 2023) where 69.3% revealed that they are not aware of those requirements. In conjunction with the outcomes from the findings on monitoring service delivery at the local government level using suggestion boxes in 11 districts, TI-Rwanda will capitalize on these findings to raise citizens awareness on the citizen charter and work jointly with the local government through MINALOC and our districts of interventions to ensure that citizens know services provided at the local level, the requirements, timeframe and payment fees needed for each service whether it is provided through irembo digital platform or using other existing means.

In this process, TI-Rw conducted outreach activities in three districts (Musanze, Nyamagabe and Kamonyi) where two sectors in each district were mobilized. It is very important to highlight that service charters, designed by GIZ/DGG in partnership with MINALOC, were printed and distributed to sectors.

Outreach activities took place as follows:

No	Districts	Sectors	Dates	# of participants
1	Kamonyi	Rukoma	20/08/2024	350 people, where F:190, M:160
		Ngamba	21/08/2024	300 people where F:200, M:100
2	Musanze	Cyuve	20/08/2024	400 people where F:230, M:170
		Musanze	21/08/2024	450 people where F:260, M:190
3	Nyamagabe	Gatare	27/08/2024	400 people where F:250, M:150
		Musange	28/08/2024	200 people where F:80, M:120



Key Outcomes from outreach activities

Sector staff, including Executive Secretaries, made commitments and proposed recommendations aiming at improving service delivery and prevent & fight corruption in their respective sectors:

- Collaborate and advocate with MINALOC to increase the number of staff in order to improve the quality of services provided;
- Citizens renewed their commitments to denounce and report corruption and injustice cases using TI-Rw platforms/ tools;
- TI-Rw staff (Policy and Legal Coordinator) and the Executive Secretary of Rukoma sector committed to systematically follow up on injustice cases received during the outreach activity;
- The Executive Secretary of Rukoma Sector committed that all Executive secretary of cells will be explaining the service charter to citizens every Tuesday through “inteko y’abaturage” highlighting on the requirements, time, payment amount and service providers;
- The Admin of Ngamba sector committed that all Executive secretary of cells will be explaining the service charter to citizens every Tuesday through “inteko y’abaturage” highlighting on the requirements, time, payment amount and service providers;

- Local service providers committed to use youth volunteers in land services, but with the authorization of District;
- Put in place mechanisms to effectively assist people with disabilities at the sector level (for instance signs, etc);
- Service providers committed to provide warm welcome to citizens who seek services;
- Service providers committed to work together in sensitizing citizens to effectively use Irembo platform for services in the framework of “Byikorere”;
- In some sectors where they were no posts of contacts of service providers, they agreed to put them on their office doors for transparency and accountability purposes.

Photo:



Outreach activities in Ngamba and Rukoma sectors (in Kamonyi district) and the banner developed

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

Output 2.1: Evidence-based research and advocacy is enhanced

❖ National workshop to share findings and recommendations from corruption risk assessments conducted in the health and education sectors

On 30 June 2024, a workshop was held at the national level to share findings and recommendations from corruption-risk assessments conducted in the health and education sectors. After the sessions, five (5) senior staff (Permanent Secretary, Senior Analyst from HEC, DG from MoH, Director

from HEC, Representative of RIB) committed to addressing corruption vulnerabilities and loopholes in the delivery of education and healthcare to women and girls and other groups at risk of discrimination.

Some of the resolutions presented during the workshops include:

- ✓ Reinforcement of recruitment and staff transfer using online platforms for medical professionals (MOh)
- ✓ Promoting patient voices using suggestion boxes in all healthcare facilities
- ✓ Increasing number of specialists across all levels of healthcare facilities
- ✓ Promoting surveys and systems for patient feedback
- ✓ Improving transparency in the supply of food and other materials in schools
- ✓ Improving existing E-recruitment (teacher management information system), serious inspections, and monitoring of the process
- ✓ Promoting education on moral values and ways to fight corruption among community members, especially parents and schoolchildren.

Photo:



❖ **TI-Rw's case study on Rwanda's fortified blended food programme**

Under the Inclusive Service Delivery in Africa project, TI-Rw conducted a case study with the aim to expose and address discriminatory forms of corruption that impede equal access to essential services such as health. The focus was on nutrition-sensitive social protection through the Fortified Blended Foods (FBF) programme. (https://www.tirwanda.org/IMG/pdf/share_the_flour_-_a_case_study_of_rwanda_s_fortified_blended_food_programme.pdf)

The case study generated key recommendations which were shared to concerned institutions for concrete actions:

- Strengthen oversight and accountability mechanisms: The government should establish stronger oversight mechanisms to monitor the actions of community health workers and ensure that they are distributing FBF fairly.
- Empower beneficiaries to report corruption: Beneficiaries should be educated about their rights within the FBF program and provided with clear, safe and accessible channels for empowering them to report corruption without fear of retaliation.
- Create anonymous reporting channels: To address the fear of retaliation, the government should establish anonymous reporting mechanisms that allow beneficiaries to report corruption without fear of being identified.
- Enhance transparency in beneficiary selection: The selection process for FBF beneficiaries should be made more transparent to prevent the manipulation of eligibility criteria. This could involve the use of technology, such as digital records or biometric data, to ensure that beneficiaries are selected based on objective criteria rather than the discretion of health workers.
- Regular monitoring of FBF use;
- Increase penalties for corruption;
- Involve CSOs in monitoring exercises and advocating for victims of corruption;
- Promote community involvement in monitoring;
- Improve data collection and reporting: The government should invest in better data collection and reporting mechanisms to track the distribution of FBF and identify any gaps in service delivery. This could involve the use of digital platforms to monitor the

distribution of FBF in real time and ensure that all eligible beneficiaries are receiving their allocations.

❖ **Research on corruption as a barrier to environmental justice in Rwanda**

TI-RW, in collaboration with the Norwegian People’s Aid (NPA), launched a comprehensive research study titled “Corruption as a Barrier to Environmental Justice in Rwanda.” The study aimed to investigate how corruption obstructs environmental justice and to identify gaps in Rwanda’s environmental governance systems.

The research focused on:

- Evaluating the effectiveness of existing environmental laws and policies.
- Understanding how corruption impacts marginalized groups, including women and youth, and limits their access to climate adaptation resources.
- Providing actionable recommendations for improving transparency and accountability in Rwanda’s environmental governance.

On November 7, 2024, the findings of the research were formally presented at an event held at the Ubumwe Grand Hotel in Kigali. The event brought together policymakers, civil society organizations, local communities, and international partners. During the event, stakeholders discussed the findings and explored ways to enhance collaboration and accountability in environmental governance.

The research report highlighted the need for reforms in environmental policies, particularly to address the systemic corruption that hampers effective implementation. TI-RW produced a policy paper that outlined the recommendations for policy and practice, which was later shared during a high-level policy dialogue with policymakers and key stakeholders.

Photo:



❖ RWANDA BRIBERY INDEX 2024

TI-Rw launched the RBI 2024 on 11th December 2024 at Lemigo Hotel with around 60 participants from public institutions, civil society organizations (CSOs), media, and development partners. The event presented key findings and recommendations aimed at addressing corruption in Rwanda.

Key Findings and Recommendations

Participants discussed several strategies to combat corruption. These included strengthening collaboration between public and private institutions, conducting surprise inspections of construction projects, and enhancing transparency in service delivery. Representatives from institutions like RURA and REG shared their recommendations for tackling corruption, such as improving administrative processes, client satisfaction assessments, and reducing direct interactions between service seekers and providers through digital solutions.

Challenges

and

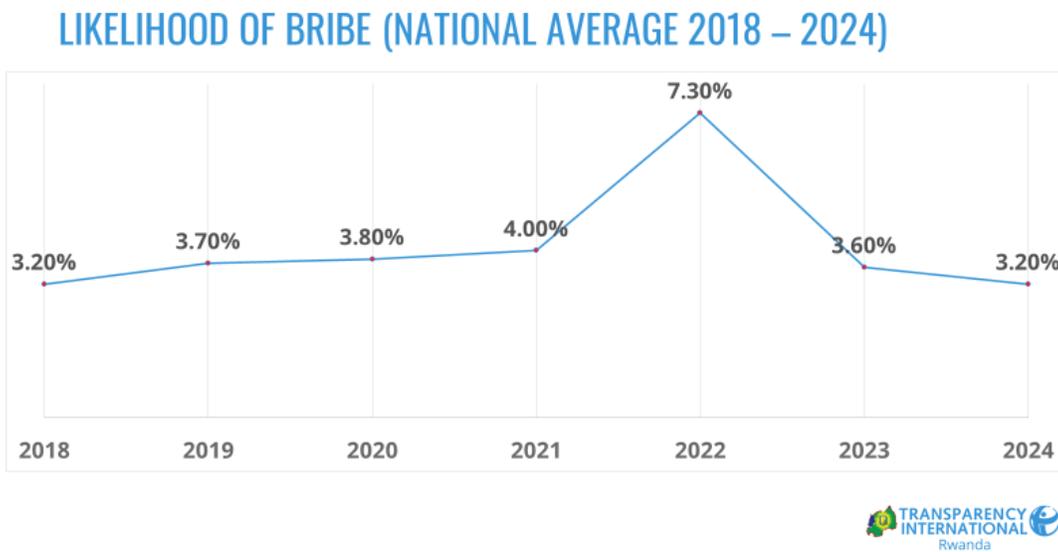
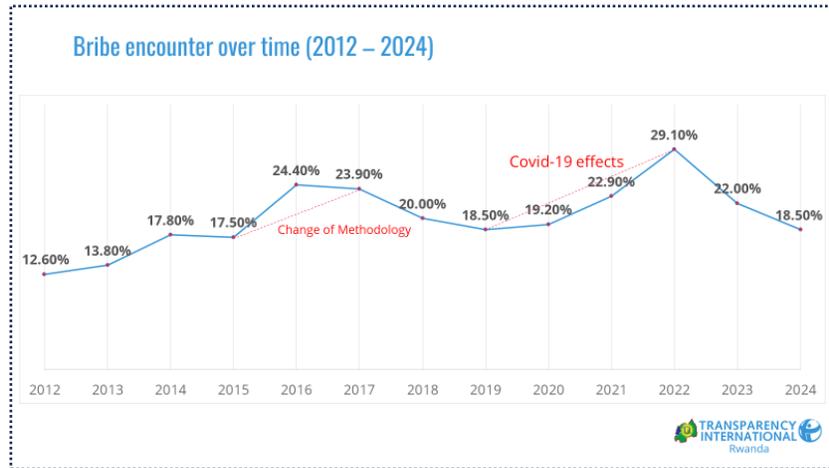
Commitments

Challenges in reporting corruption were highlighted, with the Office of the Ombudsman noting that the 2017 whistleblower protection law requires further awareness. REG discussed issues like former staff members engaging in corrupt activities and committed to improving digital services and enhancing transparency. Participants also called for better coordination among anti-corruption institutions and pledges for further actions to support transparency and good governance.

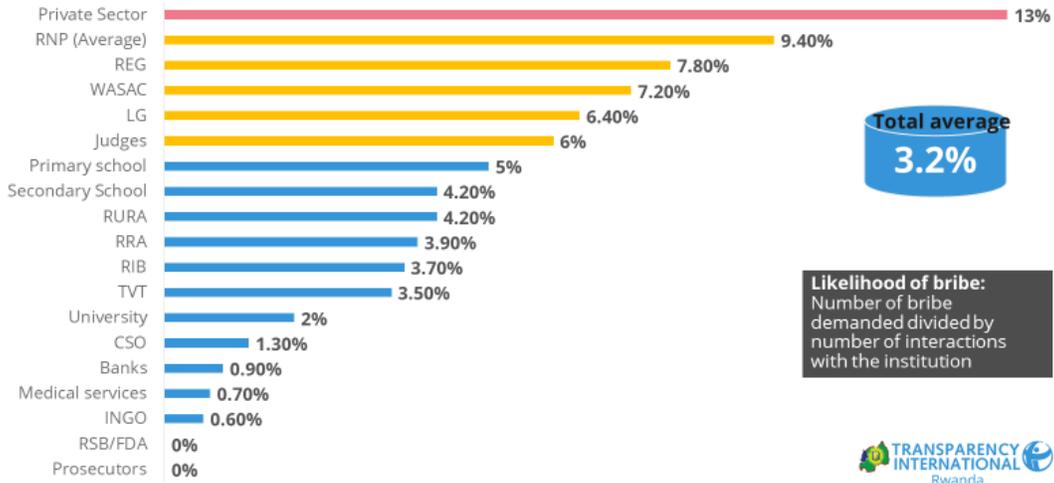
The event concluded with renewed commitments to fight corruption, improve service delivery, and promote accountability such as:

- The representative of REG pledges to use different forum where citizen are gathering to enhance the services seekers rights when seeking the REG services,
- REG pledged to have enough stock of materials; cables and cash powers, so that the service seekers will be served as long as they are requesting any service from REG,
- The citizen high demand of REG services stimulates the involvement of REG staffs in seeking bribe while serving the service seekers, he acknowledged the digitalization of service delivery; service seekers information will be digitalized so that the client will be able to track the delivery of the requested items such as cash power, poles...
- Renovation and Replacement of electrical grids so that our growing community REG service seekers can be served promptly
- The OoO have prepared a presidential decree where a corruption whistleblower will be awarded on the information shared.

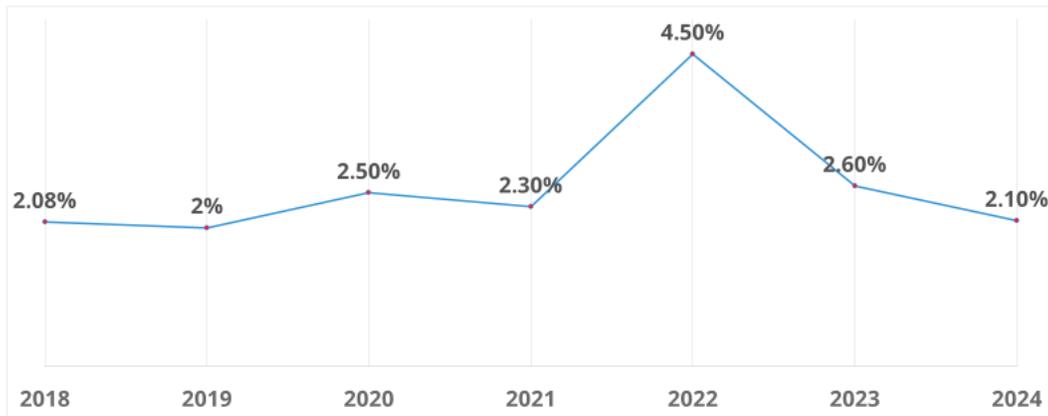
Key findings of the RBI 2024



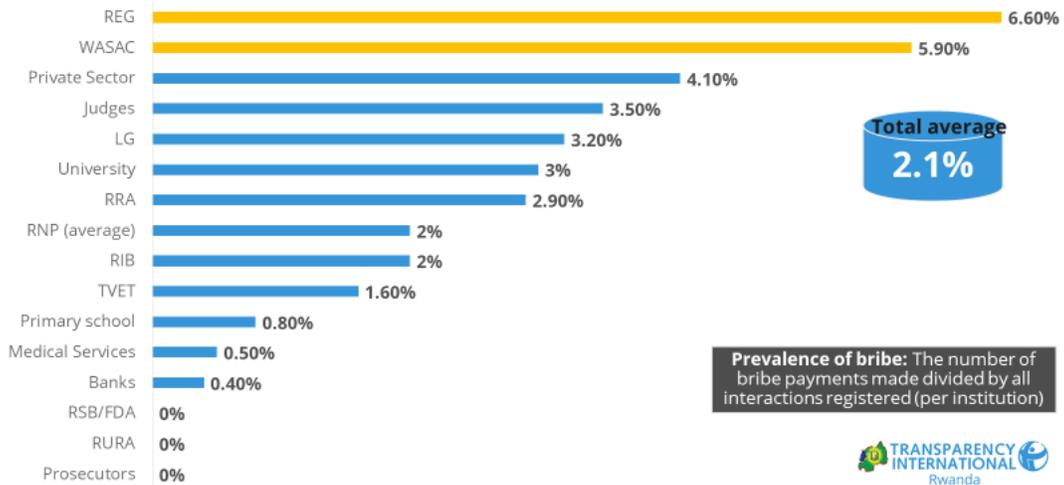
LIKELIHOOD OF BRIBE IN INSTITUTIONS PROVIDING SERVICES (2024)



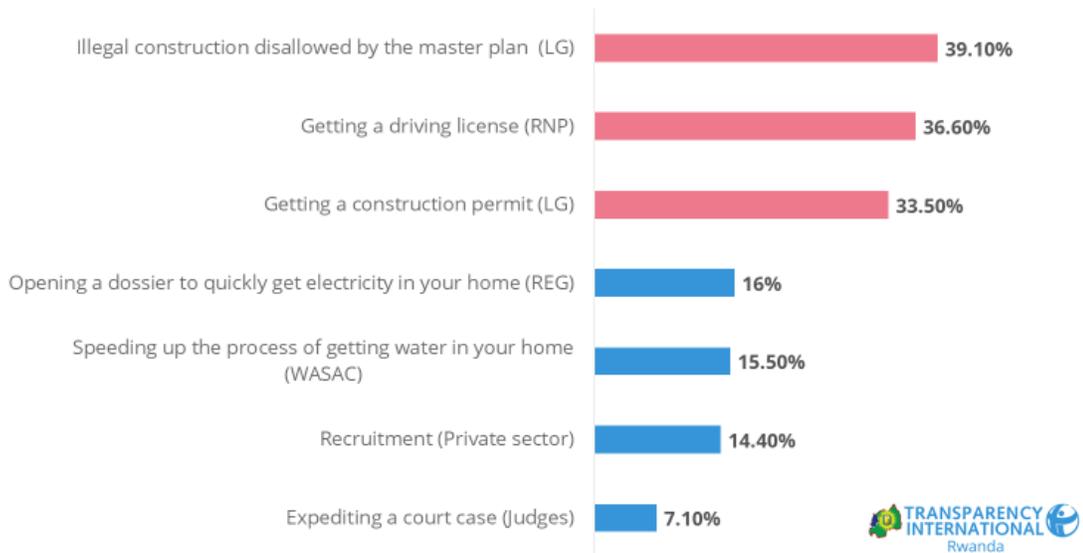
PREVALENCE OF BRIBERY (NATIONAL AVERAGE 2018 – 2024)



INSTITUTIONS WITH THE HIGHEST PREVALENCE OF BRIBE (2024)



SERVICES WITH HIGHEST BRIBE PAYMENT IN 2024



AVERAGE AMOUNT OF BRIBES PAID (2024)

Institutions	Average size of bribe (RWF)
Judges	271,428
RNP	106,379
RIB	82,272
Banks	77,200
LG	65,515
WASAC	34,500
RRA	25,222
REG	20,533
Primary school	10,600
Private Sector	9,200
Secondary School	2,000
National Average	65,543

Judges:

Total amount: 1,900,000

- ❖ 600,000Frw: expediting a court case
- ❖ 500,000Frw paid to win a court case
- ❖ 800,000Frw: getting an executory formula



CORRUPTION REPORTING

YES!



NO!



Reasons for not reporting corruption



Media coverage and links below:

https://www.youtube.com/live/0XeH16qa_cw?si=voGP8M4MVtHe4vYc

<https://www.igihe.com/amakuru/u-rwanda/article/mu-bantu-bakwa-ruswa-mu-rwanda-8-ni-bo-gusa-batanga-amakuru>

RBA amakuru mu Kinyarwanda yo kuwa 11/12/2024

<https://www.rba.co.rw/tv/video/2frbE6X3e9E>

<https://www.newtimes.co.rw/article/22523/news/rwanda/corruption-new-index-shows-18-drop-in-bribery-encounters>

<https://imvahonshya.co.rw/urwego-rwabikorera-polisi-reg-na-wasac-ku-isonga-mu-hari-ruswa/>

<https://www.kigalitoday.com/amakuru/amakuru-mu-rwanda/article/mu-nzego-z-abikorera-no-muri-polisi-haravugwamo-ruswa-kurusha-ahandi>

<https://kiny.taarifa.rw/rwanda-abikorera-nibo-barya-ruswa-kurusha-abandi/>

Photo:



❖ **WORKSHOP ON RECURRENT ISSUES AFFECTING PFM IN LOCAL GOVERNMENT ENTITIES**

The 1st Stakeholders' Exchange Meeting on Recurrent Issues Affecting Public Financial Management (PFM) in Local Government Entities was held from October 24-25, 2024, at Fatima Hotel in Musanze. This meeting, organized by Transparency International Rwanda and the Rwanda Association of Local Government Authorities (RALGA) under the support of GIZ-DG, brought together key stakeholders with the goal of strengthening social accountability mechanisms and approaches for more effective service delivery, enhancing the performance of Vision 2020 Umurenge Program – Financial Services (VUP-FS), and promoting efficient public funds management.

This gathering of stakeholders aimed to: Strengthen social accountability mechanisms to enhance transparency and service delivery across local government entities, analyze and address recurrent issues affecting Public Financial Management (PFM), identified through the Auditor General's reports, assess the root causes of inefficiencies in PFM within local government entities, foster dialogue and facilitate forums for exchange on identified challenges in PFM, enabling joint action

plans to address these issues.

The meeting was attended by representatives from MINECOFIN, MINALOC, MINAGRI, MINICOM, MINEDUC, MINISANTE, MININFRA, and MIFOTRA, Office of the Auditor General, RRA, RAB, RPPA, Office of the Ombudsman, provincial administrations, Districts, the City of Kigali, RALGA, GIZ, and Transparency International Rwanda and took the following resolutions.

This collaborative initiative marks an essential step in advancing transparent, accountable, and effective public financial management and service delivery in Rwanda's local governments entities.

Key Resolutions:

S/N	Issues	Recommendation/Resolution	Responsible institution	Timeframe
1.	Persistent rejection of claims by insurance companies leading to loss of revenue of Hospitals and health Centers in Districts	1. Revision of the current guidelines to address the factors causing a high rate of invoices rejections by insurers.	MINISANTE, MINECOFIN MINALOC DISTRICTS	Before End of June 2025
2.	Revenue Collection (Lack of Database, share of responsibilities, etc..)	2. Clear guidelines are needed to define the distribution of responsibilities between the RRA and the Districts on the collection of revenue at district level. The Audit should highlight the responsible entity. MINECOFIN must ensure the enforcement of these guidelines. 3. The taxpayer database for collecting local government taxes should be upgraded to enhance the accuracy and reliability of taxpayer information, ensuring efficient tax collection and improved service delivery. (Eg. Karongi district 1073 taxpayers paid 51,137,564 were not traceable last year as per OAG report 2023)	MINECOFIN RRA	Before End of June 2025
3.	Public procurement - Delays in Responses from the Independent Review Panel	4. To address ongoing delays in the procurement appeal process, it is recommended that MINECOFIN and RPPA establish precise guidelines to enforce adherence to legal timelines and enhance process efficiency. According to the law, the Independent Review Panel (IRP) is required to issue a decision within fifteen (15) days from the date the appeal is received. In cases where this deadline cannot be met, the Panel must notify the procuring entity and the applicant of the need for an extension, not to exceed an additional fifteen (15) days. However, these	MINECOFIN RPPA	Before End of June 2025

		timelines are frequently not met, causing delays in procurement procedures. Therefore, as the competent organ, MINECOFIN should ensure that the required composition of IRP is observed to handle this issue and RPPA should implement a monitoring and accountability framework to ensure the Panel's compliance with the established timelines.		
4.	Investment - Not profitable - Poor financial reporting	5. MINECOFIN needs to assess the profitability of all investments or shares owned by the districts and either withdraw or privatize them based on the findings. 6. Joint investments made by the districts, as well as any investment shares held by them, should be transferred to the Ministry of Finance	MINECOFIN & Concerned Districts	Before June 2025
5.	Nutrition sensitive Direct Support (NSDS) 1. Delayed payments to the beneficiary 2. Shortage of supply of milk and fortified food distributed (Insufficient of quantities per child) 3. Insufficient budget regarding the number of children to be supported 4. Delays in supply	7. LODA should revise the NSDS guidelines to address current disbursement challenges, particularly by establishing clear timelines for each stage of the process to minimize delays. Additionally, the extension period should be increased from 15 days to a minimum of 20 days. 8. NCDA and RAB should collaborate with suppliers to resolve issues related to stock shortages and delays in distribution.	LODA, MINALOC, MINISANTE, NCDA & RAB	Before June 2025
6.	VUP-Financial Services Not fully recovered	9. LODA needs to develop a strategy to strengthen coaching in business management and improve the monitoring of funded projects. A dedicated budget for this initiative is essential.	LODA, MINALOC & MINECOFIN	Before June 2025
7.	Asset Management - Idle assets, - Assets Maintenance - Assets Insurance	10. The Rwanda Housing Authority (RHA) should establish asset maintenance policies or guidelines for districts and stakeholders. 11. Idle Assets: Engage local government entities in the development of projects to be implemented at the district level. 12. Allocation of sufficient budget of assets maintenance and insurance. 13. District Proposals on Asset Management: MINALOC should take the lead in coordinating with relevant institutions to address proposals from districts on making idle assets operational. 14. Privatization of Idle Assets: Explore opportunities for the privatization of idle assets to enhance their utilization and generate revenue. 15. Capacity Development: Districts should establish a Directorate of Logistics with the expertise to manage all aspects of asset management effectively.	RH, MINALOC & MINECOFIN	Before June 2025

8.	Quality of Education (Overcrowded classrooms, water, electricity and books)	16. The Ministry of Education (MINEDUC) should provide an implementation plan for fully equipped schools and related facilities to all districts with clear annual targets to avoid the issues of limited budget to totally respond to the need.	MINEDUC & MININFRA District	Before June 2025
9.	Girinka program (Lack of updated and harmonized database, no impact assessment has been conducted)	17. The Rwanda Agriculture Board (RAB) should develop a database for the GIRINKA program to accommodate data from its beginning, ensure the data is accurately filled, and assess its impact.	MINAGRI RAB MINALOC	Before December 2025
11	Audit findings 1. Basis of audit findings for crosscutting issues by AOG auditors 2. Misallocation of Audit findings	18. Cross Cutting issues: For crosscutting issues, all auditees should receive consistent and equal treatment. 19. Audit Findings Beyond District Control: Audit findings that are beyond the control of the district should not impact the district's report at the first time but should instead be attributed to the responsible partner institution. However, if the district fails to engage the relevant stakeholder, the findings should qualify the district in the subsequent audit.	MINECOFIN, OAG, MINALOC	
12.	Design of guidelines of programs/ projects implemented at local level(Lack of district involvement, delays of guidelines, lack of separation of responsibilities)	20. Program and Project Design and Approval: Local government should be involved in the preparation process when designing and approving programs and projects. 21. Guidelines of Program or Projects should be available before starting of projects 22. The guidelines should state the roles and responsibilities of each and every institutions		
13.	Delays in subsidized seeds and fertilizers	23. MINECOFIN in collaboration with MINAGRI should provide sufficient funds to cover all subsidized seeds and fertilizers 24. The procuring entity should be the same institution to effect payment 25. The Ministry of Agriculture (MINAGRI), Rwanda Agriculture and Animal Resources Development Board (RAB), and the Districts should collaborate to determine the demand for seeds and fertilizers in relation to the available budget.	MINECOFIN, MINAGRI	
14.	Biogas Program (Low performance)	26. The generalized biogas model should be discontinued, as many constructed plants are damaged or idle due to various challenges. In 2022, the Auditor General reported that 8,354 biogas plants, or 77%, were non-operational across districts and the City of Kigali. 27. Alternatively, MININFRA should pilot a biogas program in high-population settings such as schools, prisons, model villages, and other facilities to maximize efficiency and impact.	MININFRA, MINALOC, MINECOFIN	Before End June 2025

15.	Sitting and Transport allowances	28. The Ministry of Local Government (MINALOC) should separate transport fees from sitting allowances for district councilors, as well as allowances for councilors of the National Women’s Council (NWC), National Youth Council (NYC), and Persons with Disabilities (PWDs) from the sector to the provincial level.	MINALOC,	Before end December 2024
16.	Delays in Transfers of Land provided to Private Investment	29. The Ministry of Environment, in collaboration with the National Land Authority, should provide clear guidance on the process for transferring land allocated to private investors.	MoE NLA	Before End December 2024
17	Understaffing at District level/ High turnover of District staff/ specialized internal auditors/ Delay of hiring process/ Lack of internal auditors and Asset management staff	30. Each district should develop an implementation plan to fill vacant positions according to the approved staff structure in local government entities, with clear annual targets. 31. RALGA, as the hiring institution on behalf of local government entities, must take full responsibility for creating a pool of qualified candidates on waiting lists to ensure timely filling of district vacancies and prevent delays in the recruitment process. 32. Retention strategies, such as providing allowances, should be implemented to reduce high staff turnover at the district level. 33. MIFOTRA, as the institution responsible for public servants, must conduct a review of the existing district staff structure to identify skill gaps (e.g., internal auditors with specialized skills in ICT, engineering) and establish a clear prioritization plan for implementation once the new staff structure is approved.	MINALOC MINECOFIN MIFOTRA LARGA	Before End June 2026

It is important to highlight that the above resolutions were shared to key public institutions (both central and local institutions) who participated in the workshop. The resolutions will inform actions to address the identified recurrent PFM issues, including joint actions that different public institutions can undertake.

Photo:



Participants in the PFM workshop in Musanze district

Media coverage:

<https://rba.co.rw/post/Miliyari-zigasa-800-Frw-zakoreshejwe-nabi-mu-mwaka-wingengo-yimari-wa-2022-2023>

❖ ANALYSIS OF THE AUDITOR GENERAL’S REPORTS OF DISTRICTS AND THE CITY OF KIGALI (FINANCIAL YEAR 2022-2023)

Since 2012, Transparency International Rwanda (TI-RW) regularly conducts the analysis for expenditure and non-expenditure-related weaknesses identified in the audit reports from the Office of the Auditor General’s (OAG) for decentralised entities. This assignment is funded by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) through its Decentralisation and Good Governance (DGG) programme.

In this context, TI-Rw launched the analysis of the auditor general’s reports of districts and the City of Kigali engaging with key stakeholders and various actors involved in the public finance management such as MINALOC, MINECOFIN, RPPA, parliamentarians from public accounts committee and APNAC, OAG, development partners and CSOs. The event took place on 26th November 2024 at Sainte Famille Hotel.

Key recommendations shared:

- Districts and CoK must put in place appropriate and consistent strategies that can help them to reduce amount of wasteful expenditures. Especially loss of court cases.
- Districts and CoK must put more efforts in feasibility studies that inform their investment decisions in order to reduce and avoid the idle assets continuously reported by the OAG.

- Districts, CoK and Earmarking Institutions 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.
- Districts and CoK 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.
- MINALOC and RALGA should further strengthen peer review and peer learning between Districts, particularly in the domain of public procurement and implementation of audit recommendations. District councilors should also be considered in training of PFM.
- RPPA and partners should continuously work together in order to promote the compliance in public procurement process.
- MINALOC, LODA and MININFRA should strongly support Districts in carrying out high quality in-depth feasibility studies for infrastructure projects in order to properly evaluate the needs and ensuring sustainability of projects.
- RPPA, MININFRA, MINIJUST should reinforce regulations on contract management as current findings informed that there are many infrastructure projects affected by poor quality despite involvement of contract managers and supervising companies.
- MINALOC and MINAGRI should work together to ensure that seeds and fertilizers are timely distributed and reach to farmers and suppliers are paid on time as well.

Photo:



Participants in the National Launch of the Analysis of the Auditor General reports 2022-2023

Media coverage:

- ✓ <https://youtu.be/MKRYP-SpJJc?si=OeQouTv7Hg21TDnp&t=613>;
- ✓ <https://youtu.be/BHaBYP-l4wk?si=DYgj3hU7SjNtzGbi&t=694>;
- ✓ <https://www.isangostar.rw/mu-mitangire-yamasoko-ya-leta-haracyagararamo-ibyuho>;
- ✓ <https://www.youtube.com/watch?v=XpXtStpHwr4>;
- ✓ <https://rba.co.rw/post/Miliyari-zigasa-800-Frw-zakoreshejwe-nabi-mu-mwaka-wingengo-yimari-wa-2022-2023>;
- ✓ <https://inyarwanda.com/inkuru/149001/ni-gute-miliyari-zirenga-800-frw-zakoreshejwe-nabi-mu-mwaka-umwe-wingengo-yimari-149001.html>;

❖ Organize the National Launch of the Corruption Perception Index (CPI) 2023- Press Conference

TI-RW launched the Corruption Perception Index (CPI) 2023 on January 31, 2024, at Ubumwe Grande Hotel in Kigali. The event aimed not only to share the findings of the CPI 2023, produced by Transparency International Secretariat, but also served as a platform to assess how public institutions are implementing measures to combat corruption. The theme for 2023 was "Corruption and Justice."

Key commitments made during the event include:

- ✓ The Rwanda Investigation Bureau (RIB) pledged to enhance mechanisms for monitoring the detention and release of crime suspects. This involves ensuring that decisions regarding the release of detainees are not made unilaterally but are subject to consultation with a superior.
- ✓ The investigative department within RIB will increase supervision of its staff.
- ✓ Efforts will be intensified to raise awareness among citizens about reporting and denouncing corrupt practices.
- ✓ The Office of the Ombudsman will emphasize the role of the National Council for Anti-Corruption in providing guidance on various strategies to combat corruption.

Other key notable actions that were highlighted include:

- ✓ RIB is implementing a digitalized system to track the progress of investigations, reducing delays and combating corrupt practices.
- ✓ Within the judicial system, a specialized unit has been established to pursue cases of corruption and injustice.
- ✓ Rwanda has adopted a mechanism for retrials in cases of perceived injustice, even after all court stages have been exhausted. This allows for a more thorough examination to identify instances of corruption leading to injustices.

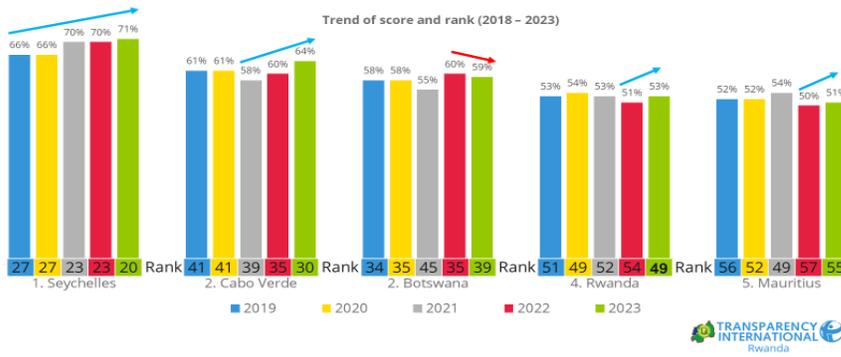
Key findings:



AFRICAN UNION

SCORE	COUNTRY/TERRITORY	SCORE	COUNTRY/TERRITORY	SCORE	COUNTRY/TERRITORY
71	Seychelles	37	Gambia	23	Mozambique
62	Cabo Verde	37	Zambia	25	Nigeria
59	Botswana	33	Algeria	24	Central African Republic
51	Rwanda	33	Egypt	24	Zimbabwe
51	Mauritius	34	Sierra Leone	22	Congo
49	Namibia	33	Malawi	22	Guinea-Bissau
45	Sao Tome and Principe	32	Angola	21	Eritrea
43	Benin	32	Niger	20	Burundi
43	Ghana	31	Kenya	20	Chad
43	Senegal	30	Togo	20	Comoros
41	Burkina Faso	30	Eswatini	20	Democratic Republic of the Congo
41	South Africa	30	Mauritania	20	Sudan
40	Côte d'Ivoire	28	Gabon	20	Libya
40	Tanzania	27	Mali	18	Equatorial Guinea
39	Tunisia	26	Cameroon	17	South Sudan
38	Lesotho	26	Guinea	13	Somalia
37	Monrovia	26	Uganda	11	
37	Ethiopia	23	Madagascar		

Top 5 countries in Sub-Saharan Africa



Media coverage and links

- ✓ https://twitter.com/TI_Rwanda/status/1755642813448933652
- ✓ https://twitter.com/TI_Rwanda/status/1752229542549225557
- ✓ https://twitter.com/TI_Rwanda/status/1755113853312958806
- ✓ https://twitter.com/TI_Rwanda/status/1752248699667849527
- ✓ <https://www.igihe.com/amakuru/article/u-rwanda-rwazamutse-kurutonde-rwo-kurwanya-ruswa>
- ✓ <https://www.igihe.com/ubutabera-2047/article/amavugururayitezweho-gufasha-leta-guhashya-ruswa-mu-nzego-z-ubutabera>
- ✓ <https://www.kigalitoday.com/ubutabera/amakuru/article/inzegozitanga-ubutabera-zirakora-iki-kugira-ngo-ruswa-izivugwaho-icike>
- ✓ <https://panafricanvisions.com/2024/02/rwanda-makesimprovements-in-global-corruption-perception-index/>
- ✓ <https://igihe.com/ubutabera-2047/article/babikorana-ubuhangaimbogamizi-ubushinjacyaha-buhura-na-zo-mu-gukurikirana>
- ✓ <https://www.webrwanda.com/2024/01/kurwanya-ruswa-u-rwandarwongeye-kuza.html>
- ✓ <https://ijambo.net/content/U-Rwanda-rwazamutseho-imyanya-5-mu-bihugu-bikataje--mu-kurwanya-ruswa.php>
- ✓ <https://www.ktradio.rw/2024/02/01/inzego-zitanga-ubutaberazirakora-iki-kugira-ngo-ruswa-izivugwaho-icike/>
- ✓ https://mobile.igihe.com/ubutabera-2047/article/mageragerebaruzuye_abbas-mukama-ku-bayobozi-bimitse-ibyaha-bya-ruswa
- ✓ <https://www.isangostar.rw/u-rwanda-rurasabwa-kubera-urugeroibihugu-baturanye-mu-kurwanya-ruswa>
- ✓ <https://www.youtube.com/watch?v=d3bfzrts-YY>

❖ Organizing a Press Conference on Open Budget Survey 2023

On 29th May 2024, TI-Rwanda in partnership with IBP organized a national press conference on the OBS 2023. This is an opportunity to increase the level of awareness of the public on the importance of disclosing budget information, the need for the public to meaningfully participate in the budget process and effective budget oversight by the legislature and supreme audit institution. Furthermore, this is an opportunity for key institutions engaged in PFM to explore potential synergies, reflect on how to coordinate joint actions and strategies to promote open and accountable budget in Rwanda.

The event brought together MINECOFIN, SAI (OAG), RPPA, development partners (EU, FCDO), media outlet and Civil Society Organization.

During the Press Conference, TI-Rwanda and MINECOFIN led a panel discussion on the following topics:

- MINECOFIN: Briefly explain the national budget process. The experience with OBS (participation in the assessment, review process and challenges);
- MINECOFIN: The strategy to incorporate the recommendations provided to improve Open and Accountable budget in Rwanda;
- MINECOFIN: The strategies to strengthen collaboration & partnership with the local government (MINALOC) and other stakeholders (CSOs, development partners) in terms of promoting public participation in the budget process;
- TI-Rwanda: The role of CSOs in promoting Open and Accountable Budget in Rwanda, addressing the existing gaps.

Immediate outcome from the Press conference

- MINECOFIN appreciated the collaboration between TI-Rw & IBP to take the open and accountable budget in Rwanda on another level. This was highlighted by Mbabazi Donnah from the National Budget department;
- The representative from the Office of the Auditor General suggested that specific detailed recommendations should be submitted to each specific public institution concerned in the PFM cycle;
- The Office of the Auditor General informed the public that they are in the process of introducing participatory audit approach in their audit methodology where they will engage citizens in the audit process. Currently, they engage with citizens in the audit process through existing e-mail and suggestion boxes;
- The OAG representative also proposed that the OBS 2023 findings should be debated in a forum with institutions in the PFM sector working group;
- Participants also highlighted the importance of documenting how CSOs (representing citizens and their priorities) do participate in the approval of the budget in the parliament (Legislature oversight). There are key examples of CLADHO that demonstrate how CSOs participate in the parliament while debating on the budget;
- It is very important to document also different engagements, through JADF (Joint Action Development Forum), during the planning & budget process;
- Participants also proposed to include other partners in the review of the OBS under the PFM technical working group. It is important to put the OBS on the agenda while discussing and planning on issues in PFM. This can also be tabled during meetings in the decentralization sector working group;
- MINECOFIN proposed the need to work together to increase the media's appetite on budget work.

Media coverage of the Open Budget Survey (OBS) 2023

<https://www.igihe.com/amakuru/u-rwanda/article/u-rwanda-rwabaye-urwa-gatatu-mu-karere-mu-gukoresha-neza-ingengo-y-imari>

<https://www.newtimes.co.rw/article/17218/news/rwanda/rwanda-among-most-improved-in-global-rankings-on-budget-accountability>

<https://imvahonshya.co.rw/u-rwanda-ku-mwanya-wa-3-muri-eac-mu-gukorerera-mu-mucyo/>

<https://kiny.taarifa.rw/leta-y-u-rwanda-yazamuye-amanota-yuko-icunga-ingengo-yimari/>

<https://umuseke.rw/2024/05/u-rwanda-ruhagaze-neza-mu-gukorerera-mu-mucyo-ku-ngengo-yimari/>

Rwanda Broadcasting Agency (RBA)- RTV (National Public media)

Social Media coverage

https://x.com/TI_Rwanda/status/1795929443279515666

https://x.com/TI_Rwanda/status/1795808869760774352

https://x.com/TI_Rwanda/status/1795877587870429212

https://x.com/TI_Rwanda/status/1795878066461237713

https://x.com/TI_Rwanda/status/1795820874282742182

https://x.com/TI_Rwanda/status/1795820339529982387

https://x.com/TI_Rwanda/status/1795816847335670136

https://x.com/TI_Rwanda/status/1795395055391236509

https://x.com/TI_Rwanda/status/1795113858714964124

Output 2.2: Advocacy and communication strategies are developed and aligned to the TI-RW strategic plan

In the framework of advocacy and communication strategies, TI-Rwanda has been updating its advocacy strategy on the basis of policy issues that needed evidence-based advocacy as well as giving much importance the joint advocacy initiatives with other CSOs partners. This has been mainly the case on advocacy dialogue on alternative dispute resolution approaches where TI-Rwanda has been working with other CSOs PPIMA partners.

Output 2.3: Strategic communication by channel, sector and partner strengthened

- **Moreover, TI-Rwanda strengthened its visibility and publication of information on its social media platforms such as Twitter, facebook page, linkedIn and youtube:**

Summary Report of TI-Rwanda Social Media Analytics in 2024

❖ TWITTER (X)

As of December 31, 2024, TI-Rwanda had 3,920 followers on Twitter (joined in 2014), including 358 new followers gained during the year. The total tweet impressions in 2024 reached 77,318.

❖ FACEBOOK

From January 1 to December 31, 2024, TI-Rwanda Facebook page reached 25,448 people, with total views amounting to 8,110. Content interactions totaled 541, and the page gained 82 new followers.

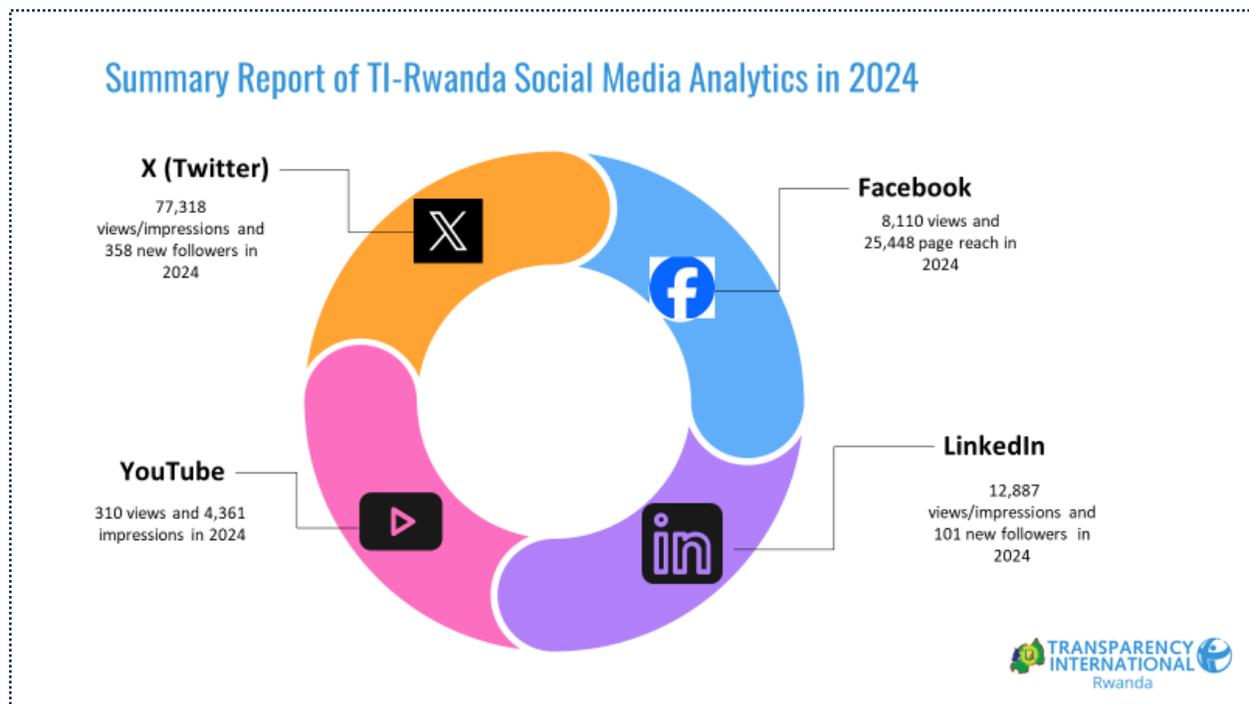
❖ YOUTUBE

In 2024, TI-Rwanda YouTube channel recorded 310 views and gained 17 new subscribers, bringing the total number of subscribers to 88. The channel also had 4,361 impressions and 16.77 hours of watch time.

❖ LINKEDIN

As of December 31, 2024, TI-Rwanda had 601 followers on LinkedIn, with 101 new followers gained during the year. Between January 1 and December 31, the page recorded 12,887 impressions and 2,382 clicks (people who clicked on our content).

It is very important to increase the use of social media platform as they are very key in terms of communication to enable reach as many people as possible. They can also be very helpful in terms of effective advocacy, as some social media platform are very much used by high officials and policy makers (This is the case of Twitter). In terms of raising awareness, YouTube can be very helpful in case well-structured and organized discussions and/or exchange are prepared on a quarterly basis and aired to raise awareness on some key topics in terms of corruption, injustices, citizen participation, accountability, integrity in the public procurement, to mention but few.



❖ **Train DFOs, GFPs local leaders and selected communities on how to use the Guiding Manual on Greening the Community Score Card**

The Training of Trainers (ToT) workshop on 23rd November 2024 at Grand Legacy Hotel aimed to strengthen the capacity of local stakeholders, particularly District Field Officers (DFOs), Governance Focal Points (GFPs), and representatives from Civil Society Organizations (CSOs), in addressing corruption and grievances related to climate change and environmental disasters. The training gathered 73 participants from 19 districts, with a gender balance of 30 females and 43 males. Key organizations involved included FVA, Tubibe Amahoro, ADEPE, and AJPRODHO, all active in districts under the PPIMA (Public Policy Information Monitoring and Advocacy) project.

The primary objective was to equip stakeholders with the skills to identify and report corruption and grievances, especially in relation to environmental and climate disasters, and to strengthen reporting mechanisms for addressing such issues in the communities. Participants learned best practices for integrating these mechanisms into their local governance systems, ensuring that community concerns about environmental impacts were voiced, documented, and acted upon.

Key Discussion Points:

- **Building Transparency in Disaster Management:** The importance of establishing transparent systems for reporting climate-related grievances and corruption, particularly in disaster management, to ensure equitable responses to affected communities.
- **Strengthening Accountability:** Techniques to hold local officials accountable for their roles in addressing environmental disasters, including setting up clear channels for citizens to report issues.
- **Empowering Local Leaders:** Strategies to build the capacity of local leaders and DFOs to handle grievances, manage disaster responses, and report corruption effectively.

Outcomes:

- The capacity of CSOs and local stakeholders was enhanced, enabling them to better address grievances and corruption related to climate and environmental issues.
- Participants committed to organizing training sessions in their respective districts, providing additional support for community-based reporting systems.

The organizations selected districts and hotels for the follow-up training sessions, scheduled for 30th December 2024, aimed at training 7 community members and 6 GFPs in each district.



❖ **MONITORING SERVICE DELIVERY USING THE DIGITAL SUGGESTION BOXES**

The accountability tool “suggestion boxes” has proven as an important tool for citizen-generated data to monitor the service delivery in local government against the actual standard service charter. In addition, the tool is crucial to conducting advocacy in the aim of increasing the quality-of-service delivery and ensure transparency & accountability from the local government level.

In the last process of the use of suggestion boxes in 2019, more than 6,000 questionnaires were filled by citizens to give a picture on the payment/time compliance as per the service charter, corruption encountered and forms of corruption, corruption encounter by service provider, the status on citizens who asked for service and get it, and the level of citizens’ satisfaction on service delivery. The report of the findings is used to inform Local Officials at the district level, during the dialogue advocacy meeting, and contribute in improving service delivery and accountability at the local government level.

In 2023, TI-Rwanda conducted the monitoring of service delivery using suggestion boxes at the sector level in 59 sectors established in 11 districts. A total of 5,779 people (51.83% female, and 48.17% male) participated in the monitoring exercise in the mentioned districts. The activity was facilitated by CCCs (Citizens Concerned Committees) and the physical suggestion boxes as

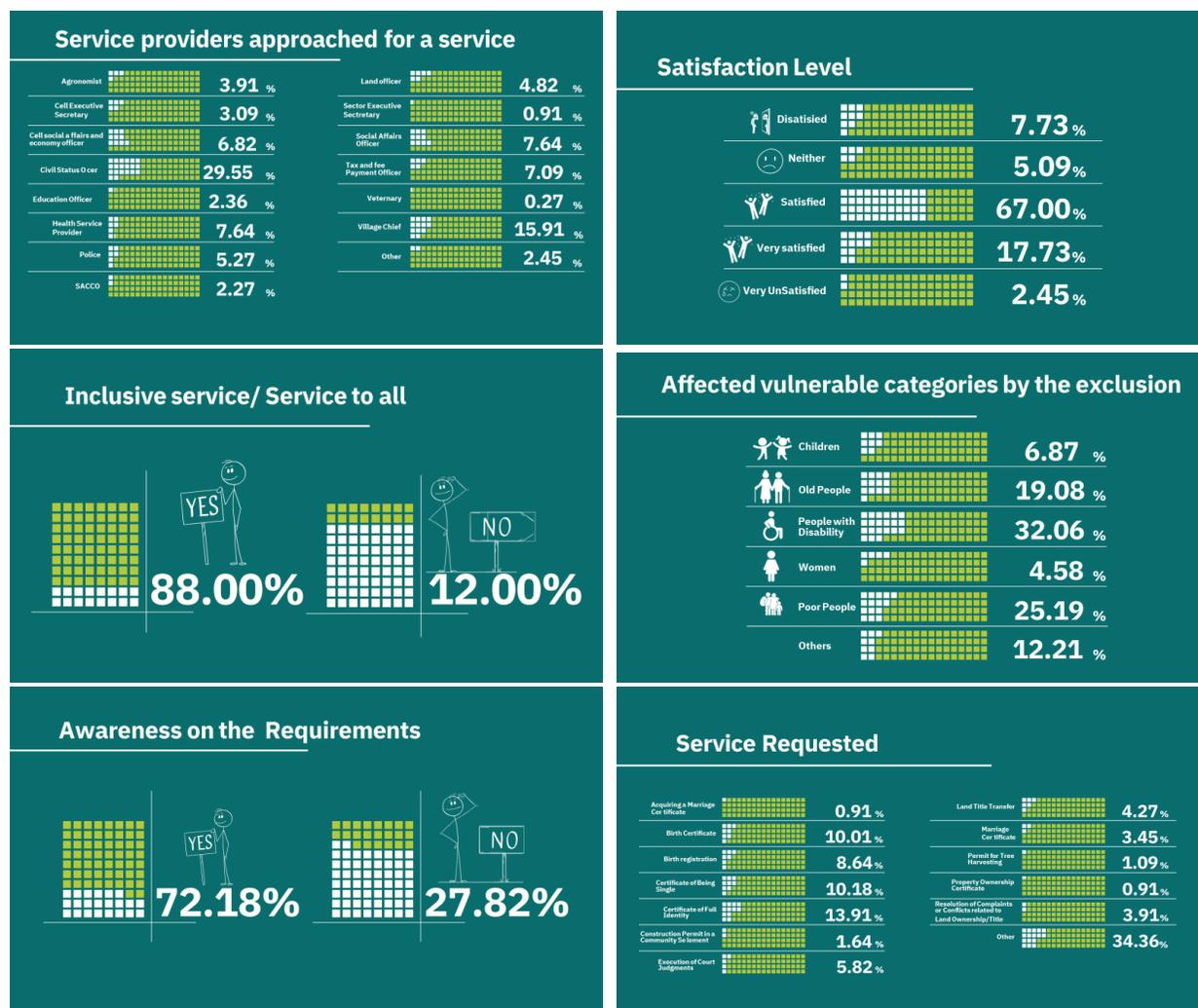
highlighted above. The activity revealed some key findings such as the corruption encountered while seeking service is at 19.34%, about 77.85% of people who encountered corruption didn't report it, the level of service delivery inclusion is at 56.24%, about 38.38% of people were not aware of the requirements needed to access the service requested, and 39.8% of citizens are not aware of the service charter, to mention a few. In the same period, TI-Rwanda upgraded its digital tool "iFATE" and improved its window of monitoring service delivery using the approach of suggestion box but in a digitalized way. In this regard, TI-Rw conducted the monitoring of service delivery using the digital tool with a focus on people in the City of Kigali (Gasabo district), and other secondary cities (Muhanga, Rusizi, Nyagatare and Rwamagana districts). This activity came following awareness activities on iFATE.

The monitoring exercise covered the following sectors (Local entities):

No	Provinces and the City of Kigali	Districts	Sectors
1	City of Kigali	Gasabo	Bumbogo Gisozi
2	Eastern Province	Rwamagana	Kigabiro Muhazi
3		Nyagatare	Nyagatare Karangazi
4	Western Province	Rusizi	Kamembe Gihundwe
5	Southern Province	Muhanga	Nyamabuye Shyogwe

It is important to highlight that the monitoring exercise organized was a pilot to assess how the tool can work and improvements that can be made. TI-Rw worked with Youth Volunteers from the above districts and a preparatory training was organized prior to monitoring to discuss on the tool (questionnaire), methodology to be used while collecting data in the community.

KEY FINDINGS:



Output 3.2: Increased citizen ownership of government programs

❖ DAYS OF PARTICIPATION IN NYAMAGABE DISTRICT

In Rwanda, citizen participation is important in the budget and planning process, especially based on the decentralization policy and other strategic document like NST 2 adopted by Rwanda. On the other hand, through various policies, local authorities have the responsibility to promote public participation in decision-making process. Non-governmental organizations (CSOs) are also responsible for raising the voice of the people and contributing to the expression of their needs that can be considered in planning.

However, there are still challenges hindering meaningful and inclusive public participation. There is still limited understanding from key actors where the public (citizens) are still considered as beneficiaries rather than partners, limited feedback mechanisms to provide useful information to the public on their considered (or not) inputs in the planning & budget.

To address especially the identified gaps concerning challenges at CSO and LG side (the first four challenges), in terms of capacities, Transparency International Rwanda (TI-RW) has developed a toolkit, the “Day of Participation”. The tool can be used by partners including government agencies, local authorities, institutions, non-governmental organizations involved in governance and decentralization and with specific responsibilities of promoting meaningful public participation.

The Days of Participation tool was tested in Nyanza, and Kayonza districts where TI-Rw engaged with both public institutions and non-governmental organizations. Moreover, TI-Rw in collaboration with GIZ tested this method/tool with non-governmental organizations in Musanze, Rubavu, Huye, Kayonza and Kamonyi districts. In order to ensure ownership and sustainability, under this project, TI-Rw organized a workshop with Nyamagabe district staff to contribute in promoting meaningful public participation. The workshop involved Local officials from Gasaka, Kibirizi and Mbazi sectors.

The workshop was focusing on the following objectives:

- Building and improving the capacity of local authorities in terms of improving public participation and creating effective platforms to provide feedback to the community on the planning & budget outcomes;
- Increasing the effectiveness and importance of improving public participation at all levels.

Outcome of the workshop

- Around 40 people from Gasaka, Kibirizi, and Mbazi sectors were equipped with skills on public participation using the days of participation toolkit;
- Participants committed to increase citizen participation in paying attention to the categories of citizen who were forgotten, using different methodologies to reach them;
- After notice that they did not give feedback for citizens' proposals which were not taken into consideration in the planning & budgeting process, they committed to correct that and use existing platforms to provide feedback on a regular basis;
- Participants from sector level recommended TI-Rw to further work with the district to adopt the Days of participation tool and jointly organize trainings with district staff.

Photo:



The Executive Secretary of Nyamagabe District giving opening remarks of the days of participation workshop



Participants in the days of participation workshop in Nyamagabe district

Strategic axis 4: Enhancing organizational capacity and sustainability
Output 4.1: Capacity of TI-RW is enhanced based on individual trainings needs

- ❖ **Online & in-person training on Budget analysis, budget transparency, Public participation in the budget process and oversight**

TI-Rw values improving the capacity of its staff through different trainings in areas that contribute to the vision and mission of the organization. Trainings are implemented with the collaboration of TI-Rw and its different partners via diverse projects.

During this reporting period, in partnership with International Budget Partnership (IBP), TI-Rw's staff actively learned and participated in structured online and in-person trainings on Budget analysis, Budget transparency, Public participation in the budget process and oversight. The course contents focused on the following topics (<https://courses.ruzuku.com/courses/rwanda-open-and-accountable-budget-course--2c562d5f-b106-4a11-93ec-c7794b87899e>) :

- Exploring the impact of budget work;
- Engaging in the budget process;
- Accessing, reading and using budget documents;
- Connecting the budget work to advocacy

Output 4.2: Internal processes are strengthened and enhance resilience

❖ CAPACITY DEVELOPMENT- TOWARDS DEVELOPING A NEW TI-RWANDA STRATEGIC PLAN (2025-2029)

Since 2020, TI-Rw has been implementing a five-year strategic plan (2020- 2024) with 4 key strategic axis such as: (1) Preventing and combatting corruption and injustice; (2) Strengthening evidence-based advocacy, communication, strategic partnership and engagement; (3) Fostering Citizen Centered Governance; (4) Enhancing organizational capacity and sustainability.

In 2023, under the support of GIZ/DGG through this project, TI-Rw conducted a Mid-term review of its strategic plan 2020-2024 with also the target to reframe its strategic priorities and align them with the 2030 TI strategic priorities. In this framework, the process generated recommendations on what TI-Rw should consider for 2025-2029.

In this regard and building on the recommendations from the mid-term review and the forward-looking report on reframing TI-Rw priorities, TI-Rwanda organized a retreat with its partners to further develop its five-year strategic plan 2025-2029. The purpose was to align the strategy with TI global movement's priorities in its strategy 2030, as well as aligning it with the national policies and strategies like the NST 2 (National Strategy for Transformation).

The retreat brought on table participants from public institutions (For instance MINALOC, RGB, RIB, Office of the Ombudsman, RNP, Supreme Court), development partners (like GIZ/DGG, Enabel, SIDA), members of TI-Rw, TI-Rw Board of Directors and TI-Rw staff.

Key outcomes:

A new five-year strategic plan (2025-2029) was developed with the following strategic objectives:

- Protect Public Resources and Safeguard People’s Rights;
- Prevent and Combat Corruption and Injustice;
- Promote and Sustain Civic Space for Transparency, Participation, and Accountability;
- Strengthen Access to Justice, Effective Enforcement, and Rule of Law;
- Reinforce Institutional Capacity to Influence and Mobilize.

Photo for the retreat:



Participants in the retreat to elaborate the strategic plan 2025-2029, venue: Palast Hotel, Bugesera, from 30th October 2024 to 01st November 2024

Output 4.3: Resource mobilization and investments increased

TI-Rwanda highly values and counts on improving its resources to ensure the sustainability and achievement of its mission and vision. In this framework, the organization has kept the momentum of participating in different calls for proposals, and consultancy activities aiming at generating enough resources for its activities, but also kept very good relationship with its existing partners through ensuring good financial management, well documenting the impact of its activities and complying with partners requirements.

Section III: ADVOCACY IMPACT

In 2023, TI-Rwanda, under the financial support of Norwegian People's Aid through PPIMA project, conducted a Backward Looking on Transparency International Rwanda's contribution. The assessment highlighted the following key contributions/achievements:

- ✓ Active participation of TI-Rwanda in the review of laws/amendment of laws (Expropriation law, amendment of taxation related laws, etc);
- ✓ Establishment of grievance and/or reporting mechanisms in different public institutions (For instance Toll-free numbers, suggestion boxes, digital grievance mechanisms, etc);
- ✓ Establishment of customer service charter in Rwanda Energy Group following TI-Rwanda report of RBI (Rwanda Bribery Index);
- ✓ Instauration of a whistleblower policy within public institutions;
- ✓ Digitalization and Rwanda e-services: Result of tireless advocacy on Rwanda Bribery Index results First and foremost, given the fact that bribery requires two parties, the person who is offering the bribe and the person that receiving the bribe in most cases meeting physically.

Rwanda Bribery Index, an annual survey funded by NPA under PPIMA project, showed that corruption risks increase when there are many interactions between service provider and service seeker.

The platform IREMBO came to respond to the above better service delivery (free of corruption) aspirations: A Rwandan citizen can request different Government services online through Irembo, the one-stop service portal;

- Contribution to the amendment of the law relating to the protection of whistle-blowers

On 7th August 2023, TI-RW held a consultation meeting on the draft law amending the law relating to the protection of whistle-blowers. The meeting brought on board CSOs representatives and media partners with the purpose of collecting their inputs to be shared to the Office of Ombudsman.

According to the findings from the interviews held and researches conducted by TI-Rwanda, a low level of reporting remains among the key challenges impeding the fight against corruption in the Country. For instance, according to Rwanda Bribery Index (RBI) annually conducted by TI-Rwanda, 87.5% did not report corruption cases encountered in 2022 (from 89.4% in 2021). The main reasons provided were that "it did not occur to me that I should report" (26.5%), fear of self-incrimination (23.8%), and that they knew no action would be taken even if they reported corruption (18.7%). Moreover, as per RBI 2022 findings, 44.3% of reported cases did not see any action while 10.1% respondents who reported said they were not satisfied with actions taken.

- **Raising public awareness on Beneficial Ownership Transparency**

On 20th September 2023, on Isango Star Radio and TV, TI-Rwanda held a talk show aiming at raising public awareness on Beneficial Ownership Transparency in Rwanda.

The activity followed engagement and interview that TI-Rwanda had with the Rwanda Development Board (RDB) that confirmed that, since April 2023, the institution started collecting the information related to Beneficial Ownership in all companies registered in Rwanda. However, TI-Rwanda learnt that public awareness was still very low and limited. It is with the same reason that TI-Rwanda organized the talk show.

- ✓ TI-Rwanda has actively participated in the review/amendment of the National Anti-Corruption Policy through a technical consultative meeting organized in February 2024.
- ✓ Through the technical workshop organized on 17th October 2024 with appointed focal persons in the OBS(Open Budget Survey) taskforce, the following were the outcomes from the meeting:

1. Pillar of Budget Transparency

- Participants agreed that it is very important to engage different institutions and/or departments in the evaluation and try to address gaps that were highlighted by the last OBS 2023;
- Participants also suggested to organize an online meeting with IBP (Andres and Abayomi) to discuss some indicators whose assessment requires to consider the country context on policy and legal framework regarding timeliness for reporting, availability of information and comprehensiveness. However, this would require a thorough revision of the questionnaire for OBS 2023 to check whether the context has been considered by IBP, then come in the meeting with evidence to enrich the discussions;
- Participants agreed that it is very important to engage with the Chief Economist at MINECOFIN level on some gaps highlighted related in the Executive's Budget Proposal including, the analysis that shows the impact of different macroeconomic assumptions on estimates of expenditures, revenue, and debt (i.e., sensitivity analysis).
- The Office of the Auditor General also committed to improve their part related to Transparency and adopted the recommendation related to improving the Audit Report by ensuring that the Audit Report contains all expenditures, including extra-budgetary funds.

2. Pillar of Public Participation

- Participants agreed on the gaps related to the publication of the planning and budget process on online platforms at both the central and local government. This doesn't concern only the planning process but also publishing the budgets and plans on the existing digital platforms on time;
- Participants also proposed a paragraph that should be included in the PBCC 1 (Planning & Budget Call Circular 1): ***“To strengthen the open budget and fiscal transparency of all central and local government entities, all BAs should effectively document and publish their planning process including citizens in their respective administrative entities, other stakeholders such as CSOs operating at both the national and local level, specific councils represented (youth councils, women, people with disabilities and children). The outcome from the planning and budget process should be made publicly available on existing digital platforms to raise stakeholders’ awareness and increase transparency and accountability in the budget process.”***
- MINALOC, through its representative, also committed to emphasize on documenting the planning and budgeting process, especially the consultation process with citizens, other stakeholders including special groups (youth, women, children and people with

disabilities). This will be done to ensure enhanced transparency and accountability in the planning and budget processes;

- Participants proposed to engage with the Parliament in order to effectively use opportunities of public hearings during the presentation and discussion of budget proposal and its approval;
- The Office of the Auditor General also committed to establish formal mechanisms for public participation in the audit



Planning and
Budget call circular



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3. Pillar of Budget oversight

- Participants proposed to engage the Parliament to discuss on documenting all the initiatives of the parliament while exercising oversight to ensure effective use of the budget by the government. It will be an opportunity to share with the Parliament the indicators that need to work on in order to improve the next country's performance on OBS.

Other commitments:

- There is a need to compare OBS (2023) and PEFA(2022) reports to analyse differences and similarities to be able to inform further actions for improvement;
- There is a need to work together on awareness initiatives to sensitize stakeholders in public institutions on the importance of budget transparency, public participation in the budget process and budget oversight. In this regard, there is a possibility of using radio talks/TV talks during the planning and budget process and encourage transparency and engagement with citizens and CSOs (TI-Rwanda can organize this with MINECOFIN and MINALOC);
- Organize talks engaging with OAG and Parliament discussing on the role of the public in the oversight (how to engage CSOs and other councils representing citizens including specific groups);
- Participants agreed on meeting regularly to ensure smooth communication and follow-up of agreed actions. The next meeting will take place on 28th November 2024;
- Participants also discussed on possibilities of using opportunities of engaging with local leaders in the PFM and utilize the platform to mobilize on open and accountable budget (budget transparency, public participation and oversight);
- Participants were informed on the opportunities of using the PFM sector working group to discuss on OBS findings and agree on measures to implement to improve the country performance.
- Participants suggested to include, in the next meetings, the Communication Officer from MINALOC, Public Relation Officer from MINECOFIN, the Fiscal Decentralization person from MINECOFIN and also engage the Chief Economist where needed.
- Participants also suggested that, for consistency purposes, institutions should keep the focal persons(task force) who attended the workshop, and only change them in case of emergency;

- Participants received different materials to enable them to craft actions to improve the country performance in the next OBS(2025). They also agreed that there should be another meeting where the focus will be on completing the agreed action plan for each institution;
- It was agreed that a WhatsApp group should be created to facilitate smooth communication of the task force.

Section IV: CHALLENGES, CHANGES TO PLAN AND RISK ANALYSIS FOR SOME PROJECTS

TI-Rw's projects and programs implementation, during the reporting period 2024, has been successful in general where most of the projects undertaken were implemented as planned. However, some projects delayed to be implemented due to unforeseen & uncontrollable factors.

Section V: CONCLUSIONS

Corruption is still an endemic issue affecting the socio-economic development of the country. TI-Rwanda researches and other source of information revealed that corruption is on a decreasing rate when we compare with the last 2022 performance. The RBI findings revealed that bribe encounter was at 29.1% in 2022 and it has decreased to 18.5 % in 2024. This calls for collective actions among stakeholders to collaborate to curb corruption. Transparency International Rwanda continued to implement its mission which is to contribute to the fight against corruption and promote good governance through enhancing integrity in the Rwandan society.

TI-Rwanda concluded the implementation of its five-year strategic plan (2020-2024) under four pillars as follows:

- ✓ Strategic axis 1: Preventing and combatting corruption and injustice;
- ✓ Strategic axis 2: Strengthening evidence-based advocacy, communication, strategic partnership and engagement;
- ✓ Strategic axis 3: Fostering citizen centered governance;
- ✓ Strategic axis 4: Enhancing organizational capacity and sustainability.

A new strategic plan (2025-2029) was developed and approved with five strategic objectives:

- ✓ Protect the public's resources and safeguard people's rights;
- ✓ Prevent and combat corruption and injustices;
- ✓ Promote and sustain civic space for transparency, participation and accountability;
- ✓ Strengthen access to justice, effective enforcement and rule of laws;
- ✓ Reinforce the institution's capacities to influence and mobilize.

As TI-Rwanda values evidence-based advocacy, number of researches have been conducted to deeply analyze the identified problems and provide systematic and relevant advocacy for policy & institutional and behavior change as well as raising awareness on the issue.

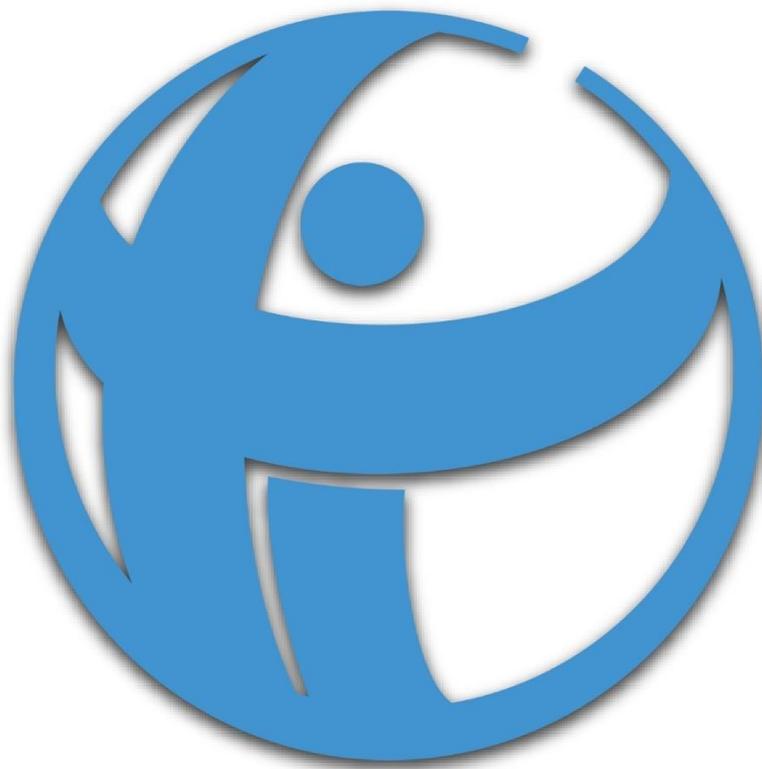
At each research, advocacy dialogues were organized and policy recommendations submitted and adopted by policymakers and TI-Rwanda will continuously work with concerned public institutions to follow up and effectively implement the commitments made on key recommendations.

The following are the key areas that need systematic follow up to ensure greater impact:

- ✓ Increasing and strengthening transparency and accountability mechanisms: All public and private institutions are recommended to put in place controls, audits, check and balance mechanisms and an anti-corruption focal person;
- ✓ Putting integrity at the centre of climate efforts. Anti-corruption measures can enhance countries ability to mitigate and adapt to the climate crisis.
- ✓ Strengthening corruption reporting systems and whistle-blowers' protection (Office of the Ombudsman, NPPA, RIB, to mention but few);
- ✓ Increasing campaigns aiming at raising the public awareness on the negative effects of corruption ((The office of the Ombudsman, RIB, TI-RW, MINALOC, National Itorero Commission; Ministry of Education);
- ✓ Enhancing investigations, sanctions and protections to combat corruption. This will deter environmental crimes and reduce impunity: Access to justice can be improved through strengthening enforcement and oversight bodies – including anti-corruption bodies. Local communities need access to grievance mechanisms, while those who speak out – climate, land and environmental defenders, and whistleblowers – must be protected from all forms of retaliation.

Section VI: ANNEXES





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