

Alliances and Partnerships for Evidence-led Environmental and Social Safeguarding Accountability (APESA) – “Ijwi ryanjye mu Iterambere Rirambye (INTERA)” Project



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Background and rationale

- Rwanda has registered very impressive positive transformations over the last 31 years, after the 1994 Genocide against the Tutsi. **However, voice and accountability regarding environmental and social justice in public infrastructure development still have a long way to go, as they are weak.**
- The country's unprecedented construction boom and investments in socio-economic public infrastructures **have not been accompanied by optimal implementation of environmental and social safeguards.**
- **Environmental and social safeguarding of public infrastructure projects is also still a largely neglected area of work for CSOs, most of which lack the expertise to either independently monitor and scrutinize the degree of compliance by duty bearers with existing safeguarding measures or facilitate accountability demands of citizens.**
- Transparency International Rwanda (TI-Rwanda) is among the very few CSOs that have started advocacy work related to environmental and social safeguarding accountability since 2024.
- APESA aims to create **strategically cultivated and managed alliances and partnerships to address the root causes of weak accountability and compliance with existing environmental and social safeguards for public infrastructure in Rwanda.**
- It will scale up accountability in environmental and social safeguarding of public infrastructure development projects in Rwanda as a high-demand yet neglected area of work for CSOs and accordingly promote evidence-based action in that regard.

Intervention Logic (Outcome with key Execution Activities)

The overall impact of APESA will be more extended access, by adversely affected citizens, to environmental and social justice along the planning, design and execution of public infrastructure development in Rwanda by the end of three years.

Outcome 1

Open and transparent governance of environmental and social safeguarding of the planning, design and execution of public infrastructure projects by government and donors

- **EA 1.1:** Supporting timely information sharing with citizens about the upcoming new public infrastructure projects and host neighborhoods
- **EA 1.2:** Supporting participatory environmental and social impact analyses (ESIAs) to inform infrastructure investment safeguarding plans

Outcome 2

Rights holders and local duty bearers are becoming more knowledgeable about environmental and social safeguards and applying them to public infrastructure development processes

- **EA 2.1:** Capacitating right-bearers to know the environmental and social safeguards and monitor duty bearers' compliance performance
- **EA 2.2:** Capacitating local duty bearers to know and apply the environmental and social safeguards for better compliance

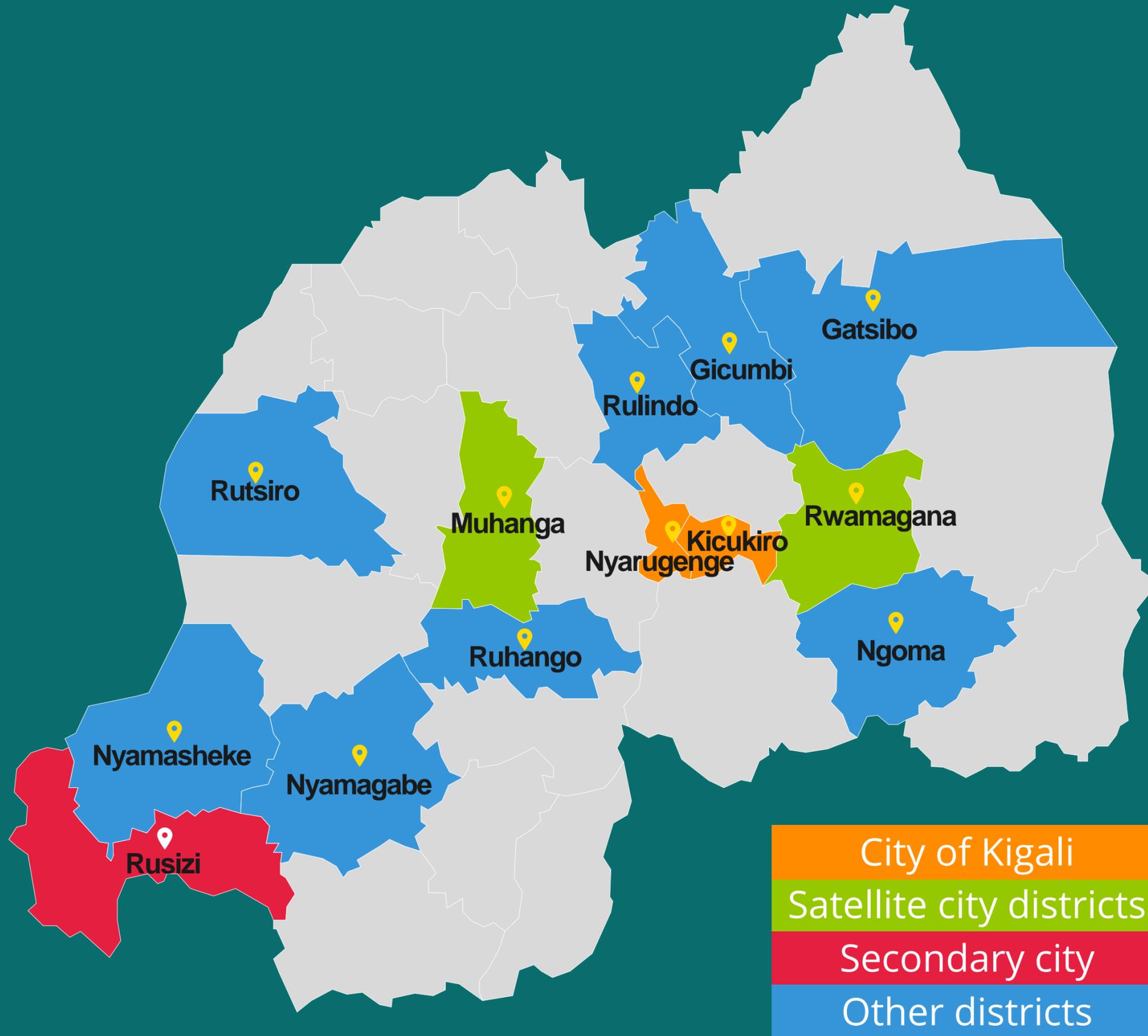
Intervention Logic

Outcome 3

Duty bearers increasingly subject themselves, whether voluntarily or not, to accountability for unmet liabilities in relation to public infrastructure developments environmental and social safeguarding

- **EA 3.1:** Creating and managing partnerships for safeguarding accountability.
- **EA 3.2:** Improving safeguarding oversight actors' capacity to independently monitor and report on safeguarding compliance performance.
- **EA 3.3:** Using safeguarding-compliance evidence to demand accountability for unmet liabilities and shape duty bearers' decisions and actions
- **EA 3.4:** Provision of legal aid and advocacy services to enable a select adversely affected citizens' access to environmental and social rights

Location of the action



- 1. Nyarugenge
- 2. Kicukiro
- 3. Rwamagana
- 4. Muhanga
- 5. Rusizi
- 6. Ngoma
- 7. Gatsibo
- 8. Rulindo
- 9. Gicumbi
- 10. Ruhango
- 11. Nyamagabe
- 12. Nyamasheke
- 13. Rutsiro

Project Stakeholders

Right Holders & Public Demand Side Stakeholders

Primary Citizens / Community Members



- Up to **36,000 citizens** from all socio-economic backgrounds
- Special focus on:
 - **Youth (67%)** and **Women (51.5%)**
 - **Poor & vulnerable populations** at risk of displacement or inadequate compensation
 - People in **project-affected areas** (e.g., new/ongoing infrastructure zones)

Community-Based Organizations (CBOs)



- **58+ CBOs**, including **6 sub-grantees** to receive core support
- Focus on:
 - Enhancing **advocacy capacity** for safeguarding compliance
 - Building **independent monitoring skills**
 - Reducing **funding access constraints**

Citizens Concerned Committees (CCCs)



- Approx. **546 CCC members** across 13 districts
- Roles:
 - Grassroots **community watchdogs** and citizen advocates
 - To be supported with **technical training** and **financial literacy**
 - Empowered to sustain long-term engagement in safeguarding efforts

Project Stakeholders

Duty Bearers & Supply Side Stakeholders

A minimum of 1,600 duty bearers will be directly targeted as beneficiaries

Local Government Actors

- **512 elected and executive leaders** at District, Sector, and Cell levels
- Emphasis on:
 - **Local councilors, Sector Executive Secretaries, and project managers**
 - Ensuring **transparency and compliance** in infrastructure projects

Central Government & Sector Ministries

- **60+ executive leaders** and **240+ technical unit heads**
- Focused on:
 - Institutionalizing **environmental and social safeguards**
 - Promoting **responsive and accountable governance** practices

Indirect beneficiaries

Over 13 million Rwandan citizens and residents stand to benefit

Area of focus, Timeframe & Partners

Public infrastructure development projects

- Transport (including roads)
- Water Supply and Sanitation (WSS)
- Electricity (including hydropower)
- Buildings (including health facilities and schools)

Timeframe

- **May 2025 - May 2028**

Partners

- Public institutions: MoE, MININFRA, MINALOC, MINIJUST, REMA, LODA, WASAC, REG, etc.
- Local government: 13 districts
- PTF (Cooperating Partner)
- CSOs/CBOs downstream partners
- Professional bodies: RAPEP
- Development partners: EU, WB, GIZ, etc.

Methodology or Implementation approach

Methods of implementation

1

Rights-Based Approach (RBA)

APESA will adopt a rights-based approach to implementation to heighten environmental and social justice impacts on the lives of the people and different target groups it seeks to serve. This rights-based approach is applied, on the one hand, to rights-holders whose capacity to demand and access their environmental and social rights about infrastructure projects will be enhanced, and to duty bearers, on the other hand, whose ability to comply with safeguards will be strengthened.

2

Highly participatory approach

APESA will adopt a participatory approach and encourage input and feedback of target groups throughout implementation to ensure that it meets their self-defined needs. This will help to give voice and agency to citizens, while also giving duty bearers the opportunity to respond.

3

Pro-poor focus

The poor and vulnerable are the most adversely affected by the detrimental impacts of non-compliance with environmental and social safeguards in infrastructure development, and the least able to access their rights. An intentional pro-poor focus will ensure that the rights of these groups are better respected and upheld, and that they have access to redress mechanisms in a timely manner.

4

Evidence-based

Throughout the implementation of APESA, TI-RW and its partners (both PTF and sub-grantee CBOs) will endeavor to generate and use the best available evidence to constructively engage power holders on the need for, and benefits of, upholding citizen-centric and responsive environmental and social safeguarding practices.

Methodology or Implementation approach

Methods of implementation

5

Partnership-driven

Strategic partnerships will be cultivated with like-minded actors to maximise chances of success. Partnerships will be formed and managed with professional bodies; central and local government institutions; donors; international, national and local CSOs; individual experts; and most importantly, local communities. These partnerships will be informed by political economy analysis of stakeholder groups and partners operating in this field.

6

Close coordination with like-minded actors' initiatives

To avoid duplication of effort and ensure efficient use of resources, APESA's implementation will be closely coordinated with public policy and practice monitoring initiatives of like-minded actors that address environmental and/or social justice matters. In the same spirit of collaboration, cross-sectoral and inter-agency coordination will be prioritized.

7

Localisation-sensitive

APESA will be implemented in accordance with localisation ideals, prioritising local actors' expertise and locally tested knowledge and practices, while ensuring that most of the resources and implementation decision-making remain in the hands of both national and local CSO partners. At least 30% of the total grant value will go, in the form of sub-grants, to the selected six downstream partner CBOs. This allocation is more than the 25% donor budget resource allocation minimum cap recommended under the Grand Bargain 2.0 commitments.

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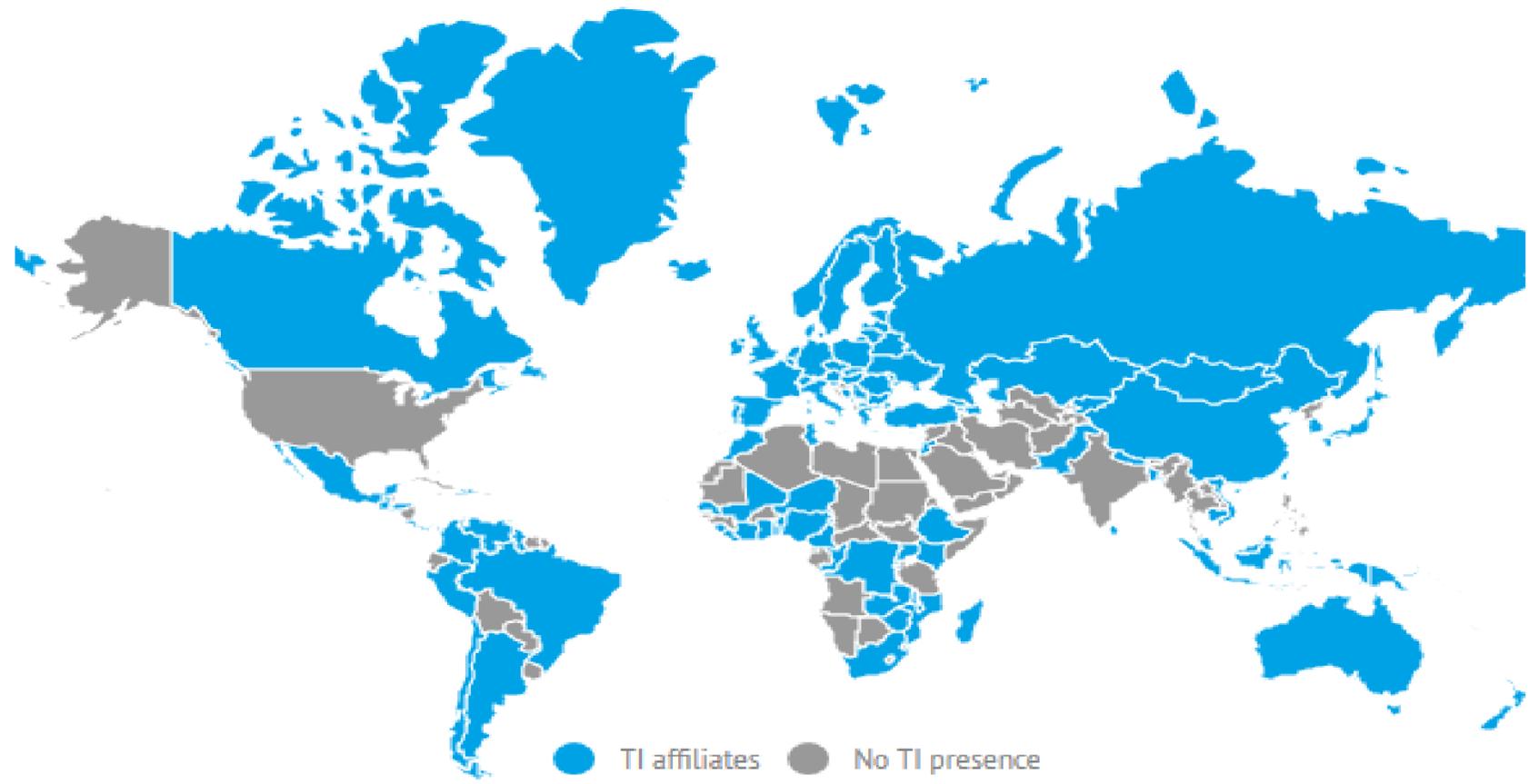
Context-aware implementation and mainstreaming of cross-cutting issues

Implementation of APESA will be context sensitive and attuned to national and local priorities as well as to the EU's strategic objectives. It will align with national environmental and social safeguards policies and procedures and with the environmental and social safeguard frameworks applied by the World Bank and other donors.

About TI-Rwanda (Consortium Lead)

- Transparency International Rwanda (TI-RW) is a Rwandan civil society organization created in 2004.
- Accredited as national chapter of Transparency International in September 2011.

Transparency International consist of over 100 chapters worldwide



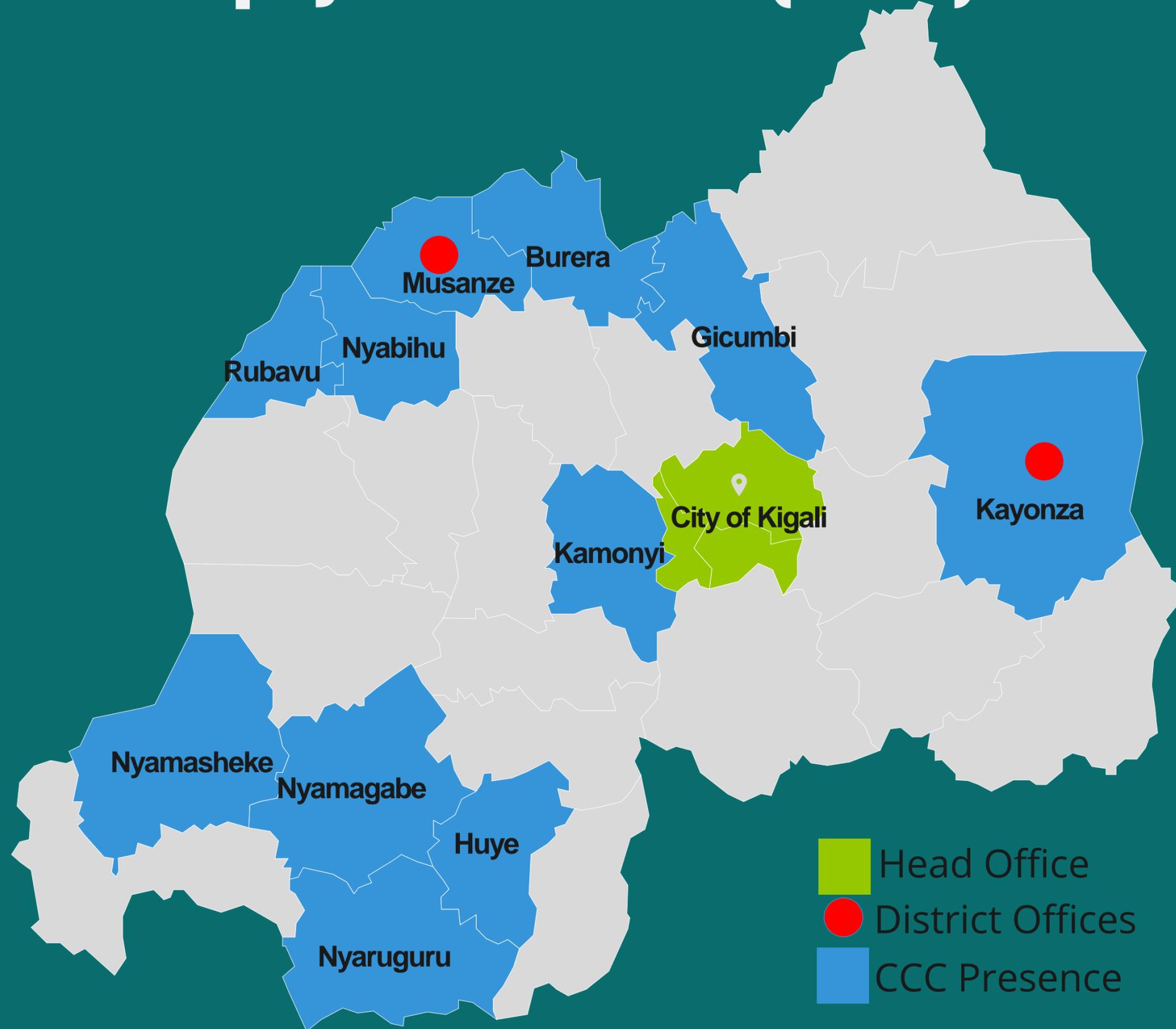
TI-RW Vision

Zero tolerance to corruption in the Rwandan society.

TI-RW Mission

Our mission is to contribute to the fight against corruption and promote good governance through enhancing integrity in the Rwandan society.

Current physical address (2025)



TI-Rw works with Citizens (472 CCCs in 59 sectors) in the fight against corruption and provision of basic legal aid and mediation. Citizens Concerned Committees are based in Huye, Nyamasheke, Rubavu, Musanze, Kayonza, Burera, Nyabihu, Nyamagabe, Kamonyi, Gicumbi and Nyaruguru

- Head Office
- District Offices
- CCC Presence

Our theory of change

Citizens informed and empowered through evidence based on bad effects of corruption will be the drivers of change towards zero tolerance to corruption in Rwanda.



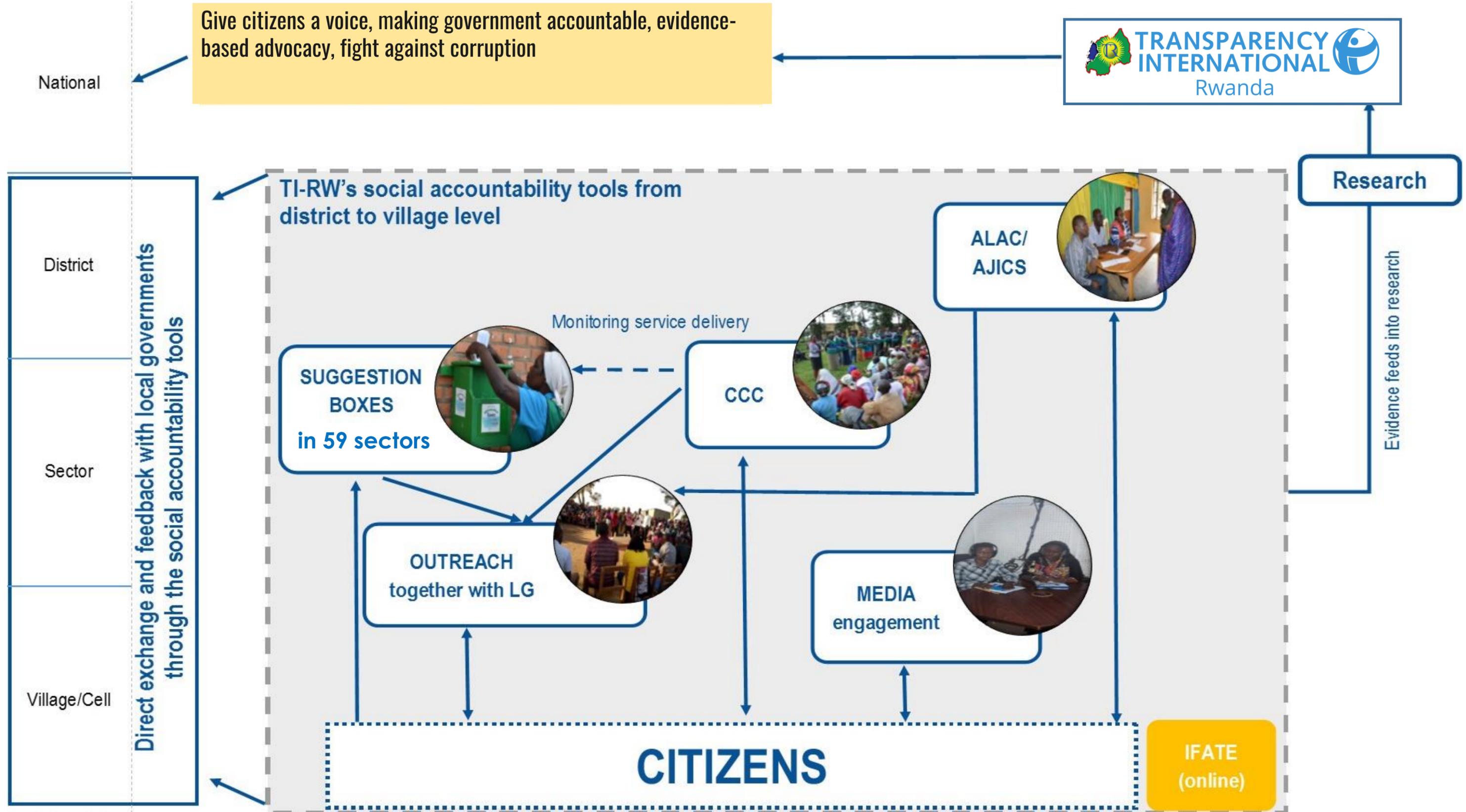
The voice of citizens matters to trigger change



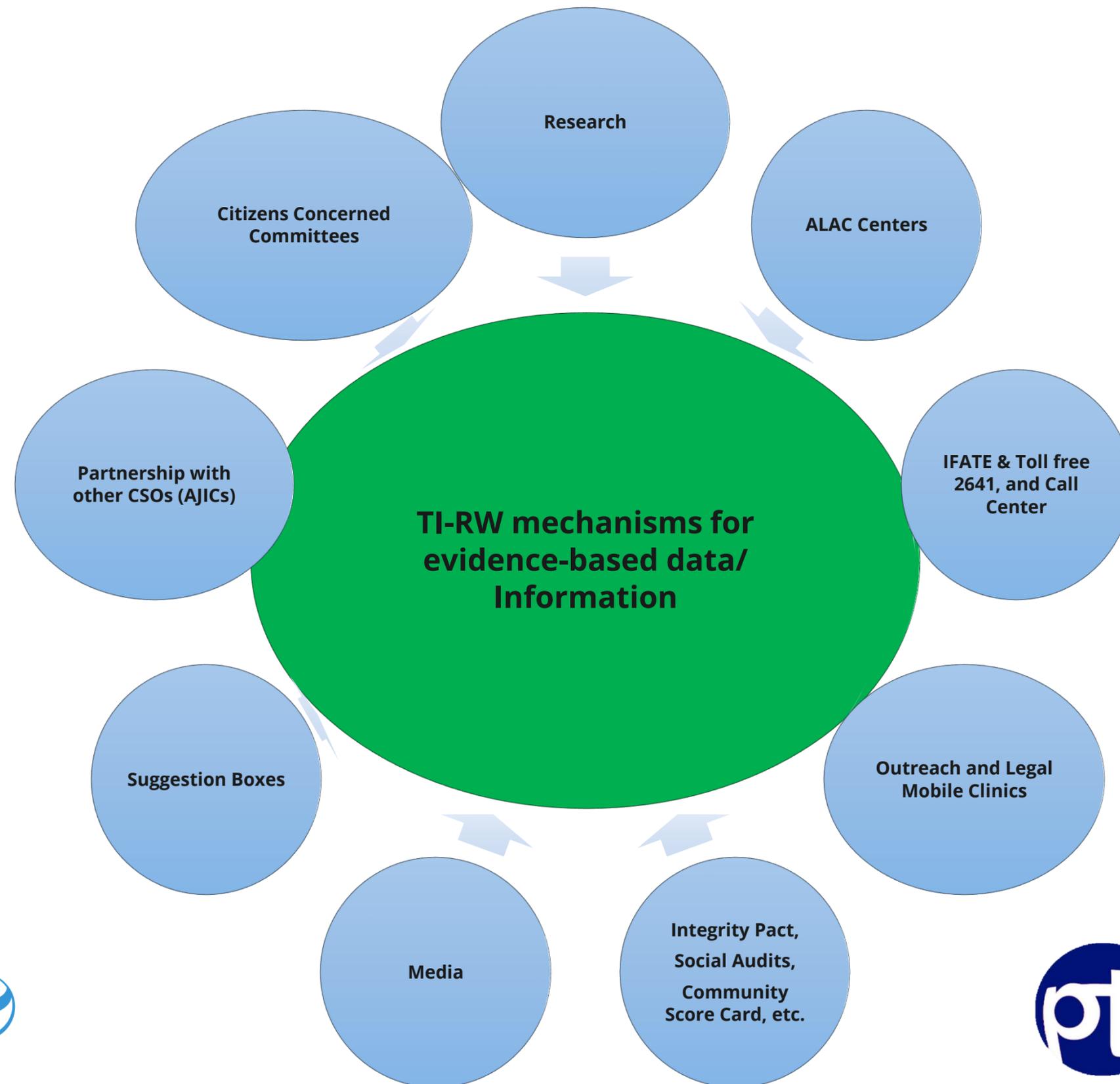
“People should be conscious that they can change a corrupt system”

Peter Eigen, founder of Transparency International

TI-RW's activities to promote citizen participation and making government accountable



TI-RW mechanisms for evidence-based data/ Information



About Partnership for Transparency Europe (Cooperating Partner)

What does PTF do?

PTF supports innovative civil society organization-led and related approaches to reduce corruption, increase transparency, strengthen governance, and enhance accountability in low- and middle-income economies and widely shares knowledge gleaned through its work.

How do we do it?

Governance and accountability will only improve if citizens organize themselves to demand reform. Governments respond to internal, not external, pressure. We help local civil society organizations (CSOs) acquire the knowledge, skills, abilities, and tools to campaign effectively for reform, monitor and improve delivery of services, and encourage government agencies to respond constructively to the concerns and demands of citizens.

About Partnership for Transparency Europe (Cooperating Partner)

Our theory of change

Output

(1) Third Party monitoring project designed

(2) Grand scheme designed, capacities of applicants in third party monitoring assessed, CSOs selected

(3) Capacities of CSOs built up, network of CSOs focusing on third party monitoring established

(4) Learning enabled and knowledge about third party monitoring managed



Outcome

(5) Innovative and effective approaches of third party monitoring facilitated

(6) CSOs empowered/capacitated to take action in detected cases

(7) Lobbying and advocacy on detected cases facilitated



Impact

(8) Legal and policy changes initiated

(9) Good governance and anticorruption promoted

About Partnership for Transparency Europe (Cooperating Partner)

Our approach

Supporting CSOs working on anti-corruption and promoting good governance and transparency is the cornerstone of our work. In this regard, gender equality is at the very heart of human rights. We seek to help eradicate social structures and power relations that foster corruption and gender and other discrimination in all programs in which we are engaged. We do this by supporting CSOs engaged in Third Party Monitoring (TPM) of procurement, budgets and expenditures, service delivery, and the implementation of policies and legislation. We also support CSOs and journalists advocating for more transparency and integrity.

Through partnerships we **build presence in communities, empower citizens and initiate networks** for national level monitoring and advocacy. The CSOs we work with often have a specific sector orientation such as environment, education and health. PTF Europe, through its world-wide access to expertise in such areas, is in a good position to provide support on governance and anticorruption in these areas. Thus, CSOs supported by PTF Europe have a strong foundation for complementing government and donor programs for good governance and anticorruption. The association with PTF Europe also enhances CSO credibility and independence.