



ANNUAL NARRATIVE REPORT FOR THE YEAR 2023

December 2023

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INTRODUCTION

TI-Rw's mandate of contributing to the fight against corruption and promoting good governance through enhancing integrity in the Rwandan society is very well supported and embodied in the national aspirations (vision 2050, NST1), policies and laws. Its strategic plan 2020-2024 highlights preventing & combatting corruption and injustices in its first strategic axis, 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 offences 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 it has been mentioned above, TI-RW is implementing a five years' strategic plan which runs from 2020– 2024. The latter is interconnected under 5 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 planned to be implemented during the year 2023. This semi-annual report sums up and provides an overview of all activities implemented by TI-Rw in 2023.

In the course of this year of 2023, TI-Rwanda partnered with different development partners which facilitated the implementation and achievement of its objectives.

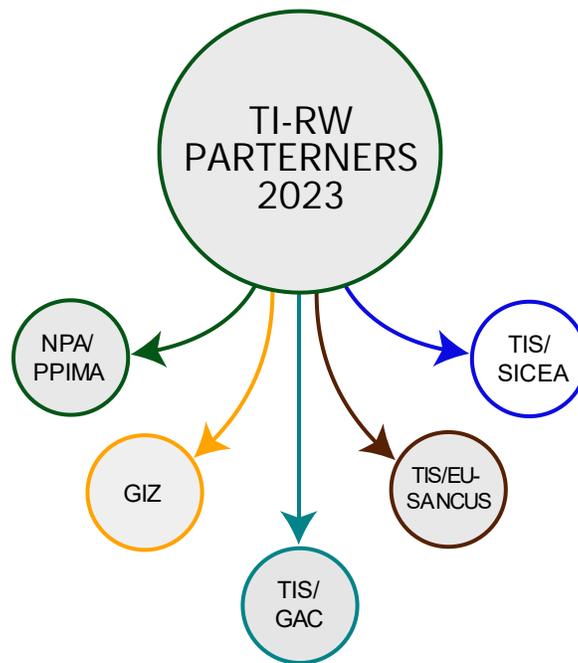
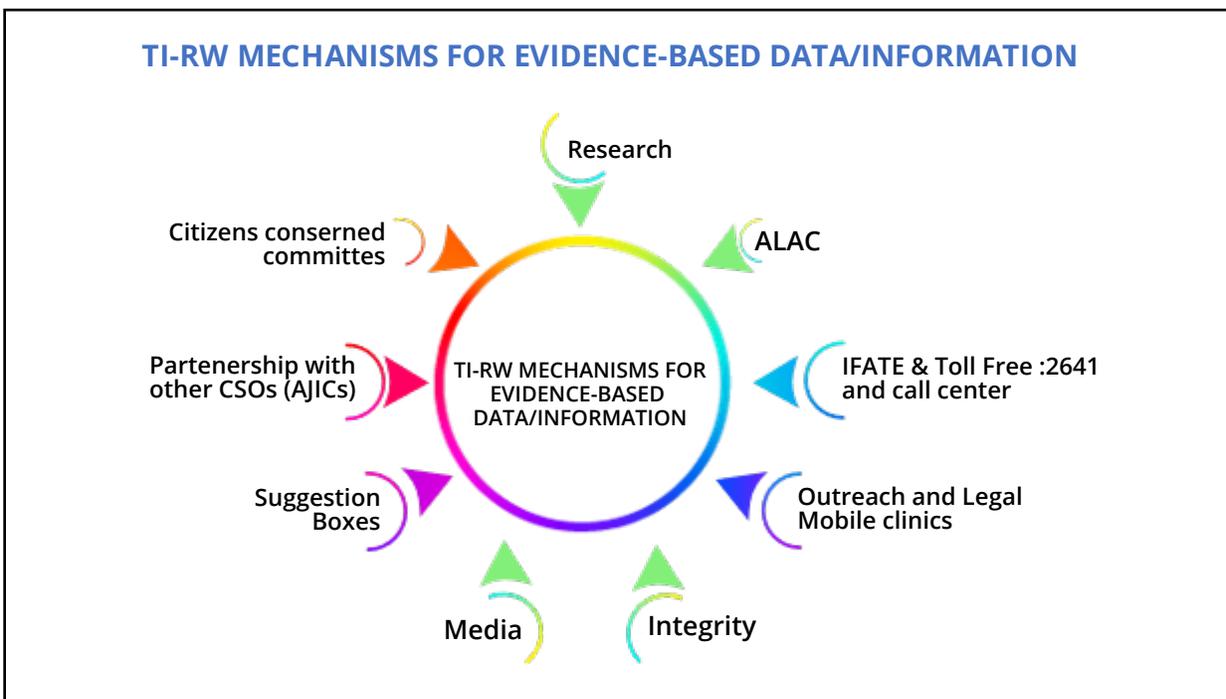


Figure: TI-Rwanda Partners in 2023

Furthermore, TI-Rwanda had 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 current strategic plan 2020-2024.

Below are the key achievements as per the strategic axis:

Strategic axis 1: Preventing & combatting corruption and injustice:

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

- ❖ TI-Rw organized a workshop with the Directors of Good Governance and Citizens' complaint officers from Gasabo and Kicukiro Districts On 17th March 2023. This is in line with contributing to the promotion of ADR (Alternative Dispute Resolution) mechanisms as one of the bests approaches to conflict resolution;
- ❖ TI-Rwanda engaged with media partners on 18th April 2023. The workshop targeted members of the Rwanda Media network for social accountability, a network established in partnership between TI-Rwanda and PAX PRESS (A media CSO). The purpose of the workshop was to bring together media partners to discuss and have a better understanding of the Rwanda anti-corruption framework (legal and institutional framework). The workshop also served as an opportunity for media representatives to share experiences, identify possible strategies for collective action to effectively engage anti-corruption stakeholders, and strengthen media and CSO partnerships to curb corruption and injustice and promote democratic accountability;
- ❖ On 24th March 2023, in partnership with the Office of the Ombudsman. TI-Rw organized and conducted a training with the anti-corruption advisory committee of PPIMA partners on anti-corruption, leadership & governance auditing. It is essential to highlight that this initiative came to support the implementation of the Office of the Ombudsman's guiding instructions calling upon all institutions, and organizations operating in Rwanda to establish anti-corruption committees in their respective organizations with obligations of following up if that institution or organ has set up strategies of fighting corruption as well as if those strategies are being implemented;
- ❖ In the framework of strengthening Cross-learning opportunities between CSOs, Government and stakeholders, TI-RW has continued active engagement with stakeholders through JRLOS, JADF, and district Advisory Council to fight corruption

and injustices. This increased public awareness on ADR, public awareness on GBV and advocacy for inmates to be informed on their hearing dates;

- ❖ In the framework of ensuring the rule of law and promote access to justice, TI-Rwanda has been providing legal aid, advocacy and mediation through ALACs. Since January to December 2023, TI-Rwanda received 5,204 citizens where 2,558 were female (49%) and 2,656 were male (51%). The total complaints received were 5,246 where 5,103 were successfully closed (97%) and 143 cases still pending (3%). Among the closed cases, 544 were closed through advocacy while 572 were closed successfully through mediation;
- ❖ On 17th November 2023, TI-Rwanda organized a restitution meeting to discuss key corruption & injustice cases emanating from the ALACs (in public auctioning of citizens' properties, and getting driving license for people with disability). This national meeting gathered different stakeholders from public institutions, development partners, civil society organizations, financial institutions (banks), the Office of the Ombudsman, MINIJUST, the Rwanda National Police, Senate, RDB, BNR, NCHR to name the few. Development partners such as NPA, Netherland Embassy. Professional Bailiff Association. Representatives of banks: BK, I&M, AB Bank, BK. Civil society such as GLIHD, CLADHO, Legal aid forum TUBIBE AMAHORO, Never Again Rwanda, and different House Media were present.

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

- ❖ On 31st March 2023, TI-Rwanda launched the Corruption Perceptions Index (CPI) 2022. This index is produced by Transparency International Secretariat (Berlin), and TI-Rwanda launched the index in the form of a press conference. Key commitments from stakeholders:
 - ✓ Strengthening the operationalization of the anti-corruption clubs and committees in public and private institutions (From the national to the cell level)
 - ✓ Organizing study trip to the best ranked countries in fighting corruption to learn best practices which can be incorporated in our country's strategy to curb corruption. Rwanda committed to come among 10 least corrupt countries in 2050 (as per our vision 2050) (<https://www.ktpress.rw/2023/02/cpi-2022-rwanda-sets-strategies-to-learn-from-the-best-performers/>)
 - ✓ Collaborate with MINEDUC to insert the courses on corruption in learning modules (<https://igihe.com/amakuru/u-rwanda/article/urwego-rw-umuvunyi-rwasabye-ko-kurwanya-ruswa-bigirwa-isomo-mu-mashuri>)
 - ✓ Strengthening the commitment will among Rwandans to provide the corruption related information.;

- ❖ On 7th December 2023, TI-Rwanda conducted a High-level dialogue meeting with stakeholders on safeguard women's rights in the mining sector. Key outcomes from the dialogue:
 - ✓ RMB to continue the monitoring of mines;
 - ✓ RMB to encourage miners to promote technology which could encourage women to work in this sector;
 - ✓ Put in place grievance mechanisms to facilitate women to report malpractices related to sexual exploitation and discrimination;
 - ✓ Establish ECDs where there are not yet;
 - ✓ In the management Committees, there should be an engineer woman;
 - ✓ REWU will continue to advocate for the amendment of provisions of the labor law which disadvantage mine workers;
- ❖ On 08th December 2023, TI-Rwanda held a dialogue meeting on curbing Gender-Based Corruption in higher learning institutions in Rwanda. TI-RW shared the findings on gender-based corruption in Higher Learning Institutions and testimonies from students. TI-RW engaged the policymakers on mechanisms in place to curb this problem. Key outcomes from the dialogue:
 - ✓ MIGEPROF to do the awareness campaigns through Public talk organized weekly in High Learning Institutions and will involve TI-Rw;
 - ✓ HEC will organize a meeting with the leaders of the High learning institutions, in which TI-Rw will present the findings on GBC. It is in this meeting that recommendations will be formulated, such as putting in place different anti-GBC mechanisms and the revision of the existing ones;
 - ✓ Joint awareness campaign on fighting gender-based corruption: TI-Rw, RIB, RPPA and Higher Learning Institutions.
- ❖ On 7th December 2023, TI-Rwanda launched the Rwanda Bribery Index 2023. This annual TI-Rwanda's publication aims to establish experiences and perceptions of this specific form of corruption (bribery) in Rwanda. RBI is an annual publication (since 2010) conducted by TI-RW with the aim of analyzing the experience and perception of Rwandans with regard to bribe incidences in the country. Key public institutions committed to implement the following:
 - ✓ The Honorable Chief Ombudsperson, who was the Guest of Honour, highlighted that the launch was an opportunity to reflect on our strategies, revisit what didn't work, take measures to engage stakeholders especially citizens;
 - ✓ She emphasized on the importance of strengthening the existing anti-corruption mechanisms, the use of digital mechanisms to promote quality service delivery;

- ✓ Stakeholders should work together to put Rwanda on another level in terms of fighting against corruption (to become the first in the fight against corruption by 2050);
 - ✓ The Office of the Ombudsman committed to follow up the implementation of adopted recommendations of RBI 2023.
- ❖ On the 31st March 2023, TI-Rwanda launched the report on the analysis of the auditor general reports of the decentralized entities and the City of Kigali. The following were the key objectives of the analysis: create a basis to increase the understandability and transparency of OAG;s reports towards the general public and local government officials; provide evidence-based information for the steering of local PFM activities of all stakeholders; prepare policy discussions with relevant stakeholders. Furthermore, On 24th November 2023, TI-Rwanda launched the analysis of the auditor general reports of the decentralized entities for the fiscal year ended on 30th June 2022. The focus was on idle assets, abandoned projects, to mention but few. Key outcomes have been registered:
 - ✓ Contribution on persuading the auditor general not to consider joint recommendations (those going beyond the district control) as issues accountable to districts;
 - ✓ Significant contribution of TI-Rwanda assessment & advocacy work on improving on compliance (8 districts have got clean audit on compliance)
 - ✓ Significant contribution of TI-Rwanda assessment & advocacy work on improving financial statement (25 districts have got clean audit on financial statement).
- ❖ In October 2023, TI-Rwanda produced a desk review report and used it to engage with key stakeholders in an exchange meeting on the role of Parliamentary oversight in the fight against corruption & promotion of good governance. The purpose of the meeting was to share key findings from the desk review, and exchange on the role of parliamentary oversight in fighting against corruption and promoting good governance, but also it was an opportunity to learn from the parliament on how they exercise their oversight (the practical side), exchange on collaboration & partnership with participants and how CSOs can significantly play a role in promoting parliamentary oversight.
- ❖ From 24th to 31 October 2023, TI-Rwanda conducted a district dialogue meeting on promoting quality service delivery where it was an opportunity to disseminate findings from monitoring service delivery at the local level. As a direct impact, on 17th November 2023, at the Head office of Kamonyi district, TI-Rwanda was invited to participate in an anti-corruption advisory meeting focusing on service delivery. The meeting brought together Anti-corruption advisory committee members from the district of Kamonyi (from its 12 sectors), the Mayor of the District of Kamonyi, and members of the APNAC (African Parliamentarian Network against Corruption).

Around 30 people participated in the meeting. Key commitments from different districts:

- ✓ Organize joint awareness to improve citizens knowledge on their rights on quality service delivery;
- ✓ Take actions on identified gaps by the monitoring of service delivery using SB;
- ✓ Strengthen quality service delivery especially with vulnerable people (poor, PWD);
- ✓ Assist the district to establish mechanisms to fight corruption and improve quality services;
- ✓ Organize trainings with customer care and other sector officials on service delivery;
- ✓ Organize awareness in sectors where monitoring of service delivery using SB has been conducted.

Strategic Axis 3: Fostering citizen centered governance:

- ❖ From 16th to 29th March 2023, TI-Rwanda, through its project titled Inclusive Service Delivery Africa (ISDA), organized capacity building workshop with its network of volunteers (Citizens Concerned Committees). The aim of the workshop was to increase their knowledge on the use of social accountability mechanisms (like suggestion boxes) to monitor service delivery in both education and health. Suggestion boxes were established in different health facilities and schools in the districts of Musanze, Rubavu, Huye, Kayonza and Rusizi. 128 CCCs were empowered to monitor service delivery;
- ❖ Under the collaboration & partnership between TI-Rwanda and Nyanza district, TI-Rwanda has been able to conduct a Pilot assessment on public participation in the budget process. Building on the above MoU, and with the support of SANCUS. In July 2023, a validation meeting was organized with district technical staff and CSOs that participated in the assessment. The Pilot assessment report on Public participation in the budget process-case study of Nyanza district was validated and this enabled TI-Rwanda to organize later in October 2023, a dialogue on promoting meaningful public participation in the planning & budget process in the presence of the District Mayor (As the head of the public institution assessed), different Senior Directors in Nyanza district, CSOs and international organizations operating in Nyanza district;
- ❖ TI-Rwanda, in collaboration with other organizations working with vulnerable groups such as Youth and People with disabilities, conducted an outreach in Rusizi district, western province and identified number of issues that need collective advocacy. For instance, people with disabilities have raised the issue related to disregard or discrimination on their projects probably because of their vulnerabilities; young girls with unwanted pregnancy who are facing issues of sextortion and bribery while

seeking job. This is the case in extractive industry in Nyakarenzo sector in Rusizi district.

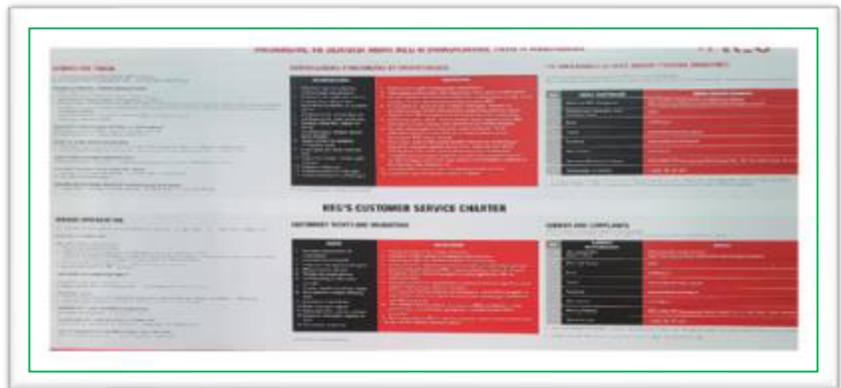
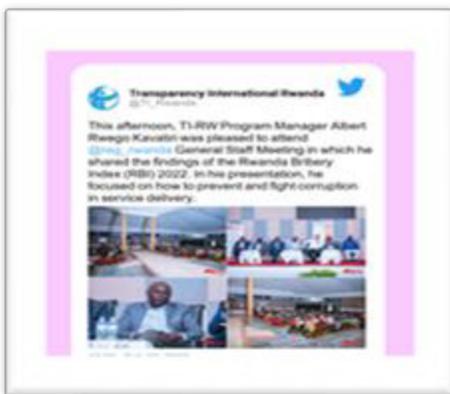
Strategic axis 4: Enhancing organizational capacity and sustainability:

- TI-Rwanda has undertaken the process of reviewing the current 2020-2024 strategic plan aligning it with the 2030 Transparency International global movement strategic priorities. The consultant developed and shared a final report of the Mid-term review of TI-Rwanda's Strategic plan (2020-2024). Additionally, the consultant submitted a forward-looking report informing on how TI-Rwanda would reframe its priorities while elaborating its Strategic plan 2025- 2029.
- Cross-Learning workshop on change influencing and outcome mapping: On 21st June 2023, NPA organized a workshop to provide PPIMA partners with a forum to jointly reflect on their change influencing work, take stock of achievements and learn from what is working versus what is not. Participants were from PPIMA CSO's partners such as TI-Rwanda, Haguruka, AJIPRODHO, GLIDH, CLADHO, Duhozanye, NAR, FVA, COPORWA, RWAMREC, RCCDN, ADEPE. The main objective of the planned workshop which runs into two mutually supportive steps is to provide PPIMA partners with a forum to jointly reflect on their change influencing work, take stock of achievements and learn from what is working versus what is not.
- OSF organized a workshop from 27th November to 01st December 2023 at Fair View Hotel, Nairobi, Kenya. The workshop brought together stakeholders of OSF in Kenya, Uganda, Tanzania, South Soudan, Rwanda and Ethiopia. Around 50 people participated in the workshop and they were mainly coming from Civil Society Organizations from the above countries. The training was animated by the Institute of Public Finance based in Kenya.
- As a civil society and a national chapter of TI, TI-Rwanda has significantly gained from the capacity received from the SANCUS project to promote both vertical & horizontal accountability. The capacity received, being skills and financial support, has enabled TI-Rwanda to engage with both local government institutions, CSOs operating at the district level, and engage with national stakeholders on key special initiatives on Parliamentary oversight. TI-Rwanda highly appreciates the skills gained on both assessing Public participation in the budget process and assessing Parliamentary oversight work. This enabled the organization to implement effectively the above assessment, thus organize informed advocacy dialogue with stakeholders at the Nyanza district, and at the national level with stakeholders on parliamentary oversight.

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.

- Customers service charter in Rwanda Energy Group following to RBI report;
- Invitation by REG in its General Management meeting for TI-Rwanda to share on findings with a specific focus on cases of prevalence of bribe in REG and clarification on services prone to corruption.



- Dismissal of some staff in some government institutions as a significant contribution from TI-RW reports

A recent case of dismissal of such a typical example was in the National Police of Rwanda whereby five hundred police officers were dismissed for the reason that they were caught in the bribery and corruption act. To highlight the impact of TI- Rw in the matter, the announcement followed of the Rwanda Bribery index (RBI) national dissemination.

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

- ***Workshop with Directors of Good Governance and Citizens complaint officers from Gasabo and Kicukiro districts***

The Alternative dispute resolution techniques are very important, cost-efficient and effective mechanisms to conflict resolutions. The Government of Rwanda, through MINIJUST, has been promoting the approaches in collaboration with other stakeholders through JRLOS. In this regard, on 17th March 2023, TI-Rwanda organized a workshop with the Directors of Good Governance and Citizens' complaint officers from Gasabo and Kicukiro Districts. The discussions were to increase the awareness on ADR and agree on coordination mechanisms.

Below is the key outcome from this engagement:

- ✓ As per the pre-and post-test results recorded by TI-Rw, the knowledge and skills of Directors of good governance and Citizen Complaints' Officers on ADR and the basic laws used in the community were increased.
- ✓ Furthermore, the notion of gender was shared to them and the importance of considering it in their daily works.
- ✓ Participants agreed on coordination mechanisms. Channels of sending reports as well as deadlines were agreed in the meeting.
- ✓ Participants committed to collaborate with TI-Rw in resolving citizens' complaints and report on monthly basis about the complaints received.



Participants during the training of CCOs and the in charge of good governance

- **Engagement with media partners on the anti-corruption framework**

Transparency International Rwanda, through the SANCUS project, works with other stakeholders through networking to conjugate actions towards fighting against corruption, promoting good governance through different social accountability mechanisms. In this regard, during the reporting period, TI-Rwanda engaged with media partners on 18th April 2023. The workshop targeted members of the Rwanda Media network for social accountability, a network established in partnership between TI-Rwanda and PAX PRESS (A media CSO). The purpose of the workshop was to bring together media partners to discuss and have a better understanding of the Rwanda anti-corruption framework (legal and institutional framework). The workshop also served as an opportunity for media representatives to share experiences, identify possible strategies for collective action to effectively engage anti-corruption stakeholders, and strengthen media and CSO partnerships to curb corruption and injustice and promote democratic accountability (https://twitter.com/TI_Rwanda/status/1648245292502753280)

The following key recommendations were shared and adopted by participants:

- 1) Media partners requested TI-Rwanda in partnership with PAX PRESS and Rwanda Media Commission to support by organizing a meeting on their behalf with development partners to further discuss areas of collaboration in regard to investigative journalism;
- 2) TI-Rwanda in partnership with Pax Press and Rwanda Media Commission organized a call to action to all public institutions on their obligation to avail information to media as stipulated in the access to information law in Rwanda;
- 3) Encourage coordination between media, civil society organizations and other stakeholders in the implementation of public service transparency initiatives It is important to highlight the exchange benefited from TI-Kenya on their experience on working with journalists on investigative journalism, challenges, opportunities, and tools available to work more efficiently. (https://twitter.com/TI_Rwanda/status/1648273469648273408)

✓ ***Training of the anti-corruption advisory committee of PPIMA partners on anti-corruption, leadership and governance auditing***

On 24th March 2023, in partnership with the Office of the Ombudsman; TI-Rw organized a training of the anti-corruption advisory committee of PPIMA partners on anti-corruption, leadership & governance auditing. However, due to time constraint, all the themes could not be covered. In this regard, another online meeting was held on 26th May 2023 to cover the remaining topics which were the anti-corruption compliance documents, corruption risk assessment as well as governance self-auditing tool. The guest of honor was the Permanent Secretary at the Office of the Ombudsman Mr MBARUBUKEYE Xavier. It is very important to highlight that this initiative came to support the implementation of the Office of the Ombudsman's guiding instructions calling upon all institutions, organizations operating in Rwanda to establish anti-corruption committees in their respective organizations with obligations of following up if that institution or organ has set up strategies of fighting corruption as well as if those strategies are being implemented. This is also in line with article 3 in the law on corruption related to obligations of organs in preventing corruption. (<https://www.ombudsman.gov.rw/index.php?eID=dumpFile&t=f&f=30747&token=122facd33e644e30a1b5f1ca9918b2ce8a80100d>).

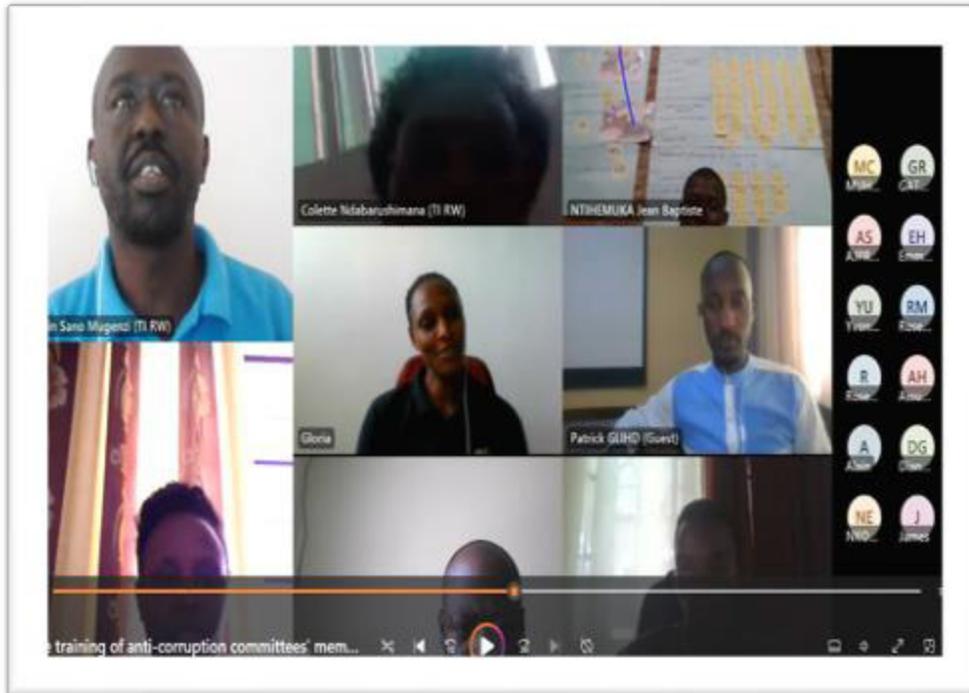


The Permanent Secretary Mr Mbarubukeye Xavier delivering the opening remarks



From left: PM of TI-Rw, Mr Albert Rwego Kavatiri, Mr Mbarubukeye Xavier, Perment Secretary Office of the Ombudsman, Mr. Fiscal Birasa, Director of anti-corruption Corruption Unit, Office of the Omudsman

Moreover, the online meeting organized on 26th May 2023 involved 21 participants attending from CSOs' PPIMA partners such as Haguruka, Duhozanye, AJPRODHO, RWAMREC, RWN, Tubibe Amahoro, RCCDN, CLADHO, TI-Rw, GLIDH.



Participants during the online meeting

Commitments made

The following were commitments made:

- Each anti-corruption committee should elaborate an action plan including how they are going to conduct self-corruption risk assessment, conduct governance self-auditing, elaborate intervention actions/strategies;
- We also envision to conduct peer-learning within CSOs to share best practices, to learn from each other;
- We encouraged each CSOs anti-corruption committee to elaborate internal reports and share them with the Senior Management (quarterly reports), which will later on share with the Office of the Ombudsman (semester reports).

Recommendations shared

It was recommended that anti-corruption committees should cross check in their organizations if they have the key governance documents, if the existing documents are updated or if they need to be revised. These committees should play a significant role in promoting transparency, accountability and compliance in their organization, with a special focus on preventing & fighting against corruption.

Outcome

- ✓ *Gained skills on key concepts of corruption risk assessment, open governance, transparency, accountability;*

- ✓ *Gained skills on tools to conduct corruption risk assessment, tools to conduct self-governance audit;*
- ✓ *Awareness raised on key anti-corruption & governance documents each organization should have (as governance instruments).*

- ✓ ***In the framework of strengthening Cross-learning opportunities between CSOs, Government and stakeholders, TI-RW has continued active engagement with stakeholders through JRLOS, JADF, and district Advisory Council to fight corruption and injustices:***

The Justice, Reconciliation, Law & Order Sector (JRLOS) aims at improving access to justice as its first priority. It gathers Public institutions, CSOs and development partners with a drive to strengthen the rule of law, to promote accountable governance, a culture of peace, and enhanced poverty reduction. TI-Rw is an active member of JRLOS at both national and district levels.

TI-Rw through JRLOS forums in different districts, contributed in discussions on ways to harmonize the ADR and the judicial system, in sensitization campaigns to citizens as well as visiting the correction and transit centers to assess the respect of inmates.

- ✓ On 10th January 2023, in Rusizi district, Nkanka Sector, TI-Rw and JARLOS executive committee participated in a community dialogue to solve citizens 'issues. The One Stop Center was requested to provide a land title to the court winner in order to execute the court judgement.
- ✓ On 3rd February 2023 in Huye district, Nyumba and Gishamvu Sectors, JRLOS members carried an outreach activity to raise the awareness on GBV, drug abuse as well as early and unwanted pregnancies.
- ✓ On 9th February 2023, in Kayoza district, Gahini sector, TI-Rw and other JRLOS members carried an outreach activity sensitizing citizens on the fight against corruption, its effects and their crucial role in fighting corruption. Additionally, citizens were sensitized on the importance of ADR.
- ✓ On 14th & 15th February 2023 in Rusizi district, in Muganza & Nyakabuye Sectors, in an outreach activity, JRLOS members helped 24 couples who have been living in conflict to mediate.
- ✓ On 20th and 21st February 2023, TI-Rw and the JRLOS committee of Musanze district visited the Correction Center (Prison) and the transit centers of Kinigi and Busogo. Furthermore, 48 families living in the Conflict were helped to mediate. 42 families reconciled while for 6; the dialogue is still going on.
- ✓ On 24th February 2023, MAJ & TI-RW held a radio talk show on RC Musanze on prevention of teenage pregnancy, encouraging citizens to resolve family conflicts

through mediation and additionally TI-RW emphasized on the fight against corruption and the promotion of good governance.

Outcome

Outreach activities are a platform to inform citizens on their rights and responsibilities. And in this quarter, the focus was on the importance of ADR as better way to solve their conflicts. In this regard, families were helped to mediate and for the majority of them, it was successful.

During our visit to the correction center, we realized that there were inmates on 30 days provision detention who did not know the hearing date. This issue was advocated for to concerned institutions.

- ✓ On 23rd and 24th February 2023, TI-Rw participated in a workshop organized by GLIHD with Human Right Defenders (HRDs) on international, regional and national legal framework for the protection of human rights defenders. The aim of the workshop was to strengthen the capacities of HRD on international, continental and national legal framework for the protection of human rights defenders.

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

❖ National Dialogue on emerging issues in Public auctioning of citizens properties

On 17th November 2023, TI-Rwanda organized a national dialogue in the justice sector to discuss key corruption & injustice cases emanating from the ALACs.

Following the discussions from the national dialogue on emerging issues in public auctioning of citizens' properties, participants also discussed issues that regarding people with disabilities (hearing and speaking) being able to attain a driving permit.

Below are the key discussions and recommendations from meeting:

1. It is widely agreed upon that individuals with hearing and speaking disabilities should be considered eligible for a driving permit, particularly if they can successfully pass both the written and driving tests.
2. It's crucial to conduct thorough research and consultations regarding the implications and safety concerns associated with granting driving licenses to individuals with hearing and speaking disabilities. This research will provide valuable insights to shape decisions and policies concerning license issuance and overall road safety.
3. Development of appropriate signage and stickers for vehicles, signaling to other road users that the driver might have a hearing or speaking impediment, is imperative for enhancing awareness and promoting understanding on the road.

4. Comprehensive awareness campaigns should be conducted nationwide, extending to driving schools, to ensure all drivers and road users are well-informed about the challenges faced by individuals with hearing and speaking disabilities while driving.
5. The consensus among meeting participants is to establish a task force comprising representatives from the meeting to delve further into this issue and other matters pertaining to public safety. The task force will work toward developing policy recommendations to be presented to the Ministry of Justice.

Moreover, as part of cases received from vulnerable groups, during this national dialogue, TI-Rwanda advocated for the issue of getting a driving licence for deaf and dumb people. It was a hot debate where an MP, in the chamber of Senate, highlighted that it is very important for Rwanda to enact a law enabling deaf & dumb people to get driving licence as it is the case at the international level.

A representative from Rwanda development Board, who participated in the national dialogue, highlighted that there should be some pre-requisites conditions to establish before starting issuing driving licence to deaf & dumb people. These conditions are very important in order to protect beneficiaries (deaf & dumb people). "Let's first assess and see if we don't first need to establish a required technology, the type of cars they should drive, cross check the state of our road infrastructure to facilitate them (are there special roads for them?), It is very important to analyze all these scenarios so that we provide full rights to this type of people with such disabilities", said a representative from RDB.

A representative from NUDOR (National Union of People with Disabilities) said that Rwanda should put in place facilitating deaf and dumb people to get driving licence, thus enable them to get them in Rwanda instead of going in other countries to seek it. Laws should be amended to accommodate this issue. The representative of NUDOR reminded the public that the World Federation of the Deaf did put Rwanda on a list of 26 countries that have not yet enacted the law allowing deaf people to get driving licence, and they called upon Rwanda, as other countries, to enact this law in the process of being inclusive with People with disabilities.

Link:https://twitter.com/TI_Rwanda/status/1725553248801558631,

https://twitter.com/TI_Rwanda/status/1725554303916441850,

<https://www.igihe.com/amakuru/u-rwanda/article/abafite-ubumuga-bwo-kutumva-no-kutavuga-bahabwe-impushya-zo-gutwara>

https://twitter.com/TI_Rwanda/status/1727248528328851755



From left: Apollinaire Mupiganyi, TI-Rw's Executive Director and Clemence Bideri, NPA's Program

❖ Media coverage

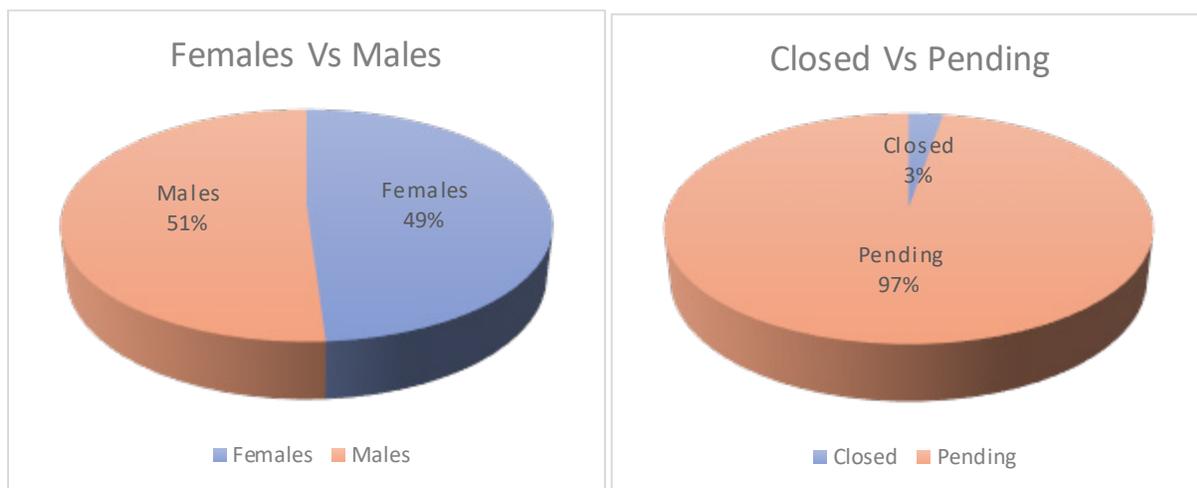
Title of the article	Media outlet	Date of publication	Link
TI Rwanda ihangayikishijwe n'amanyanga akorwa mu kugurisha imitungo muri cyamunara	RBA	17-Nov-23	https://www.rba.co.rw/post/TI-Rwanda-ihangayikishijwe-n'amanyanga-akorwa-mu-kugurisha-imitungo-muri-cyamunara
Transparency International Rwanda yerekanye uburiganya buri muri cyamunara	Igihe	17-Nov-23	https://www.igihe.com/amakuru/u-rwanda/article/transparency-international-rwanda-yerekanye-uburiganya-buri-muri-cyamunara
Imitungo itezwa cyamunara igurishwa 38% gusa by'agaciro ikwiye - Transparency	RBA	17-Nov-23	https://www.rba.co.rw/post/Imitungo-itezwa-cyamunara-igurishwa-38-gusa-by-agaciro-ikwiye---Transparency
TI Rwanda ihangayikishijwe n'amanyanga akorwa mu kugurisha imitungo muri cyamunara	Rwanda TV	17-Nov-23	https://www.youtube.com/watch?v=4qj4xVpMUqI

Abafite ubumuga bwo kutumva no kutavuga barasabirwa gukorera perimi	Isango Star	21-Nov-23	https://www.isangostar.rw/abafite-ubumuga-bwo-kutumva-no-kutavuga-barasabirwa-gukorera-perimi
Imitungo itezwa cyamunara iteshwa agaciro, igurishwa 38% gusa by'agaciro ikwiye – Transparency	Hanga News	17-Nov-23	https://www.hanganews.com/2023/11/17/imitungo-itezwa-cyamunara-iteshwa-agaciro-igurishwa-38-gusa-byagaciro-ikwiye-transparency/
Hari gukorwa ubuvugizi ku bibazo by'itezwa rya cyamunara ku mitungo y'abakiliya ba za banki	Isango Star	27-Nov-23	https://www.isangostar.rw/hari-gukorwa-ubuvugizi-ku-bibazo-byitezwa-rya-cyamunara-ku-mitungo-yabakiliya-ba-za-banki
Amabanki arasabwa gukoresha ubundi buryo butari uguteza cyamunara imitungo y'abaturage	Isango Star (TV)	27-Nov-23	https://www.youtube.com/watch?v=nLHUaU7X5gl
People with speech, hearing impairment decry denial of driving licenses	The New Times	27-Nov-23	https://www.newtimes.co.rw/article/12668/news/rwanda/people-with-speech-hearing-impairment-decry-denial-of-driving-licenses
Rwanda: People With Speech, Hearing Impairment Decry Denial of Driving Licenses	All Africa	27-Nov-23	https://allafrica.com/stories/202311280366.html
Can change in auction law address property devaluing?	The New Times	11/29/2023	https://www.newtimes.co.rw/article/12707/news/law/can-change-in-auction-law-address-property-devaluing

✓ **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 year 5,204 citizens were assisted with legal aid, mediation and advocacy. 2,548 were females whereas 2,656 were males.

- ✓ TI-Rw, through its districts offices in Musanze, Rubavu, Rusizi, Huye, Kayonza and Kigali provided legal aid, advocated for citizens complaints and advised citizens for mediation to resolve their conflicts.
- ✓ In the course of this year 5,246 complaints were submitted by 5,204 citizens. There were assisted with legal aid, mediation and advocacy. Females were 49% while males were 51%. Among those complaints, 5,103 (97%) were closed, 143 (3%) are still pending. 544 were closed through advocacy while 572 were closed successfully through mediation.



❖ ***Provision of legal aid, advocacy & mediation by CCCs (Provide basic legal advices to citizens, mediation and referral mechanisms):***

- ✓ In order to reach many citizens especially those in remote areas to sensitize them to fight for their rights by denouncing corruption and injustice cases, TI-Rw has established and empowered a structure of Citizens Concerned Committees (CCCs). TI-Rw has so far 472 CCCs operating from 11 districts (Musanze, Rubavu, Burera, Nyabihu, Gicumbi, Kamonyi, Kayonza, Huye, Nyaruguru, Nyamagabe and Nyamasheke) and 59 sectors in the country. In this framework, CCCs have been able to receive 836 citizens and assisted them with basic legal advices as well as referring others to the closest ALAC office for further legal aid and advocacy.

❖ **Training of ADR structures (CCCs and other government-community created structure)**

In the framework of building the capacity of Alternative Dispute Resolution (ADR) structures, TI-Rw organized a refresher course on ADR on 3rd May 2023 at Olympic Hotel. The training

gathered 57 participants from Kicukiro and Gasabo Districts, females were 28 whereas males were 29. There were the representatives of Umugoroba w'Imiryango (14), Inshuti z'umuryango (27) and Faith Based Organisations (16).

On 26th April and 5th May, TI-Rw carried trainings on ADR, conflict resolution and mediation techniques to all the CCCs in the 11 districts where we operate. Previously, we had only trained the team leaders.



From left: Joy Nyamvumba, Deputy Programme Manager, Partnerships at NPA and Apollinaire Mupiganyi, Executive Director TI-Rwanda as well as participants during the training

Way forward

On the sustainability of the work of the ADR structures after phasing out the project; the latter assured the continuity of their work due to the skills and techniques acquired. Moreover, they committed to train their peers using the training manuals given to them for all to be on the same level and continue the work smoothly.

Outcome

The techniques and skills shared to the participants enhanced their capacity to resolve citizens complaints and to encourage them amicable ways instead of courts and tribunals. Furthermore, they were explained the concept of gender, gender mainstreaming as well as gender based violence.

CCCs were committed to promote the ADR by sensitizing population and explain them the importance of solving problems through different mechanisms provided by ADR.

TI-RW will make the follow up in collecting on monthly basis the report on complaints brought by Citizens to the CCCs which will be settled through mediation.

In order to ensure the effective implementation of ADR techniques and facilitate smooth operations by ADR structures, a monitoring exercise has been conducted.



From left: Colette Ndarushimana, P&L Coordinator in Jabana explaining on ADR, Odette Mukarukundo discussing with ADR structures in Kimironko sector

Outcome of ALACs services:

After the training of ADR structures members; On 23rd, 26th and 30th May 2023, TI-Rw made monitoring visits of their activities in Jabana, Kimironko and Masaka sectors in Gasabo and Kicukiro districts respectively. The objective of the monitoring visits was to observe how the knowledge and skills learned on ADR were being used in handling citizens' complaints.

Outcome

The ADR structures are well implementing the skills and knowledge acquired. The visits were to monitor the implementation but also to jointly receive complaints and those that need mediation, encourage citizens to use mediation. Most of them were handled in that line.



Additionally, the monitoring visit was an opportunity to visit the local administration and explain them the training we carried with ADR structures of the sector and our working relationship in the implementation of ADR.

From left: The Coordinator of IZU at Sector level, the Social economic development officer and the P&L Coordinator at TI-Rw during the monitoring visit

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

❖ Digitalization in the fight against corruption & promotion of good governance

TI-RW is keen to enhance the use of digital tools for promoting reporting corruption and injustice cases and monitoring service delivery. In this regard, “iFATE” online tool was developed. Under this action, TI-RW wishes to upgrade iFATE. It is worth understanding that this tool is divided into two different sections. The first one is the “corruption reporting platform”. It is already operational and is accessible through different channels which are the “ifate” website, the toll-free number and SMS. This tool needs to be improved as follows: improve follow-up of cases (correction of coding bugs), improve analytics for better monitoring. Aside from that, the tool needs to become truly accessible to urbanized populations. To do so, the web channel needs to become “smartphone responsive”. That way people accessing the website will be able to fill in the form to report a corruption case, which will complete what the other two channels already do.

When it comes to the second section about “service delivery”, the process is similar to the first section. However, an extra step is necessary. The form accessible to citizens for them to enter a complaint should be revised completely.

In this process, TI-Rwanda hired a consultant company to further upgrade the iFATE digital platform and include the service delivery monitoring platform. Progress MiH company completed the review of iFATE and presented it to TI-Rwanda Senior Management team to receive comments (inputs), thus finalize the digital tool.

Output 2.1: Evidence-based research and advocacy is enhanced

❖ **National launch of Rwanda Bribery Index 2023**

On 7th December 2023, TI-Rwanda launched the Rwanda Bribery (RBI) Index 2023. RBI is the annual TI-RW's publication whose aim is to establish experiences and perceptions of this specific form of corruption (bribery) in Rwanda. The meeting brought together decision-makers from Public institutions, CSOs, media organizations, development partners. Participants were around 50 people.

The launch of RBI 2023 provided the following recommendations:

- ✓ Carry out customized anti-corruption awareness campaigns in activity sectors and business areas most vulnerable to corruption such as procurement and recruitment;
- ✓ Establish a specialised mechanism (for instance a department or a directorate) in charge of monitoring and fighting corruption in Private Sector;
- ✓ Establish strong monitoring and oversight measures that provide information needed to hold concerned civil servants to account;
- ✓ Staff rotation in jobs that are vulnerable to corruption such as construction is expected to assist in preventing corrupt relationships from forming and in disrupting established corrupt relationships;
- ✓ Promote transparency in Human resources management The rules and procedures in staff recruitment, promotion should be observed
- ✓ Sustained efforts to prosecute corrupt actions of those who engage in corrupt practices;
- ✓ Speed up the process of optimizing e-service delivery to minimize physical contacts in procurement process in all NBAs including Primary and Secondary schools;
- ✓ Establish tender committees that include representatives of students and parents and ensure that they are involved and participate in all procurement phases;
- ✓ Strengthen corruption reporting systems and whistle blowers' protection;
- ✓ Reinforce the public awareness on evils of corruption and encourage them to resist it and report corrupt behaviors.

Outcome

- ✓ *The Honorable Chief Ombudsperson, who was the Guest of Honour, highlighted that the launch was an opportunity to reflect on our strategies , revisit what didn't work, take measures to engage stakeholders especially citizens;*

- ✓ *She emphasized on the importance of strengthening the existing anti-corruption mechanisms, the use of digital mechanisms to promote quality service delivery;*
- ✓ *Stakeholders should work together to put Rwanda on another level in terms of fighting against corruption (to become the first in the fight against corruption by 2050);*
- ✓ *The Office of the Ombudsman committed to follow up the implementation of adopted recommendations of RBI 2023.*

Some key institutions highlighted the strategies they have adopted to address/mitigate issues related to corruption:

- ✓ *Rwanda National Police: They highlighted that they have established the following mechanisms to mitigate corruption issues;*
- ✓ *Establishing a disciplinary committee;*
- ✓ *Establish a unit of inspectorate of services ;*
- ✓ *Improve service delivery (split traffic services into three units: traffic and road safety; Testing & licensing; and automobile inspection);*
- ✓ *Set up a computer- based provisional driving license exams;*
- ✓ *Establish call center,*
- ✓ *Establish online application for automobile inspection;*
- ✓ *Road safety enforcement cameras and establish body-on cameras (on each Police on duty on the road);*

The ACP, who was representing the RNP, highlighted that “If we improve services, then corruption will reduce”

A representative from the City of Kigali highlighted some of the strategies in place to tackle issues of corruption in construction (illegal construction, award of construction permit illegally):

- ✓ *Speeding up the preparation of construction site to facilitate construction;*
- ✓ *Digitalize the services provided at the CoK;*
- ✓ *Establishment of payment through irembo;*
- ✓ *Establish a monitoring team/inspection team made of 7 people (architecture, civil engineer, electric engineer, people from RDB, REG, WASAC, RURA);*
- ✓ *Establish client charter;*
- ✓ *Update the system to provide relevant information including feedback & updates to clients/citizens;*
- ✓ *Awareness raising events (Radio/TV talks, outreach in cell assemblies, etc);*
- ✓ *Restructuring of the CoK to have one stop center for all the districts of the CoK;*
- ✓ *There is an established sector officer to assist citizens;*
- ✓ *Increase of CoK staff so as to strengthen the inspection unit (The person who provides an authorization is not the same person for inspection).*



Participants in the launch of RBI 2023 on 07th Dec 2023. The Chief Ombudsperson was the Guest of Honour.

Media coverage

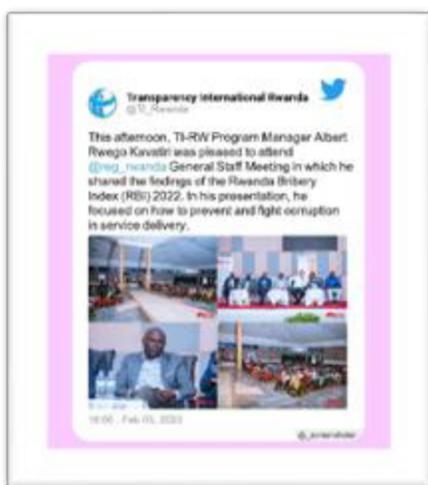
Title of the article	Media outlet	Date of publication	Link
Rwanda TV Kinyarwanda News Bulletin (TI-RW story starts from 6th Minute and 7th second)	Rwanda TV	7-Dec-23	https://www.youtube.com/watch?v=Tuuor_xl-H8
Private sector, RURA, RNP urged to carry out customised anti-corruption awareness campaigns	The New Times	7-Dec-23	https://www.newtimes.co.rw/article/12942/news/rwanda/private-sector-rura-rnp-urged-to-carry-out-customised-anti-corruption-awareness-campaigns
Abanyarwanda 13% basanga ruswa iri ku kigero cyo hejuru	Igihe	7-Dec-23	https://igihe.com/amakuru/u-rwanda/article/abanyarwanda-13-basanga-ruswa-iri-ku-kigero-cyo-hejuru
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Inzego ziza ku isonga mu kugaragaramo ruswa mu Rwanda	Igihe	7-Dec-23	https://igihe.com/amakuru/u-rwanda/article/inzego-ziza-ku-isonga-mu-kugaragaramo-ruswa-mu-rwanda
Abikorera na RURA babimburiye ibigo byaranzwemo ruswa nyinshi mu 2023	Imvaho Nshya	7-Dec-23	https://imvahonshya.co.rw/abikorera-na-rura-byabimburiye-ibigo-byaranzwemo-ruswa-nyinshi-mu-2023/

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CONSTRUCTION SECTOR, RURA AND RWANDA POLICE – WHO-IS-WHO ON RWANDA BRIBERY INDEX	KT Press	8-Dec-23	https://www.ktpress.rw/2023/12/construction-sector-rura-and-rwanda-police-who-is-who-on-rwanda-bribery-index/
RIB mu nzego zifite abakozi bakiriye ruswa nyinshi	Bwiza	7-Dec-23	https://bwiza.com/?RIB-mu-nzego-zifite-abakozi-bakiriye-ruswa-nyinshi
Ruswa mu Rwanda yaragabanutse	Umuseke	7-Dec-23	https://umuseke.rw/2023/12/ruswa-mu-rwanda-yaragabanutse/
TI Rwanda yagaragaje ko Urwego rw'Abikorera na RURA ziri imbere mu nzego zagagarayemo ruswa cyane mu 2023	Imirasire	7-Dec-23	https://imirasire.com/?ti-rwanda-yagaragaje-ko-urwego-rw-abikorera-na-rura-byagaragayemo-ruswa-cyane
RURA, PSF n'Amashuri yisumbuye bari hejuru mu bigo byaranzwemo ruswa nyinshi muri 2023	Umuryango	7-Dec-23	https://umuryango.rw/amakuru/mu-rwanda/ubukungu/article/rura-psf-na-amashuri-yisumbuye-bari-hejuru-mu-ibigo-byaranzwemo-ruswa-nyinshi
Rwanda Making Strides In Fighting Corruption –Anti-Graft Body	Pan African Visions	8-Dec-23	https://panafricanvisions.com/2023/12/rwanda-making-strides-in-fighting-corruption-anti-graft-body/
INZEGO Z'UBUTABERA ZIRI IMBERE MU KURYA RUSWA NYINSHI	Mama u Rwagasabo	8-Dec-23	https://www.youtube.com/live/Sll7-kKJj8k?si=YzwaTFHMTqBXkSAw
Mu 2023, ruswa yaragabanyutse igera kuri 22% mu Rwanda	Imvaho Nshya	7-Dec-23	https://m.imvahonshya.co.rw/mu-2023-ruswa-yaragabanyutse-igera-kuri-22-mu-rwanda/
RIB , UBUSHIJACYAHA n' INKIKO Kw'Isonga muri RUSWA Turagana he? KAREGEYA kuri Rapport ya TI	Karegeya Omar Panel	9-Dec-23	https://www.youtube.com/watch?v=9E0Bit03C78
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Abikorera, RURA n'Abayobozi b'amashuri baje imbere mu hagaragara ruswa	KT Radio	8-Dec-23	https://www.ktradio.rw/2023/12/08/abikorera-rura-nabayobozi-bamashuri-baje-imbere-mu-hagaragara-ruswa/

Inzego za Leta zirwanya ibyaha zaje ku isonga mu kwakira ruswa, RIB irayoboye	BTN TV	9-Dec-23	https://btrwanda.com/news-details?nid=1198/Inzego-za-Leta-zirwanya-ibyaha-zaje-ku-isonga-mu-kwakira-ruswa--RIB-irayoboye
Private sector, RURA, RNP urged to carry out customised anti-corruption awareness campaigns	msn.com	8-Dec-23	https://www.msn.com/en-xl/africa/top-stories/private-sector-rura-rnp-urged-to-carry-out-customised-anti-corruption-awareness-campaigns/ar-AA1la8MP
RUSWA MU NZEGO Z'IGIHUGU YARAGABANYUTSE KOKO? RIB NTIYUMVA UKUNTU ARI IYA MBERE MURI RUSWA	Isibo TV	8-Dec-23	https://www.youtube.com/watch?v=2EBme3IJx1M
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Abakozi ba RIB 16 bakiriye ruswa ingana na Milioni 4.527.500RWF	YegoB	7-Dec-23	Abakozi ba RIB 16 bakiriye ruswa ingana na Milioni 4.527.500RWF
RIB yaje ku mwanya wa mbere mu kwakira ruswa	Imbarutso	7-Dec-23	https://imbarutso.com/rib-yaje-ku-mwanya-wa-mbere-mu-kwakira-ruswa/
Isura nziza mu kurwanya ruswa yaba ari Baringa mu Rwanda? 13% by'abanyarwanda basanga ruswa ikabije munzego zitandukanye	Ahabona	9-Dec-23	https://ahabona.com/2023/12/07/isura-nziza-mu-kurwanya-ruswa-yaba-ari-baringa-mu-rwanda-13-by-abanyarwanda-basanga-ruswa-ikabije-munzego-zitandukanye/
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Talk shows			-
#IMBADUKO Y'UBUKUNGU:07/12/2023:RUSWA IHAGAZE ITE MU RWANDA?,YABA INZITIZI ITE KU BUKUNGU ?	BTN TV	7-Dec-23	https://www.youtube.com/watch?v=MW_jinI7h1k
TRANSPARENCY YAGARAGAJE KO URWEGO RW'ABIKORERA NA RURA ZIZA KU ISONGA KUBAMO RUSWA .BITERWA IKI?	Radio Flash	8-Dec-23	https://www.youtube.com/watch?v=H8lfQyg0wIM
BIRAVUGWA : UBUSHAKASHATSI KURI RUSWA IKOMEJE KUBA IKIBAZO KITOROSHYE	Isango Star	12-Dec-23	https://www.youtube.com/watch?v=h3Gz0eSTI28
Waramutse Rwanda: Imiyoborere: Ese kurandura ruswa birashoboka?	Rwanda TV	18-Dec-23	https://www.youtube.com/watch?v=7FOUMzLgJUM

#IMBONI: Ni iki gitiza umurindi ruswa? Akantu ku kandi muri raporo ya TI-Rwanda	Rwanda TV	18-Dec-23	https://www.youtube.com/watch?v=tRw6e5-8Zfs
RBI Impact			
INSHINGANO NSHYA ZA RIB ZIGIYE KUGABANYA UMUBARE W'ABAFUNGWA RUSWA MU BUGENZACYAHA Dr MURANGIRA (30th Minute and 35th second)	Primo Media TV	10-Dec-23	https://www.youtube.com/watch?v=h-Bg4mk3IPQ

✓ **TI-Rwanda participation in REG General meeting & in the Public Finance Management Coordination Forum**



Following the launch of RBI, on 7th December 2022 which classified REG on the 4th place among institutions prone to corruption in Rwanda, REG invited TI-Rw to present the findings of RBI to its staff and share insight on mechanisms to curb corruption. This took place in the general meeting with its staff on 03/02/2023.

Moreover, on 22 March 2023, TI-Rwanda was invited in the 2023 Public finance Management Coordination forum convened by MINECOFIN where TI-Rwanda shared findings from RBI 2022 on service delivery. The meeting brought together senior government officials

and development partners with the purpose of deliberating on ways to adapt and mainstream climate in PFM as well as being aware of risks of corruption and setting up mechanisms to curb it and ensure sustainable development.



Participants in the Public Finance Management Coordination Forum 2023

Moreover, TI-Rwanda highly appreciates the highly manifested commitment and willingness by some public institutions to fight corruption (For instance, the Rwanda National Police announced on 07th January 2023 that some police in the traffic unit were arrested and sue to court due to corruption suspicions. This, together with other mechanisms introduced by the RNP, highlights the political will to work together to curb corruption in Rwanda (<https://kiny.taarifa.rw/rwanda-abapolisi-bakurikiranyweho-ruswa/>).

❖ **Conduct a national dissemination dialogue to share findings on CPI 2022:**

On 31st March 2023, TI-Rw launched the Corruption Perceptions Index (CPI) 2022. Since its inception in 1995, the CPI has become the leading global indicator of public sector corruption. The index scores 180 countries and territories around the world based on perceptions of public sector corruption, using data from 13 external sources, including the World Bank, World Economic Forum, private risk and consulting companies, think tanks and others. The scores reflect the views of experts and business people.

The process for calculating the CPI is regularly reviewed to make sure it is as robust and coherent as possible, most recently by the European Commission's Joint Research Centre in 2017. All the CPI scores since 2012 are comparable from one year to the next.

In this regard, TI-Rwanda produced a comprehensive and informative press release to share with the media and policy decisions makers containing key recommendations on informing on concrete actions to collectively address the issue of corruption in different areas (<https://tirwanda.org/spip.php?article255>).

All the participants committed to work together on the following:

- ✓ Strengthening the operationalization of the anti-corruption clubs and committees in public and private institutions (From the national to the cell level)
- ✓ Organizing study trip to the best ranked countries in fighting corruption to learn best practices which can be incorporated in our country's strategy to curb corruption. Rwanda committed to come among 10 least corrupt countries in 2050 (as per our vision 2050) (<https://www.ktpress.rw/2023/02/cpi-2022-rwanda-sets-strategies-to-learn-from-the-best-performers/>)
- ✓ Collaborate with MINEDUC to insert the courses on corruption in learning modules (<https://igihe.com/amakuru/u-rwanda/article/urwego-rw-umuvunyi-rwasabye-ko-kurwanya-ruswa-bigirwa-isomo-mu-mashuri>)
- ✓ Strengthening the commitment will among Rwandans to provide the corruption related information.

Media coverage:

- ❖ <https://igihe.com/amakuru/u-rwanda/article/u-rwanda-rwasubiye-inyuma-imyanya-ibiri-mu-kurwanya-ruswa-ku-rwego-rw-isi>
- ❖ <https://kiny.taarifa.rw/u-rwanda-rwasubiye-inyuma-mu-kurwanya-ruswa-raporo/>
- ❖ https://www.youtube.com/watch?v=otriZ_rVcKw
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- ❖ <https://igihe.com/amakuru/u-rwanda/article/ingabire-marie-immaculee-yatanze-impuruza-ku-mahano-akorwa-n-abanyerondo>
- ❖ <https://www.youtube.com/watch?v=20kguOUAcDM>
- ❖ <https://www.youtube.com/watch?v=0oCPlvgulnA>
- ❖ <https://imvahonshya.co.rw/?p=33152>
- ❖ <https://igihe.com/amakuru/u-rwanda/article/urwego-rw-umuvunyi-rwasabye-ko-kurwanya-ruswa-bigirwa-isomo-mu-mashuri>
- ❖ <https://www.youtube.com/watch?v=vheuVkz1Bds>

❖ High-level policy dialogue on safeguarding women's rights in the mining sector

On 7th December 2023, TI-Rwanda organized and held a dialogue meeting with stakeholders on safeguarding women's rights in the mining sector. Present were among others the Ministry of Environment, WIAMO, RMB, MIFOTRA, RCCDN, RWN, REWU, Pro-Femmes and LAF.

TI-Rwanda shared the findings on gender issues revealed in the baseline and various interventions of TI-Rwanda in this sector. It further engaged other stakeholders to share what their respective institutions have been doing and what is needed to improve and advocate for.

Key issues affecting women in the mining sector:

- ❖ The Mining sector employs a total of 57,379 people of whom only 6,537 (11.4%) are female (NISR, 2021). The baseline in 2021 revealed that among issues affecting the mining sector, there are issues of terminating contracts unfairly (83.71%) and sometime depending on corruption/or influenced by corruption (3.99%). Participants in the research revealed also that the recruitment in the mining sector is based on family ties (81.93%), on corruption (1.05%).
- ❖ One of the respondents in the baseline stated that females are often reluctant to participate in mining activities, especially as mining activities require a lot of energy. On another side, some companies lack the necessary infrastructure for women, such as sharing bathrooms with men, lack of space for changing clothing, and so on, thus discouraging female who want to work in mines.
- ❖ Women seeking work in the mining industry faces various challenges, especially when they are pregnant, they automatically lose their jobs.

Outcome

The followings commitments were made:

- ✓ RMB to continue the monitoring of mines;
- ✓ RMB to encourage miners to promote technology which could encourage women to work in this sector;
- ✓ Put in place grievance mechanisms to facilitate women to report malpractices related to sexual exploitation and discrimination;
- ✓ Establish ECDs where there are not yet;
- ✓ In the management Committees, there should be an engineer woman;
- ✓ REWU will continue to advocate for the amendment of provisions of the labor law which disadvantage mine workers.



Panelists from RMB, REWU and WIAMO

❖ **High-level Dialogue meeting on curbing gender- based corruption in High Learning Institutions in Rwanda**

On 8th December 2023, TI-Rwanda held a dialogue meeting on curbing gender-based corruption in high learning institutions in Rwanda. Present were the Executive Secretary of HEC, the representative of MIGEPRO, representative of Office of the Ombudsman, NPPA, RIB, representative of Students anti-corruption clubs, the representatives of HAGURUKA and Inter- Peace among others.

TI-Rw shared the findings on gender-based corruption in High Learning Institutions and testimonies from students. TI-Rw engaged the policymakers on mechanisms in place to curb this problem.

Key issues related to GBC identified in Higher Learning institutions:

According to the findings of GBC 2022; statistics shows that sextortion in private sector is perceived to be the highest as confirmed by 57.2% of the respondents; followed by secondary schools and higher learning institutions (42.6%). These statistics were further confirmed by the findings from focus groups and interviews, especially regarding higher learning institutions between academic staff and students.

"In Polytechnic Colleges, some teachers award good grades to students after sleeping with them. This happens not only to students who perform poorly, but also to students who appear attractive in the eyes of teachers. When a teacher is attracted to a certain student,

he makes her fail no matter how intelligent she may be. This then gives the teacher an opportunity to begin negotiations with the student, which always results in sextortion." (FGDs, A participant from one of polytechnic colleges) "Female students are always subjected to sextortion when writing their dissertations. Some supervisors delay students' work so that they can go to see them. When they meet, lecturers request for sex, and only a few female students refuse." (FGDs, a participant from one university).

"My classmate was really intelligent and all students in our class knew it. Surprisingly, she was awarded zero out of a hundred (0/100) in quizzes and assignments while we all knew that she had written all of them. When she called (on telephone) the lecturer claiming her marks; the latter gave her a "rendez-vous" and asked her for sexual intercourse. He threatened to fail her unless she accepts. The student refused and claimed to the head of the department. However, all her efforts were in vain because the lecturer confirmed the score and refused to take another look at her assignment papers for verification." (FGD, a student in one university).

These findings are also consistent with reports indicating that sextortion exists in Rwandan universities. In 2019, for example, an extraordinary senate meeting at the country's largest university, University of Rwanda (UR), raised a red flag against sextortion in education, alleging that some of its lecturers were seeking sexual favors from students in exchange for better grades. In spite of this, it appears that sextortion persists in universities more than two years after the red flag was raised.

Outcome

Institutions committed to:

- ❖ *MIGEPROF to do the awareness campaigns through Public talk organized weekly in High Learning Institutions and will involve TI-Rw;*
- ❖ *HEC will organize a meeting with the leaders of the High learning institutions, in which TI-Rw will present the findings on GBC. It is in this meeting that recommendations will be formulated, such as putting in place different anti-GBC mechanisms and the revision of the existing ones;*
- ❖ *Joint awareness campaign on fighting gender-based corruption: TI-Rw, RIB, RPPA and Higher Learning Institutions.*

❖ **Analysis of Auditor General Report for the financial year ended in June 2021 on the decentralized entities and City of Kigali**

Since 2008, TI-Rwanda has been analyzing the OAG's audit reports of the decentralized entities. Under this project, TI-Rwanda focused on the OAG's reports for the financial year 2020-2021. The report was finalized and disseminated on the 31st march 2023 at Ubumwe Grande Hotel. The following were the objectives of the analysis:

- ✓ Create a basis to increase the understandability and transparency of OAG's reports towards the general public and local government officials;
- ✓ Provide evidence-based information for the steering of local PFM activities of all stakeholders;
- ✓ Preparing policy discussions with relevant stakeholders.

The analysis generated **key policy recommendations** which were shared in the national policy dialogue and adopted by participants:

- ✓ Districts and CoK must request partner institutions from the central level to consider each district context before implementing any project from the central level (Construction of schools, health posts, post-harvest facilities, etc..).
- ✓ Districts and CoK must put in place appropriate and consistent strategies that can help them to reduce amount of unsupported expenditures.
- ✓ Districts and CoK must put more efforts in studies that inform their investment decisions in order to reduce the idle assets continuously reported.
- ✓ 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.
- ✓ LODA as an experienced government entity in social protection should work with Districts, MoH in order to link 3 UNCONNECTED systems that are being used to

provide Nutrition Sensitive Direct Support (NSDS) in order to reduce the time for data entry.

- ✓ 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 councillors should also be considered in training of PFM.
- ✓ MINALOC, RALGA, RRA, OAG should work together and agree upon standard deviations that can be accepted in revenue collection as it will not be possible to collect what has been planned otherwise this audit recommendation will persist.
- ✓ 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 need and the needed finances as well as 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 while contract managers and supervising companies have been involved.
- ✓ RPPA should train PFM staff on new public procurement law and help them to understand how old guidelines have to work with new procurement law, as new guidelines have to come.
- ✓ MINALOC, MININFRA should take actions on challenges experienced by implementers during implementation of BIOGAS.
- ✓ MINALOC and MINAGRI should work together to ensure that seeds and fertilizers are timely distributed and reached to farmers and suppliers are paid on time as well.
- ✓ Institutions (MINECOFIN-IFIMS, RPPA-Umucyo, RRA-LGT, MINAGRI-MOPA for Smart Nkunganire) that use digital tools for different programs that are being implemented at district level should regularly plan induction trainings for newly recruited staff and refresher trainings to all users. Especially for Umucyo and LGT systems should be upgraded and districts and CoK must be consulted. Districts should also get access on MOPA System.
- ✓ MINECOFIN, MINALOC, MIFOTRA must work together to see how they can increase incentives for PFM staff for retention purpose as high turnover of PFM staff affects too much effective PFM.

- ✓ Anti-corruption institutions and RPPA should promote preventive monitoring and Regulatory interventions especially in procurement of big projects to avoid losses.

Key commitments:

- ✓ The Permanent Secretary at MINALOC underscored that the Government of Rwanda will continue to reform and strengthen PFM system;
- ✓ Development partners such as the Embassy of the Federal Republic of Germany highlighted that they are committed to contributing to strengthening accountability and effective PFM (Public Financial Management). This was highlighted by the Head of Cooperation at the Embassy of Germany.

Photo:



Participants in the national launch of the Analysis of the Auditor General reports for the financial year 2020-2021 (on the left). On the right, the Chairperson of TI-Rwanda giving her remarks in the event.



Tweet on the National launch of the analysis of OAG's reports (on the left). On the right side, the Permanent Secretary in MINALOC, as the Guest of Honour, while He was giving his keynote addresses

Media coverage:

- ✓ <https://www.youtube.com/watch?v=CG28cTXco6c>
- ✓ <https://www.youtube.com/watch?v=wh4M44O27Vs>
- ✓ <https://igihe.com/ubukungu/article/2020-2021-amakosa-mu-mikoreshereze-y-imari-ya-leta-yikubye-inshuro-39-arenga>
- ✓ <https://www.newtimes.co.rw/article/6315/news/politics/frequent-change-of-district-staff-to-blame-for-poor-use-of-funds-watchdog>
- ✓ <https://www.newtimes.co.rw/article/6322/news/rwanda/watchdog-faults-rwanda-oags-report-methodology>
- ✓ <https://fr.igihe.com/TIR-tire-la-sonnette-d-alarme-pertes-colossales-dans-la-gestion-des-finances.html>
- ✓ <https://www.youtube.com/watch?v=iWYb3Ekft9g>
- ✓ <https://www.africa-press.net/rwanda/policy/watchdog-faults-rwanda-oags-report-methodology>
- ✓ **Impact assessment of effectiveness of the recovery grant provided to VUP-FS beneficiaries to mitigate COVID-19 effects**

In 2021, under GIZ grant, Transparency International Rwanda implemented a project aiming at Strengthening social accountability mechanisms & approaches for effective pro-poor programs "VUP-FS" and public financial management. Under this project, TI-RW provided grants to 250 VUP-FS beneficiaries, each one has received RWF 400,000. TI-Rwanda finds important to conduct an assessment to scrutinize the impact the grant has had on beneficiaries. The objective is to inform any future intervention which might be undertaken by any stakeholder be it TI-Rwanda or GIZ and/or other development partners. In this framework, of recent, TI-Rwanda completed the report in the districts of Huye, Kamonyi, Kayonza, Musanze and Rubavu and the dissemination is planned in the first quarter of 2024.

✓ **Community scorecard in 3 districts**

The Community Score Card is a tool for local level monitoring and public evaluation of various services, projects, programmes and functioning of governmental administrative units. It involves a combination of techniques like (1) Input tracking stage, (2) community generated scorecard to assess performance of a particular scheme or project, (3) self-evaluation scorecard by service providers, and, (4) interface feedback meeting to familiarize the service provider with results of the CSC, to perceptions of users. The CSC is a community-based monitoring tool which aims to ensure accountability and responsiveness of service providers to recipients through an “interface meeting” that allows for immediate feedback on the level of satisfaction with this particular program.

In this framework, TI-Rwanda has conducted and completed the community scorecard in 3 districts namely Gicumbi, Nyamagabe and Nyabihu, and the dissemination is planned in the next year 2024.

✓ **Monitoring service delivery using suggestion boxes**

The accountability tool “suggestion boxes” has been developed 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 this regard, TI-Rwanda revised the questionnaire used to monitor service delivery and incorporated key questions related to inclusiveness of services provided at the local level, key vulnerable groups affected by bad service delivery. As it has been highlighted above, service delivery monitoring exercise at the local government level is facilitate by CCCs (Citizens Concerned Committees) based at the sector level in 11 districts. To this end, CCCs were capacitated and facilitated to monitor service delivery at the local government level using suggestion boxes.

From the 15th May 2023 to the 02nd June 2023, the monitoring of service delivery at the local government level in 11 districts was successfully completed and data are gathered by CCC Team leaders and submitted to TI-Rwanda’s ALAC offices in Musanze, Rubavu, Kayonza,

Huye, Rusizi and the City of Kigali. The data have been analyzed and the final report produced for dissemination at the district level.

TI-Rwanda planned dissemination starting from the week of 24th October 2023 to 31st October 2023.

Key findings from the Monitoring of service delivery using suggestion boxes in 11 districts



Key recommendations from Monitoring service delivery at the local level using suggestion boxes

- ✓ As quite number of services are provided through irembo, there is a need to increase citizens awareness on this platform, and increase its accessibility and availability in the rural area;
- ✓ Though the level of service received is high (73.16%), but there is still a significant number of citizens who didn't receive the service (26.84%). One of the reasons advanced by citizens is that the Local leaders do not pay attention to them (55.03%), or they are requested to pay bribe (13.67%). Therefore, there is a need to jointly work together to sensitize Local leaders on their responsibilities to provide quality services, the right of citizens to access services;

- ✓ Put in place monitoring mechanisms to assess service delivery, track corruption prevalence, and ensure that citizens provide feedback on the service provided;
- ✓ Jointly sensitize citizens to report the non-service delivery to a competent authority (60.80% didn't report the non-service delivery);
- ✓ Establish reporting platforms/ mechanisms that can ensure the anonymity/ confidentiality of the whistle-blower.

Key commitments from different districts

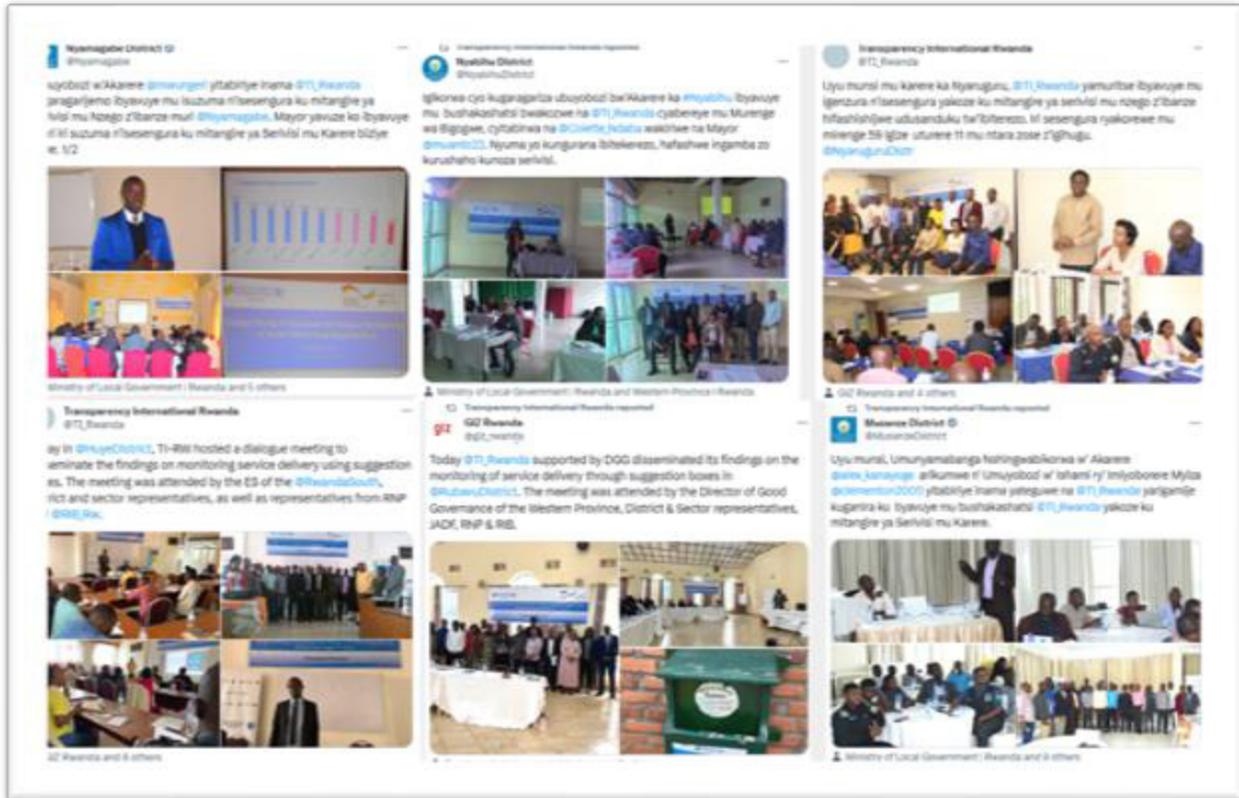
- ✓ Organize joint awareness to improve citizens knowledge on their rights on quality service delivery;
- ✓ Take actions on identified gaps by the monitoring of service delivery using SB;
- ✓ Strengthen quality service delivery especially with vulnerable people (poor, PWD);
- ✓ Assist the district to establish mechanisms to fight corruption and improve quality services;
- ✓ Organize trainings with customer care and other sector officials on service delivery;
- ✓ Organize awareness in sectors where monitoring of service delivery using SB has been conducted;
- ✓ Organize meeting with all local officials in the sector & cell level to discuss on the findings from SB and take actions against corruption, reporting and improving service delivery;
- ✓ Monitor Irembo service provider so that they charge the same amount on providing services;
- ✓ Take preventive actions on GBC;
- ✓ Provide feedback to citizens who reported corruption cases;
- ✓ Elaborate a plan & set up monitoring mechanisms to track the change at each level of services;
- ✓ Continuously advocate for the filling of vacant post to address the issue of bad services, delayed services due to lack of service providers;
- ✓ Train local leaders on how to effectively execute the court judgment;

- ✓ Training on laws, with citizens and local leaders;
- ✓ Mobilize local leaders to protect the whistle-blowers whenever he/she provides information/ or report corruption;
- ✓ Training local leaders/staff on the deaf & dumb language to promote service delivery for this specific group.

Media coverage on service delivery

- ✓ <https://youtube.com/clip/Ugkx7a9G1aHHnMpMM4UzFcIM6AJChx1M36od>;
- ✓ <https://www.youtube.com/watch?v=vHwARVj82ns>;
- ✓ <https://igihe.com/amakuru/u-rwanda/article/nyamasheke-yagaragayemo-ruswa-iri-hejuru-mu-nzego-z-imirenge>;
- ✓ <https://www.youtube.com/watch?v=1BKtlkS091E>;
- ✓ <https://theforefrontmagazine.com/huye-abasaga-36-ntibatanga-amakuru-kuri-ruswa-kubera-ubwoba-bwumutekano-wabo/>;
- ✓ <https://theforefrontmagazine.com/huye-murandasi-idakora-neza-ituma-batanga-serivisi-mpi/>;
- ✓ <https://rwandatribune.com/nyamasheke-ikomeje-kuba-igicumbi-cya-ruswa-mu-nzego-zibanze/>.

Social media coverage on service delivery



Impact of the Monitoring of service delivery using suggestion boxes

As an immediate outcome from the monitoring of service delivery using suggestion boxes in different districts, TI-Rwanda was convened by different districts in the anti-corruption advisory meeting with the participation of members of parliament (APNAC MPs). For instance, on 17th November 2023, at the Head office of Kamonyi district, TI-Rwanda participated in an anti-corruption advisory meeting focusing on service delivery. The meeting brought together Anti-corruption advisory committee members from the district of Kamonyi (from its 12 sectors), the Mayor of the District of Kamonyi, members of the APNAC (African Parliamentary Network against Corruption). Around 30 people participated in the meeting.

The Anti-corruption advisory meeting with members of parliament (APNAC) was aiming at:

- The functioning of the district anti-corruption advisory meeting;
- Establish collective mechanisms to prevent & fight against corruption.

It was an opportunity for TI-Rwanda to recall the findings from the suggestion boxes monitoring exercise which were disseminated on 24th October 2023.

Key highlights from the findings:

- Service received per district: 64.81% for Kamonyi;
- Citizens satisfaction on service received: 71.03% in Kamonyi;
- Reasons of denial of services: no attention (57.72%), Requested to pay bribe (9.76%), absence of service provider (11.38%), didn't fulfill requirements (10.57%), others (10.57%),
- Inclusion on service delivery: 55.13% in kamonyi;
- Corruption encounter: 15.21%.

The APNAC members highlighted the importance of the meeting and invited the district to share strategies they have put into place to prevent & combat corruption.

In this context, the district of Kamonyi shared its presentation on the work of the anti-corruption advisory committee and highlighted achievements, and key actions planned in the near future to prevent and fight against corruption.

Key commitments from the meeting:

- ✓ Increase citizens awareness on the existence of the anti-corruption advisory committee;
- ✓ Strengthen monitoring mechanisms to cross-check different reports from the district and assess their veracity,
- ✓ To strengthen district's already established mechanisms such as suggestion boxes (at the district, sector, market), toll-free numbers (4057), radio at sector level (in Gacurabwenge, Runda, Kayenzi, etc);
- ✓ To strengthen the program of sensitizing citizens to ask by themselves services using Irembo digital platform (Gahunda ya byikorere nawe);
- ✓ Use of sports & leisure activities to sensitize citizens on corruption, reporting, laws, etc;
- ✓ Strengthen mechanisms to promote inclusion in the service provision (example: construction of inclusive infrastructure, etc);
- ✓ Organize joint awareness activities with stakeholders;

- ✓ Build the capacity & skills of its staff in terms of service inclusion (a specific language for deaf & dumb people).



Participants in the anti-corruption advisory meeting on 17th Nov 2023

- ✓ **Analysis of Auditor General Report for the financial year ended in June 2022 on the decentralized entities and City of Kigali**

TI-Rwanda conducted another analysis of the auditor general report of decentralized entities for the financial year 2021-2022. On 24th November 2023, TI-Rwanda launched the analysis of the auditor general reports of the decentralized entities for the fiscal year ended on 30th June 2022. The focus was on idle assets, abandoned projects, to mention but few.

Participants recommendations and commitments in the analysis of the auditor general reports

Idle assets: Recommended that TI-RW conduct a study that will inform how idle assets are linked to Imihigo and citizen participation.

MINECOFIN and MINALOC committed to conducting an assessment of existing ideal assets to determine what can be privatized or allocated to other government institutions.

Collaboration and Partnership: The Institute of Engineers in Rwanda recommended strengthening collaboration and partnership with its members, to improve the integrity and accountability in infrastructure projects and procurement.

Furthermore, the Institute of Engineers will work on strengthening its partnership with RPPA.

Commitments: GIZ has committed to contributing to strengthening effective PFM and looks forward to working with all line stakeholders. With a particular focus on the increase of the level of implementation of the Auditor Generals recommendation.

Internal Auditors: Recommendations Internal auditors should be considered and implemented by the respective audited institutions to avoid gaps in PFM.

Capacity Building: Development partners were requested to support the technical capacity building for PFM Staff.

Media coverage for the analysis of the auditor general reports:

<https://mobile.igihe.com/amakuru/u-rwanda/article/ni-uburangare-mupiganyi-wa-ti-rwanda-avuga-ku-banyeshuri-bamaze-iminsi-700>;

<https://kiny.taarifa.rw/rib-isaba-abantu-kuyimenyeshya-hakiri-kare-aho-umutungo-wa-leta-urigitira/>;

<https://www.youtube.com/watch?v=voOwxiusPm0>;

<https://www.newtimes.co.rw/article/12608/news/rwanda/idle-public-assets-watchdog-blames-hasty-approval-of-feasibility-studies>;

<https://igihe.com/amakuru/u-rwanda/article/transparency-rwanda-yasabye-inzego-kutajenkera-ruswa-mu-mitangire-y-amasoko>;

<https://mobile.igihe.com/amakuru/u-rwanda/article/ni-uburangare-mupiganyi-wa-ti-rwanda-avuga-ku-banyeshuri-bamaze-iminsi-700>;

https://rba.co.rw/post/TI-Rwanda-yagaragaje-ko-imitungo-ya-leta-idakoreshwa-ngo-ibyazwe-umusaruro-iri-mubagaragaraho-ibyaho-bya-ruswa#google_vignette;

<https://www.newtimes.co.rw/article/12628/news/rwanda/watchdog-uncovers-inadequacies-in-kigali-districts-city-management>;

<https://allafrica.com/stories/202311270032.html>.

- ✓ **Parliamentary Oversight assessment- desk review report and organize an exchange meeting on the role of parliamentary oversight in the fight against corruption and promotion of good governance**

TI-Rwanda conducted a Parliamentary Oversight assessment with a focus on the legal and operational framework. This has been enabled by the skills and knowledge acquired from Kenya in the workshop, but also the Peer learning workshop organized in Zambia with other Sub-Saharan Africa TI chapters where we exchanged on the approach used to engage with stakeholders, challenges encountered while conducting or attempting to conduct the assessment, mitigation mechanisms, advocacy actions and sustainability.

On 20th October 2023, at Grand Legacy hotel, TI-Rwanda in partnership with other stakeholders met in an exchange meeting on the role of parliamentary oversight in the fight against corruption and promotion of good governance.

Below are the key resolutions action points from the Exchange meeting:

- ✓ **Action 1: CSOs can initiate post-legislative scrutiny/ assessment or impact assessment of laws and highlight gaps/areas that need review or amendment, and organize dialogue or consultation meetings with the Parliament (Specific Standing committees) to ensure policy uptakes and informed legal reforms**
- ✓ **Action 2: Joint evidence-based advocacy actions (to prepare petitions, policy papers, conduct joint assessment on specifically identified issues)**
- ✓ **Action 3: Promote collaboration & partnership among CSOs**
- ✓ **Action 4: Collaboration and partnership on awareness raising on laws, policies, instructions, etc**
- ✓ **Action 5: Establish formal mechanisms to collaborate with the parliament (Building on the provisions of the law)**
- ✓ **Action 6: Capacity building of MPs on their role of parliamentary oversight on areas such as accountability, fighting against corruption, Public financial management, environmental, gender, public participation in the budget process, etc**
- ✓ **Action 7: Collaboration & partnership with other oversight institutions (OAG, OoO, National commission of human rights, GMO, RPPA)**
- ✓ **Action 8: Promote collaboration and partnership with media organizations in areas related to capacity building on approaches/mechanisms of reporting on the Parliamentary Oversight work, etc**

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 approach 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:**

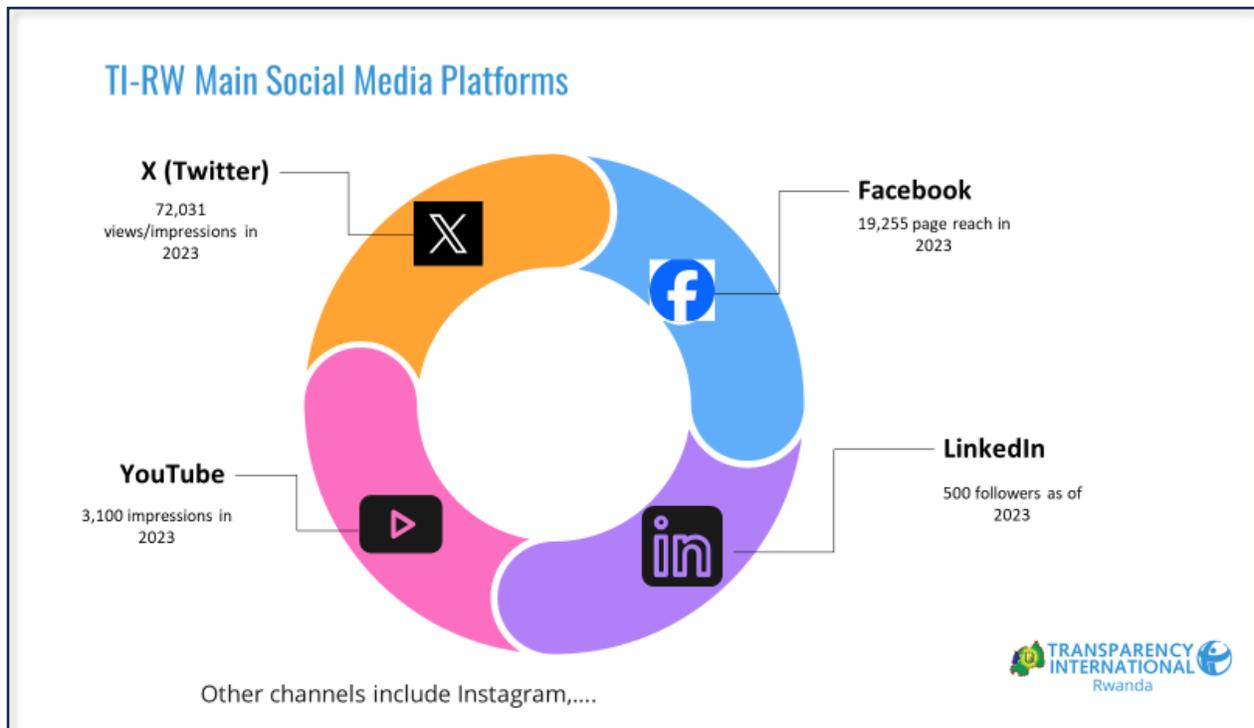
On Twitter (X), TI-Rwanda has been followed by 3,700 followers and views (Tweets impression) were 72,031.

On LinkedIn in 2023, TI-Rwanda has been followed by 500 followers.

On TI-Rwanda facebook page, the total likes/followers were 2,759 and the facebook page reach in 2023 was 19,255.

On TI-Rwanda youtube channel, we got 71 total followers, 263 views, 3,100 impressions.

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.



Output 3.1: Increased inclusive participation of all categories of population

✓ **Conduct and launch a Pilot assessment on Public participation in the budget process**

TI-Rwanda organized a pilot assessment on public participation in the budget process. Through the process of the assessment, TI-Rwanda engaged CSOs operating in Nyanza district during the assessment, the validation and the dialogue organized to disseminate findings and jointly take concrete actions to advance meaningful public participation in the planning and budget process. All CSOs which participated appreciated the action/approach used and believe it can significantly improve opportunities for CSOs to participate in policy and budgetary processes. The CSOs engaged are: Action Aid Rwanda; Never Again Rwanda; Duhozanye; RODI; Care International Rwanda; NCPD, Intra-Health. On the basis of their feedback during the dialogue meeting, participants highlighted their satisfaction to the action and the extent to which it will improve opportunities for CSOs to participate in policy and budgetary processes:

- ✓ Care International: Its representative in the meeting commended the action and highlighted that findings will serve for comparison with what is being implemented by other partners such as Action Aid, Duhozanye and Care itself, thus inform on key actions to jointly conduct to address gaps and promote meaningful public participation;
- ✓ Rwanda Organization for Development Initiatives (RODI): They commended the action and highlighted that findings can inform decisions on how to improve feedback mechanisms to citizens to ensure access & inclusion, thus promote accountability;
- ✓ National Commission of People with Disabilities: Its representative in the meeting highly commended the action and started thinking on how innovative they can work to actively engage with people with disabilities, and share with them the information (issues pertaining with accessibility & inclusion).

Key commitments as immediate outcome:

The Mayor of Nyanza district committed in his own words the following during the dialogue organized in Nyanza district.

“The district is committed to work towards addressing identified gaps by the Pilot assessment on public participation in the budget process”

“The district will convene a district senior management meeting to share findings from the pilot assessment and come up with concrete action plan and road map to effectively improve public participation in the budget process”

“I would like to ask present directors, from the district, to incorporate highlighted gaps in the planning process.”

The following key recommendations have started to be implemented in collaboration with Nyanza district (In the short & medium term):

- ✓ Mobilizing Nyanza district to avail key budget documents & information and public them on existing platforms (website, exhibition rooms, etc);
- ✓ Continuously advocating for effective use of the existing citizens platforms for expression, planning and complaints filing (media platforms, community debates/outreach);
- ✓ Raising awareness on public participation in the budget process through radio talks;
- ✓ Continuously advocate for effective use of the Joint action development forum for stakeholder consultation in promoting public participation in the budget process (through district dialogue forums, planning forums, etc)

Jointly work with Nyanza district to produce a clear, simplified, communication manual to share with citizens prior to the planning and budget process (specifying the scope, objectives of the planning exercise.

Lessons learnt in the implementation of the Pilot assessment on Public participation in the budget process:

The pilot assessment on Public participation in the budget process revealed to be a useful tool to scrutiny the participatory readiness & practice of any institution. It is also useful in terms of generating key evidence that can inform effective advocacy to take public participation on another level. In the process of implementation, the following are the key lessons learnt:

- ✓ Effective implementation of the public participation in the budget process initiatives would require enough time and budget to ensure concrete outcome and long-lasting impact;
- ✓ Though, the SANCUS project is closing, it has been highlighted that it is important to document the success of the interventions on Pilot assessment on Public Participation in the budget process even after the project period;

The assessment tool on public participation in the budget process can significantly provide a clear picture on both the participatory readiness & practice at the local government level if there is an extension & application in other districts.



Participants in the Dialogue meeting on 13th October 2023

Social media links:

https://twitter.com/TI_Rwanda/status/1712820729786384482 ;

https://twitter.com/TI_Rwanda/status/1720109761427882339 ;

<https://transparencyinternational.sharepoint.com/:f:/s/SANCUSGlobalTeam-SSA/EqEXqw3AWsZPgLgSmjcbKtsBGN4pDvDr4sXCbdkGLN6uUg?e=L5PXIP>

✓ Awareness raising with vulnerable groups

TI-Rwanda, in collaboration with other organizations working with vulnerable groups such as Youth and People with disabilities, conducted an outreach in Rusizi district, western province and identified number of issues that need collective advocacy. For instance, people with disabilities have raised the issue related to disregard or discrimination on their projects probably because of their vulnerabilities; young girls with unwanted pregnancy who are facing issues of sextortion and bribery while seeking job. This is the case in extractive industry in Nyakarenzo sector in Rusizi district. (The link provided is related to outreach activities in Rusizi)



Participants in the outreach activities in Murama/ Kayonza district and in Nyakarenzo/ Rusizi district

- ✓ **Workshops with Citizen Concern Committees (CCCs) on the use of social accountability mechanisms (Suggestion box) to monitor service delivery, as well as reporting cases of corruption related to education & health services.**

From 16th to 29th March 2023, TI-Rwanda, through its project titled Inclusive Service Delivery Africa (ISDA), organized capacity building workshop with its network of volunteers (Citizens Concerned Committees). The aim of the workshop was to increase their knowledge on the use of social accountability mechanisms (like suggestion boxes) to monitor service delivery in both education and health. Suggestion boxes were established in different health facilities and schools in the districts of Musanze, Rubavu, Huye, Kayonza and Rusizi. 128 CCCs were empowered to monitor service delivery.



CCCs from different districts participating in the training on monitoring health and education service delivery (Musanze, Huye, Kayonza, Rubavu, Rusizi)

Output 3.2: Increased citizen ownership of government programs

In the framework of raising citizens awareness and ensuring that there is total ownership of national programs, TI-Rwanda conducted several radio and TV talk shows in partnership with media organizations and on different topics ranging from corruption, labor rights, public participation, justice, to mention but few.

✓ **African Anti-corruption day & anti-corruption week**

Title of the article	Media outlet	Date of publication	Link
Talk show ahead of the Anticorruption week simultaneously broadcasted on 5 radio stations (in partnership with the Office of Ombudsman)	Isango Star, Radio 10, Radio 1, Radio Umucyo & Radio Flash	26-Nov-23	TI-RW has the CD of the talk show
Inzego za leta n'iz'abikorera zirasabwa guhuza imbaraga mu kurwanya ruswa	RTV	8-Dec-23	https://www.youtube.com/watch?v=GJH-PqBWpF4
Inzego za leta n'iz'abikorera zirasabwa guhuza imbaraga mu kurwanya ruswa	RBA (Website)	8-Dec-23	https://www.rba.co.rw/post/Inzego-za-leta-nizabikorera-zirasabwa-guhuza-imbaraga-mu-kurwanya-ruswa
Iki gihugu ni cyacu ntabwo tugikodesha, Ruswa OYa "urubyiruko rwo mu Majyaruguru"	TeradigNews	8-Dec-23	https://www.teradignews.rw/rw/iki-gihugu-ni-cyacu-ntabwo-tugikodesha-ruswa-oya-urubyiruko-rwo-mu-majyaruguru/
Musanze: "nubwo ruswa yagabanutse, abazayijandikamo ntibazihanganirwa": Urwego rw'umuvunnyi	Isango Star	11-Dec-23	https://www.isangostar.rw/musanze-nubwo-ruswa-yagabanutse-uzayijandikamo-ntibazihanganirwa-urwego-rwumuvunnyi
Talk show on the African Anti-Corruption Day and twentieth anniversary of the adoption of the African Union Convention on Preventing and Combatting Corruption (AUCPCC).	Radio & TV 10	11-Jul-23	https://www.youtube.com/watch?v=OEaHB-fA9Pk

✓ **Radio spots & mentions on monitoring service delivery**

Title of the article	Media outlet	Date of publication	Link
Radio mentions on Radio Rwanda sensitizing citizens to take part in monitoring service delivery in the local government through suggestion boxes	Radio Rwanda	11th May to 2nd June 2023	https://youtube.com/clip/Ugkx7a9G1aH HnMpMM4UzFcIM6AJChx1M36od

✓ **Different radio talks**

Title of the article	Media outlet	Date of publication	Link
URUBUGA RW'ITANGAZAMAKURU: Ko imisoro bivugwa ko ari ikibazo hakwiye gukorwa iki?	Isango Star	15-Jan-23	https://www.youtube.com/watch?v=iiFN7Z01Ziw
Talk show on CPI 2022 on Radio and TV 10 Rwanda (starts from 1st hour, 19th minute & and 15th second)	Radio & TV 10	1-Feb-23	https://www.youtube.com/watch?v=d3bfzrts-YY
#WARAMUTSE_RWANDA: Hakorwa iki ngo ruswa icika burundu mu Rwanda?	Rwanda TV	9-Feb-23	https://www.youtube.com/watch?v=8XionbnvIa8
Talk show on the findings of CPI	Isango TV	5-Feb-23	-
Talk show on the findings of CPI	Radio Rwanda	4-Feb-23	-
Talk show on the findings of CPI	Flash Radio	4-Feb-23	-
Radio & TV Talk show on the role of citizens in leveraging good & inclusive service delivery & fighting corruption in the health & education sector in #Rwanda	Radio & TV 10	10-May-23	https://www.youtube.com/watch?v=M8dx1en_shs
Radio Talk show on Alternative Dispute Resolution (ADR)	Isango TV and Radio	11-May-23	https://www.youtube.com/watch?v=_TmF7uQo8Sw
Uruhare rw'abaturage mu igenamigambi #WARAMUTSE_RWANDA	Rwanda TV	23-Nov-23	https://www.youtube.com/watch?v=DhN00y97sak

Radio Talk show on Isango Star sensitizing citizens to take part in monitoring service delivery in the local government through suggestion boxes	Isango TV and Radio	17-May-23	https://www.youtube.com/watch?v=dCY_dyJLF1s
Uko Inzego z'Ibanze zakira ndetse zigakemura ibibazo by'abaturage	Radio Rwanda	14-May-23	https://twitter.com/RwandaLocalGov/status/1657446917930885120
Radio Talk show on Rwanda's newly adopted ADR policy & Criminal Justice Policy	Power FM	1-Jun-23	https://www.youtube.com/watch?v=pGKN8jbxqWo
Talk show on TV 10: Corruption in recruitment affecting unemployed youth	TV 10	4-Jun-23	https://www.youtube.com/watch?v=yIKmiD1m9Qk
Kurwanya ruswa mu bacamanza no mu b'avoka bigezehe he?	Rwanda TV	22-Jun-23	https://www.youtube.com/watch?v=MVVC9tNv5tY
Talk show on the African Anti-Corruption Day and twentieth anniversary of the adoption of the African Union Convention on Preventing and Combatting Corruption (AUCPCC).	Radio & TV 10	11-Jul-23	https://www.youtube.com/watch?v=OEaHB-fA9Pk
LIVE URUBUGA RW'ITANGAZAMAKURU: Ikibazo cy'udutsiko Ubumwe bw'Abanyarwanda bwaba	Isango Star & other 11 radios	13-Aug-23	https://www.youtube.com/watch?v=dfLj3zdjWVk
ISHUSHO Y'UBUMWE MU BANYARWANDA	Flash TV	13-Aug-23	https://twitter.com/flashfmrw/status/1690688672679534592
			-
Radio and TV Talk show aimed at raising public awareness on Beneficial Ownership Transparency in Rwanda.	Isango Star TV and Radio	19-Sep-23	https://www.youtube.com/watch?v=FTRozlw7VuE
Talk show ahead of the Anticorruption week simultaneously broadcasted on 5 radio stations (in partnership with the Office of Ombudsman)	Isango Star, Radio 10, Radio 1, Radio Umucyo & Radio Flash	26-Nov-23	TI-RW has the CD of the talk show

#IGIHANGO: Umusaruro w'ingamba zo kurwanya ruswa	Rwanda TV	28-Nov-23	https://www.youtube.com/watch?v=bXf5rlw-CtE
#IMBADUKO Y'UBUKUNGU:07/12/2023:RUSWA IHAGAZE ITE MU RWANDA? ,YABA INZITIZI ITE KU BUKUNGU ?	BTN TV	7-Dec-23	https://www.youtube.com/watch?v=MW_jinl7h1k
TRANSPARENCY YAGARAGAJE KO URWEGO RW'ABIKORERA NA RURA ZIZA KU ISONGA KUBAMO RUSWA .BITERWA IKI?	Radio Flash	8-Dec-23	https://www.youtube.com/watch?v=H8lfQyg0wIM
BIRAVUGWA : UBUSHAKASHATSI KURI RUSWA IKOMEJE KUBA IKIBAZO KITOROSHYE	Isango Star	12-Dec-23	https://www.youtube.com/watch?v=h3Gz0eSTI28
Waramutse Rwanda: Imiyoborere: Ese kurandura ruswa birashoboka?	Rwanda TV	18-Dec-23	https://www.youtube.com/watch?v=7FOUMzLGjUM
#IMBONI: Ni iki gitiza umurindi ruswa? Akantu ku kandi muri raporo ya TI-Rwanda	Rwanda TV	18-Dec-23	https://www.youtube.com/watch?v=tRw6e5-8Zfs
#ZINDUKA LIVE 22 12 2023: AMADENI U RWANDA RUFITE //UBURYO BUBONEYE BWO KUYATANGAZA NO KUYASOBANURA	TV 10	22-Dec-23	https://www.youtube.com/watch?v=mSoAudP_zoU

Strategic axis 4: Enhancing organizational capacity and sustainability

Output 4.1: Capacity of TI-RW is enhanced based on individual trainings needs

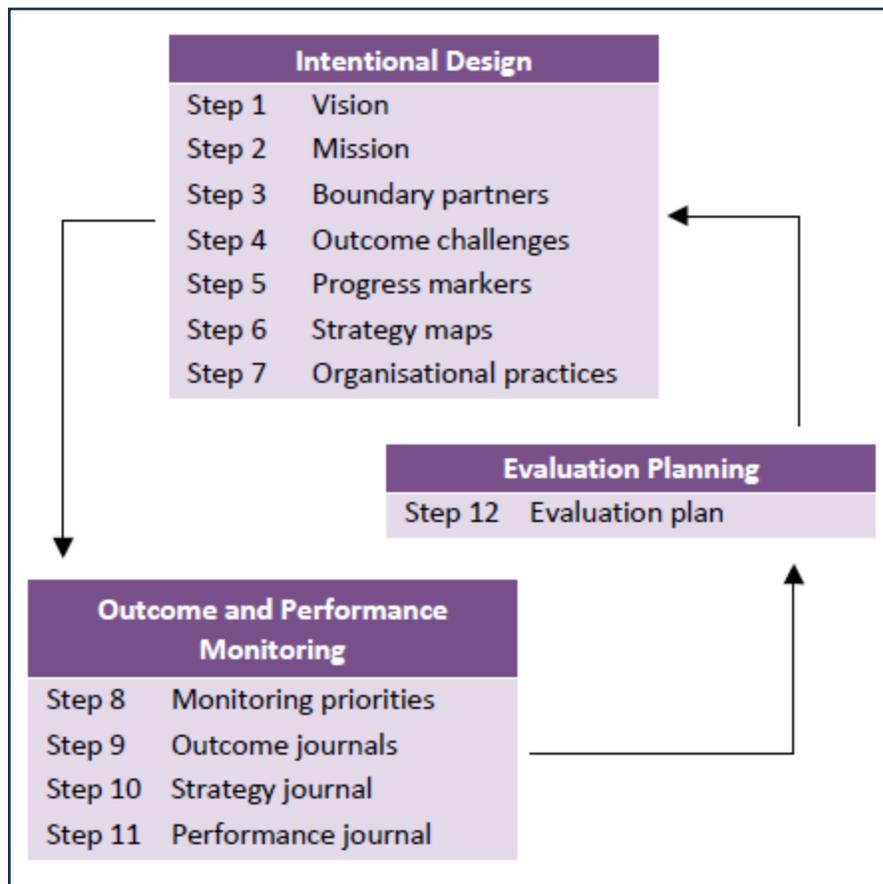
- Cross-Learning workshop on change influencing and outcome mapping: On 21st June 2023, NPA organized a workshop to provide PPIMA partners with a forum to jointly reflect on their change influencing work, take stock of achievements and learn from what is working versus what is not. Participants were from PPIMA CSO's partners such as TI-Rwanda, Haguruka, AJIPRODHO, GLIDH, CLADHO, Duhozanye, NAR, FVA, COPORWA, RWAMREC, RCCDN, ADEPE. The main objective of the planned workshop which runs into two mutually supportive steps is to provide PPIMA partners with a forum to jointly reflect on their change influencing work, take stock of achievements and learn from what is working versus what is not.

The workshop focused on empowering PPIMA partners on MEL where the NPA expert shared two approaches/methods of tracking progress and achievements of programs & projects. In this regard, NPA expert shared two approaches such as outcome mapping and outcome harvest.

Outcome mapping approach:

Outcome mapping focuses on changes in the behavior of the people, groups and organizations influenced by a project or programme. Like the logical framework, it is a planning methodology that has implications for how monitoring and evaluation is conducted. Outcome mapping is a participatory planning methodology, which has implications for how monitoring and evaluation is conducted. It is based on the principle of participation, and purposefully includes those implementing a project or programme in both design and data collection to encourage ownership and the use of findings. Some people use the complete outcome mapping methodology, while others apply only some of its elements and principles.

The outcome mapping is designed to be used at the beginning of a programme, after the main focus of that programme has been decided. There are three key stages to planning an outcome mapping:



Key tools used in outcome mapping:

Program framework

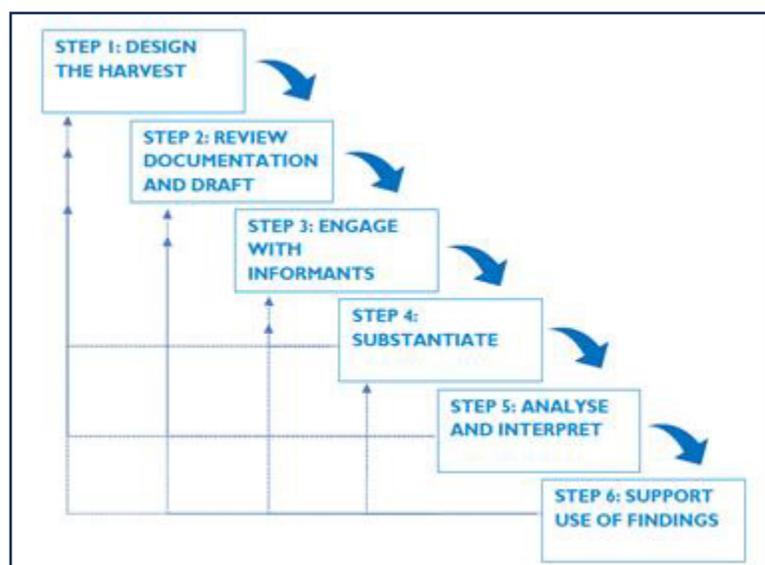
- Progress markers
- Strategy map matrix
- Monitoring plan worksheet
- Outcome journal
- Strategy journal
- Performance journal
- Evaluation plan

NB: Outcome mapping is better when it is used starting from the design of a project or program. However, it is possible to borrow some key points in the framework of monitoring the outcome of a project or a program as well as evaluating its impact. The tool/approach is not designed to replace the existing other MEL approaches such as the result framework. They can be used together.

Outcome harvesting approach:

The outcome harvesting is a monitoring and evaluation methodology used to identify, describe, verify and analyses the changes brought about by a campaign, support or advocacy initiative. In outcome harvesting one collects evidence of change (changed policy legislation, new coalition formed, etc) and then works backwards to assess contribution to that change. Outcome harvesting can be used for ongoing monitoring throughout a project or programme, in order to produce real-time information on change. It can also be used with evaluation or impact assessments during projects or programmes, at the end or after they have been completed.

6 steps to create your outcome harvesting:



Key outcome:

- MEAL and project managers have acquired skills to enable them to track outcome and document it with evidences;
- PPIMA partners committed to start applying the MEL approaches to track and document well the outcome of what they are implementing under PPIMA, but also in other interventions aiming at policy influencing and advocacy.

➤ **Training workshop organized by Open Society Foundation in partnership with Institute of Public Finance**

OSF organized a workshop from 27th November to 01st December 2023 at Fair View Hotel, Nairobi, Kenya. The workshop brought together stakeholders of OSF in Kenya, Uganda, Tanzania, South Soudan, Rwanda and Ethiopia. Around 50 people participated in the workshop and they were mainly coming from Civil Society Organizations from the above

countries. The training was animated by the Institute of Public Finance based in Kenya. The Reassigned Grant Unit of Open Society Africa was formed to close conscientiously and responsibly all Tie-off and Legacy grants of OS-Africa. In lieu of the dynamic landscape of donor fundings in post covid-19 and the need to enhance organization's resilience and support their continuity, RGU is offering capacity enhancement for selected partners. The workshop covered the following topics:

- ✓ Presentation of the findings from the online survey conducted to establish the baseline on governance policies, financial policies, resource mobilization policies, and knowledge & understanding of stakeholders on some certification process such as the Good financial grant practice certification process, the equivalency determination certification process.
- ✓ Key considerations, by civil society organizations, related to financial management, procurement, value for money, compliance, transparency, Human resource, and governance structure;
- ✓ Detailed discussions on the types of compliance (legal, financial, health and safety, quality, environmental, ethical, and international compliance, to mention but few;
- ✓ Discussions and presentations on anti-money laundering and counter terrorism financing where the emphasis was put on the following: Donor due diligence, risk assessment, employee training and education, designated compliance officer, and independent review;
- ✓ Discussions and presentations on equivalency determination: What it is, the rationale behind it/its importance, what is a US NGO, key points of ED, process of ED, required documents.

Key Commitments:

As a result from the workshop, partners agreed (individually) on the following:

- ✓ Set up an observation checklist to assess & improve the level of good financial grant practices within our organizations. This will enable us to strategically position organizations to get the equivalency determination certificate, thus diversify financial resources and access donors/partners from the United State of America (USA);
- ✓ Share the acquired skills & knowledge to our respective Senior management in our organizations for quick sustainable actions;
- ✓ Integrate in the organizational planning & budgeting the cost to cover the GFGP assessment & certification process (around 250 US\$ to access the GFGP platform/ Africa Academy of Sciences and between 13,000 US\$ and 20,000 US\$ to complete the certification process).

The Institute of Public Finances also committed to accompany CSOs in the process of certification starting by enabling the self-online survey focusing on financial management, human resources, procurement, governance.

Lessons learnt:

- ✓ Map out what, as TI-Rwanda, we need to do to improve our governance instruments (update different policies governing the effective management of TI-Rwanda);
- ✓ Align our policies with international standards with the purpose of positioning strategically TI-Rwanda, and enable secure more funding from diversified donors;
- ✓ Revise our resource mobilization strategy/ fundraising strategy;
- ✓ Ensure sustainability of TI-Rwanda



Participants in the workshop meeting from 27th Nov 2023 to 01st Dec 2023

➤ Skills and capacity on Public participation and Parliamentary Oversight

As a civil society and a national chapter of TI, TI-Rwanda has significantly gained from the capacity received from the SANCUS project to promote both vertical & horizontal accountability. The capacity received, being skills and financial support, has enabled TI-Rwanda to engage with both local government institutions, CSOs operating at the district level, and engage with national stakeholders on key special initiatives on Parliamentary oversight. TI-Rwanda highly appreciates the skills gained on both assessing Public participation in the budget process and assessing Parliamentary oversight work. This enabled the organization to implement effectively the above assessment, thus organize informed advocacy dialogue with stakeholders at the Nyanza district, and at the national level with stakeholders on parliamentary oversight.

Output 4.2: Internal processes are strengthened and enhance resilience

➤ Planning Meeting of TI-Rw staff on 23rd January 2023

On 23rd January 2023, all TI-Rw staff gathered in a meeting to review how far the implementation of the activities is going and take new approaches in order to execute effectively all its activities. This was an opportunity to reflect together on the desired change of TI-Rwanda in the year 2023, conjugate efforts to achieve them, discuss on approaches to monitor, document and evaluate achievements.



TI-Rw staff during the planning

➤ Capacity development- Review of TI-Rwanda Strategic plan

In the framework of reviewing its strategic plan, TI-Rwanda highly appreciates the collaboration and partnership that GIZ/DGG has manifested since the review of the 2015-2019 strategic plan. In this regard, TI-Rwanda has undertaken the process of reviewing the current 2020-2024 strategic plan aligning it with the 2030 Transparency International global movement strategic priorities. In this regard, TI-Rwanda hired a consultant for the Mid-term evaluation. The consultant has used different approaches including desk review from different reports and assessment conducted by TI-Rwanda, and interviews & workshops with different stakeholders (Government institutions, CSOs, and development partners).

Finally, the consultant developed and shared a final report of the Mid-term review of TI-Rwanda's Strategic plan (2020-2024). Additionally, the consultant submitted a forward-looking report informing on how TI-Rwanda would reframe its priorities while elaborating its Strategic plan 2025- 2029.

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 tTI-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 whistleblowers

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.

The year 2023 has been successful in general where most of the projects undertaken were implemented as planned. However, some projects delayed to be implemented and were postponed to the next year 2024. This is the case of the project supported by GIZ titled: “Strengthening social accountability mechanisms & approaches for effective service delivery, effective VUP-FS performance & efficient public financial management”.

The advocacy work takes time to yield desired change as usual. TI-Rwanda advocated for a number of issues ranging from advocating for compliance & transparency in the extractive industry; review/amendment of some articles in the procurement law; advocating for setting up mechanisms to fight corruption and gender-based corruption more specifically; advocating for the implementation of alternatives to imprisonment in Rwanda with the purpose of providing fair justice as well as reducing the number of detainees & prisoners in Rwandan prisons. Though some changes didn’t take place automatically, TI-Rwanda will continue to follow up commitments made by public policy decision makers to ensure that desired changes finally take place.

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 22 % in 2023. 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 continued to implement 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.

In the framework of ensuring the rule of law and promote access to justice, TI-Rwanda has been providing legal aid, advocacy and mediation through ALACs. Since January to December 2023, TI-Rwanda received 5,204 citizens where 2,558 were female (49%) and 2,656 were male (51%). The total complaints received were 5,246 where 5,103 were successfully closed (97%) and 143 cases still pending (3%). Among the closed cases, 544 were closed through advocacy while 572 were closed successfully through mediation.

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.

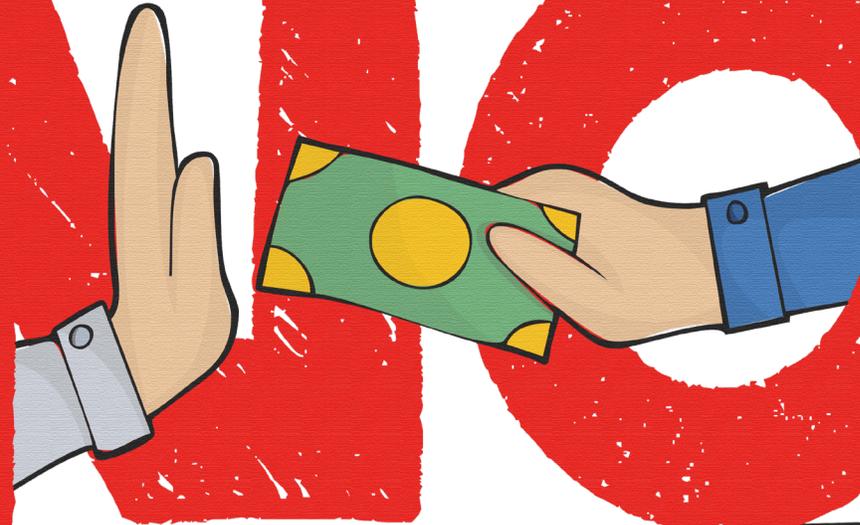
At each research, advocacy dialogues were organized and policy recommendations submitted and adopted by policy makers and TI-Rwanda will continuously work with concerned public institutions to follow up and effectively implement the commitments made on key recommendations.

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;
- ✓ 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);
- ✓ Collectively work together with the private, Higher learning institutions, the private sector and the local government to curb corruption in general, but with a focus on GBC as well as it is most prevalent in the above institutions;
- ✓ Collectively work together to promote meaningful public participation in the budget process. Ensure that the planning process is inclusive and all citizens in their respective venues are informed, consulted, considered and provided with feedback. Much efforts should also be put on documenting the planning/budget process to ensure efficiency and effectiveness as well as facilitating lessons learnt.

**SAY
NO**

An illustration showing two hands. The hand on the left is making a 'no' gesture (index and middle fingers extended). The hand on the right is holding a green banknote with yellow circles, representing a bribe. The hands are positioned between the letters 'N' and 'O' of the word 'NO'.

TO CORRUPTION

TI-RW ANNUAL NARRATIVE REPORT FOR THE YEAR 2023



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