

STRENGTHEN AND ADOPT CITIZEN-CENTERED APPROACHES IN THE PLANNING & BUDGET PROCESS, PFM AND ENVIRONMENT & CLIMATE CHANGE FOR POVERTY REDUCTION



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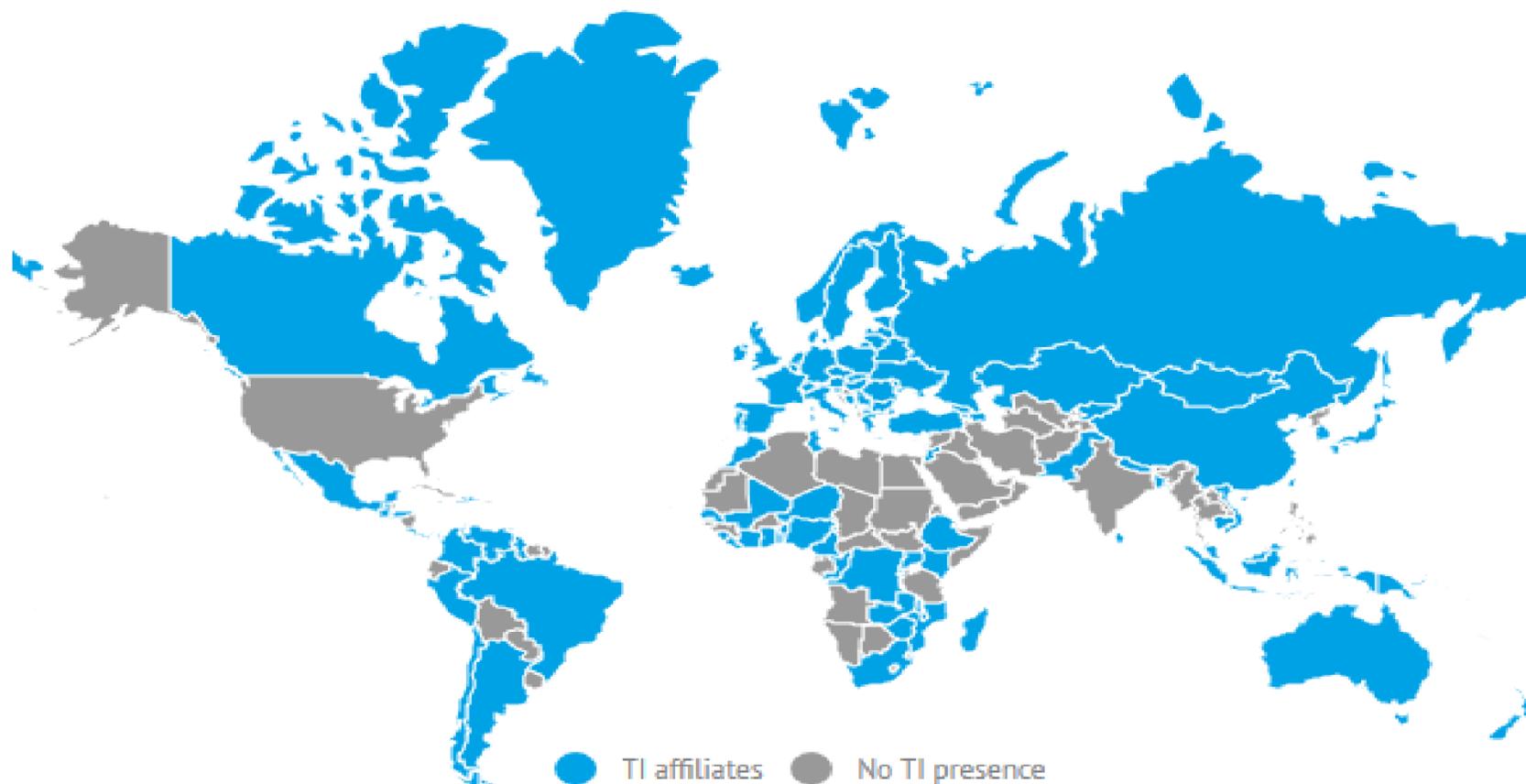
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ABOUT TI-RWANDA

- 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.

TI-RW VALUES

1. Transparency

TI-RW embodies the principles of transparency in its procedures and administration

2. Good Governance

TI-RW respects the rule of law and promotes effective service delivery

3. Integrity

TI-RW members are committed to act ethically within and outside the organization

4. Democracy

TI-RW is respectful and accommodative of different views of individuals and various actors and sectors of the society

5. Accountability

It is mandatory to TI-RW to comply with agreed rules, standards and to produce high quality products that fairly and accurately reflect the performance according to the assigned mandate and plans

6. Justice

TI-RW fights for social justice in the Rwandan society without any distinction

7. Equal opportunity

TI-RW respects the rights of all persons and accords full and equal consideration on the basis of merit, regardless of their status

8. Professionalism

TI-RW adheres to a set of values, comprising statutory professional obligations and formally agreed codes of conduct

9. Excellence

TI-RW strives to ensure that its work is of an outstanding quality

10. Participation

TI-RW believes in full and open participation as a driver of quality, effectiveness and sustainability of the organization and ownership and commitment of stakeholders/members.

STRATEGIC OBJECTIVES FOR 2025-2029

1



Protect the public's resources and safeguard people's rights

2



Prevent and combat corruption and injustices

3



Promote and sustain civic space for transparency, participation and accountability

4



Strengthen access to justice, effective enforcement and rule of laws

5



Reinforce the institution's capacities to influence and mobilize

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.

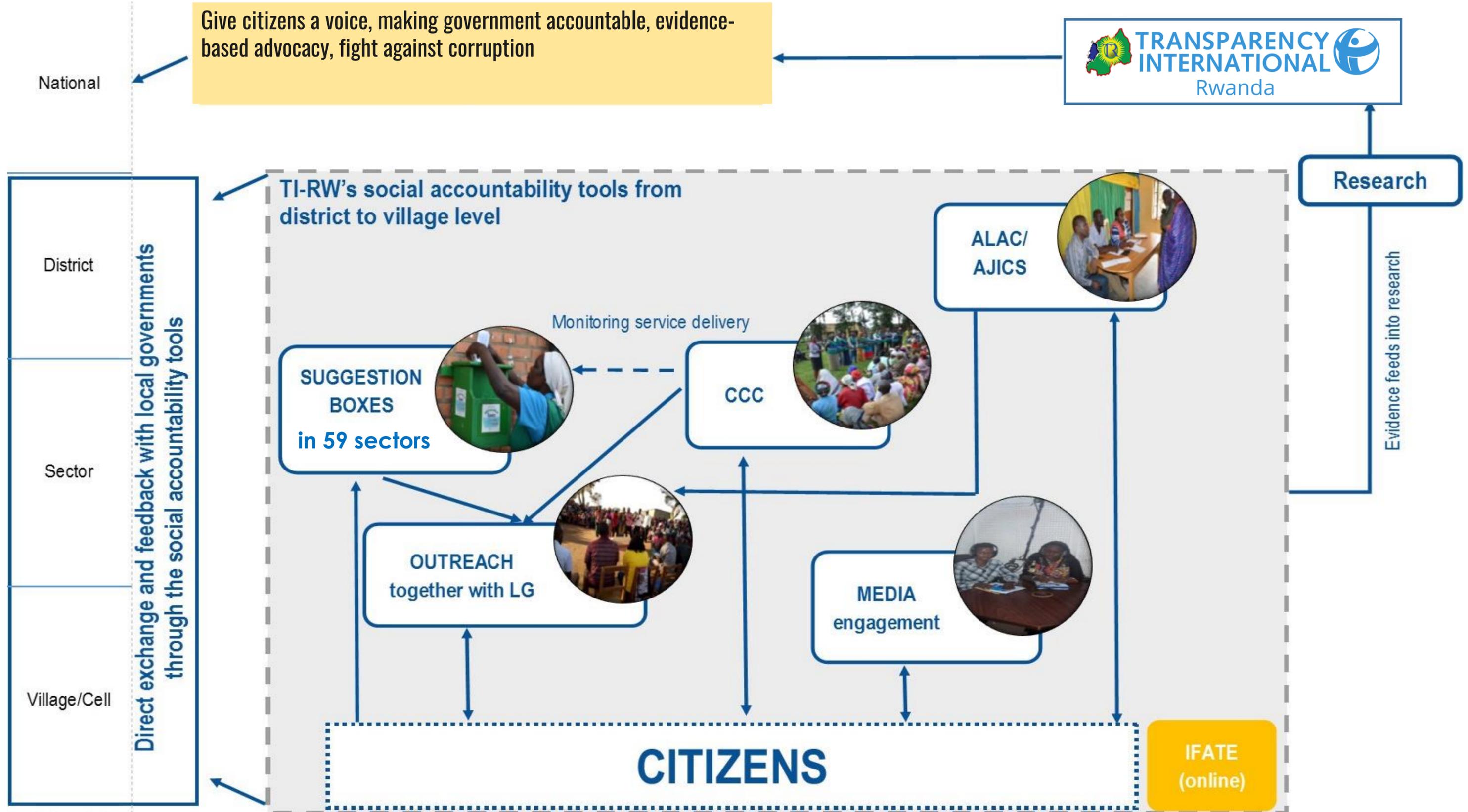


The voice of citizens matters to trigger change

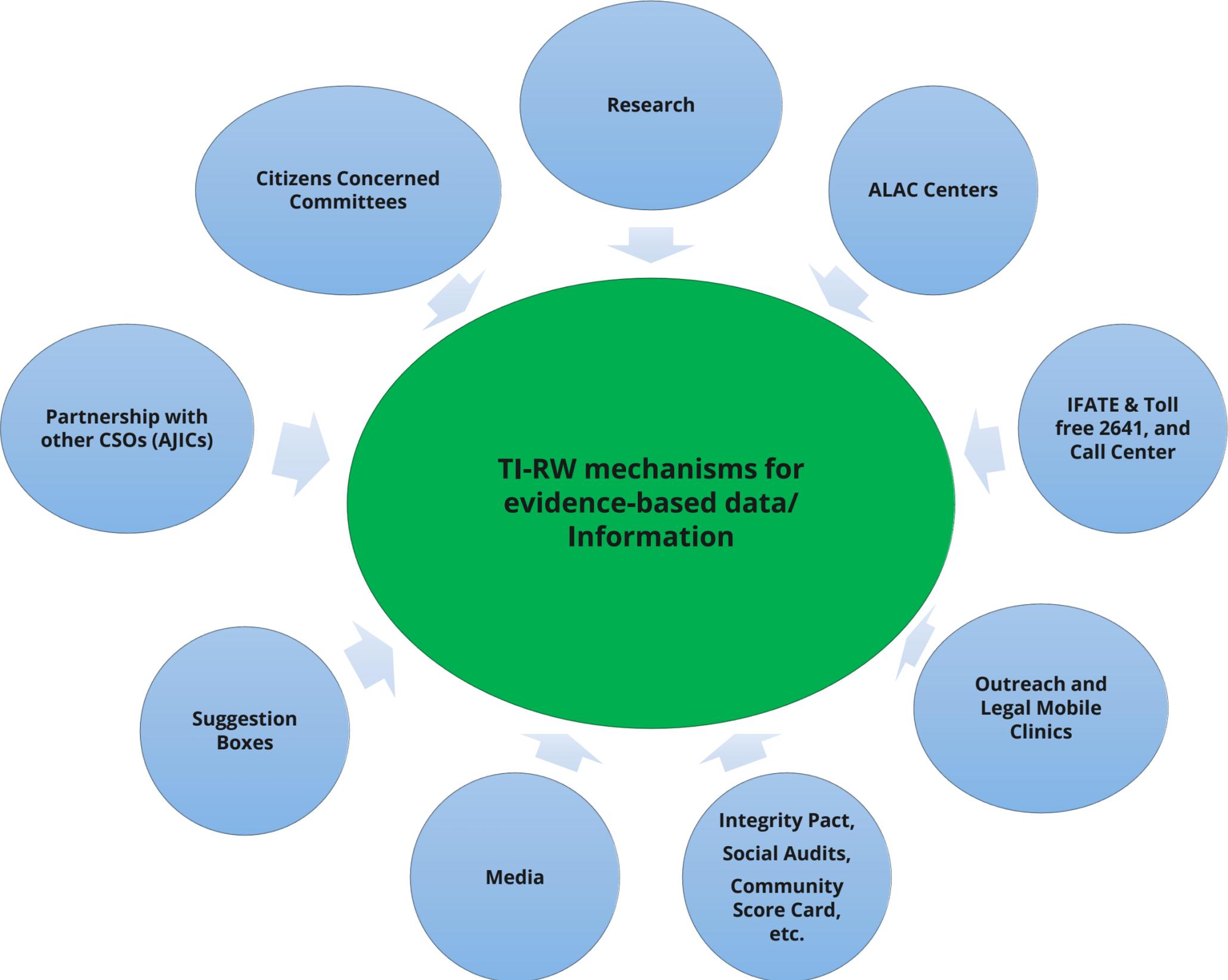


*“People should be conscious that they can change a corrupt system”
Peter Eigen, founder of Transparency International*

TI-RW'S ACTIVITIES TO PROMOTE CITIZEN PARTICIPATION AND MAKING GOVERNMENT ACCOUNTABLE



TI-RW MECHANISMS FOR EVIDENCE-BASED DATA/ INFORMATION



ABOUT THE PROJECT (2025-2027)

BACKGROUND/ RATIONALE

- In the framework of implementing NST2, the Rwanda's G&D sector aims to promote the development of a citizen-centered, transparent, and accountable local government system, ensuring equitable service delivery and sustainable, transformational local economic development.
- In the NST2, it is expected that the level of citizen satisfaction with service delivery is targeted to reach above 90% and it is highlighted that this will imply reforming the public service in both central and local governments and strengthening their capacities. The RGS 11th edition revealed that the level of citizen satisfaction with service delivery in decentralized entities scored 83.56%.
- The RGS 11th edition, developed by RGB, illustrated that the participation of citizens in the elaboration of district plans, imihigo and budget scored 70.4%.
- The G&D SSP (2024-2029) outlines eight strategic priorities which include, among others, enhancing the effectiveness of existing citizen participation spaces and mechanisms to strengthen transparency and accountability.
- In the framework of public financial management (PFM), Rwanda has invested more effort in efficiently leveraging resources and using them accountably and transparently to achieve its long-term development aspirations.
- The 2023 audit report revealed that out of 3,556 audit recommendations given, only 59% were fully implemented, 16% were partially implemented, while 25% were not implemented.

INTERVENTION LOGIC (THEORY OF CHANGE, IMPACT AND OUTCOMES)

Theory of change: If Local leaders are capacitated on the environmental, climate adaptation policies, meaningful & inclusive citizen participation and PFM and fully accompanied in the planning and budgeting process to ensure inclusiveness & public participation; and further supported with evidence to improve service delivery, promote effective PFM; strengthen strategic collaboration to institutionalize the accountability tools and promote its effectiveness; then Local government will be able to fulfil their role as agents of change to ensure poverty reduction and inclusive & sustainable local development in the districts of operations”

Impact: Enhance the LG's capacity to effectively undertake their role to ensure inclusive local development by strengthening collaboration and partnership with civil society & central government institutions

Outcome 1

Strengthen transparency, accountability and compliance in service delivery at the local government level focusing on sectors that affect the socio-economic lives of people

Outcome 2

Promote effective PFM through the analysis of auditor general reports, and strong coordination and partnership in the implementation of audit recommendations and effective implementation and management of contracts

Outcome 3

Promote meaningful public participation in the planning & budget process and ensure that inclusiveness, environmental & climate adaptation aspects are embedded in the plans and budgets

Outcome 4

Promote the institutionalization of TI-Rw tools by ensuring their application by the local government, aligning them with state-led tools or transferring their best practices, related to inclusivity, to state-led tools and ensure that service delivery and government processes are more inclusive and citizen-centered

Outcome 5

Strengthen partners capacities (citizens, CSOs and local leaders) on public participation, environmental, climate adaptation policies to enable them to act, influence and mobilize

INTERVENTION LOGIC (OUTCOMES, OUTPUTS)

Outcome 1

Strengthen transparency, accountability and compliance in service delivery at the local government level

economic lives of people

Outcome 2

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Outcome 5

Strengthen partners capacities (citizens, CSOs and local leaders) on public participation, environmental, climate adaptation policies to enable them to act, influence and mobilize

Output 1

Capacities of local governments for pro poor and inclusive service delivery are strengthened

Output 2

Capacities of local governments in public financial management and the mobilisation of own source revenues are strengthened

Output 3

Capacities of local governments and CSOs on meaningful, inclusive citizen participation at local level are strengthened

Output 1 & 3

Output 4

Partners trained/ equipped with skills in inclusive public participation, environmental & climate change, PFM, MEL and advocacy

Output 5

Learning exchanges strengthened focusing on inclusive public participation, PFM, service delivery.

INTERVENTION LOGIC (OUTPUTS, ACTIVITIES)

No	Description of the activities	Timeframe			
		2025	2026	2027	
O.1	Capacities of local governments for pro-poor and inclusive service delivery are strengthened	Q3	Q4		
	1.1.Citizen-centered service delivery in the local government- Conduct the monitoring of service delivery in 4 districts (Nyamasheke, Nyabihu, Nyamagabe, and Burera)				
	A. Monitoring service delivery in 4 districts				
	B. Institutionalization				
	1.2. Environment and climate adaptation				
	A. Analyze the level of participation in infrastructure projects funded by KfW's pro-poor basket fund and propose improvements				
	B. Conduct the social audit on selected infrastructure projects in LG4P districts				
	C. Institutionalization of the social audit accountability tool				

INTERVENTION LOGIC (OUTPUTS, ACTIVITIES)

No	Description of the activities	Timeframe			
		2025		2026	2027
O.2	Capacities of local government in Public Financial Management and mobilization of own source revenues are strengthened	Q3	Q4		
	2.1.Effective PFM through research and informed advocacy dialogue				
	Analysis of the AG reports (Research, National engagements)				
O.3	Capacities of local governments and CSOs on meaningful, inclusive citizen participation at local level are strengthened				
	3.1. Conduct an assessment on public participation in the planning & budget process (in 4 districts)				
	Institutionalization of TI-Rw tool (Public Participation in the budget process)				
	3.2. Participatory planning with social accountability tools (CCCs,CSC)				

INTERVENTION LOGIC (OUTPUTS, ACTIVITIES)

No	Description of the activities	Timeframe		
		2025	2026	2027
O.4 & 5	Knowledge and learning	Q3	Q4	
	4.1. Workshop to enhance peer learning and exchange among CSOs (focusing on Inclusive Public participation, environment and PFM)			
	4.2. Learning workshop to discuss on established measures to assess the impact of interventions on inclusive public participation, effective PFM and service delivery and how they contribute to poverty reduction			
	4.3. Workshop to enhance TI-Rw technical capacity (on Public policy influencing, M&E, and advocacy) to strategically influence and analyze policies and laws at the national level			

AREA OF FOCUS, TIMEFRAME & PARTNERS



Public Financial Management

- Qualitative Analysis: Analysis of the Auditor General report for decentralized entities and the City of Kigali



Timeframe

- August 2025-December 2027



Partners

- Citizens
- Local Government
- Central Government
- CSOs
- Development partners
- Media



Service delivery

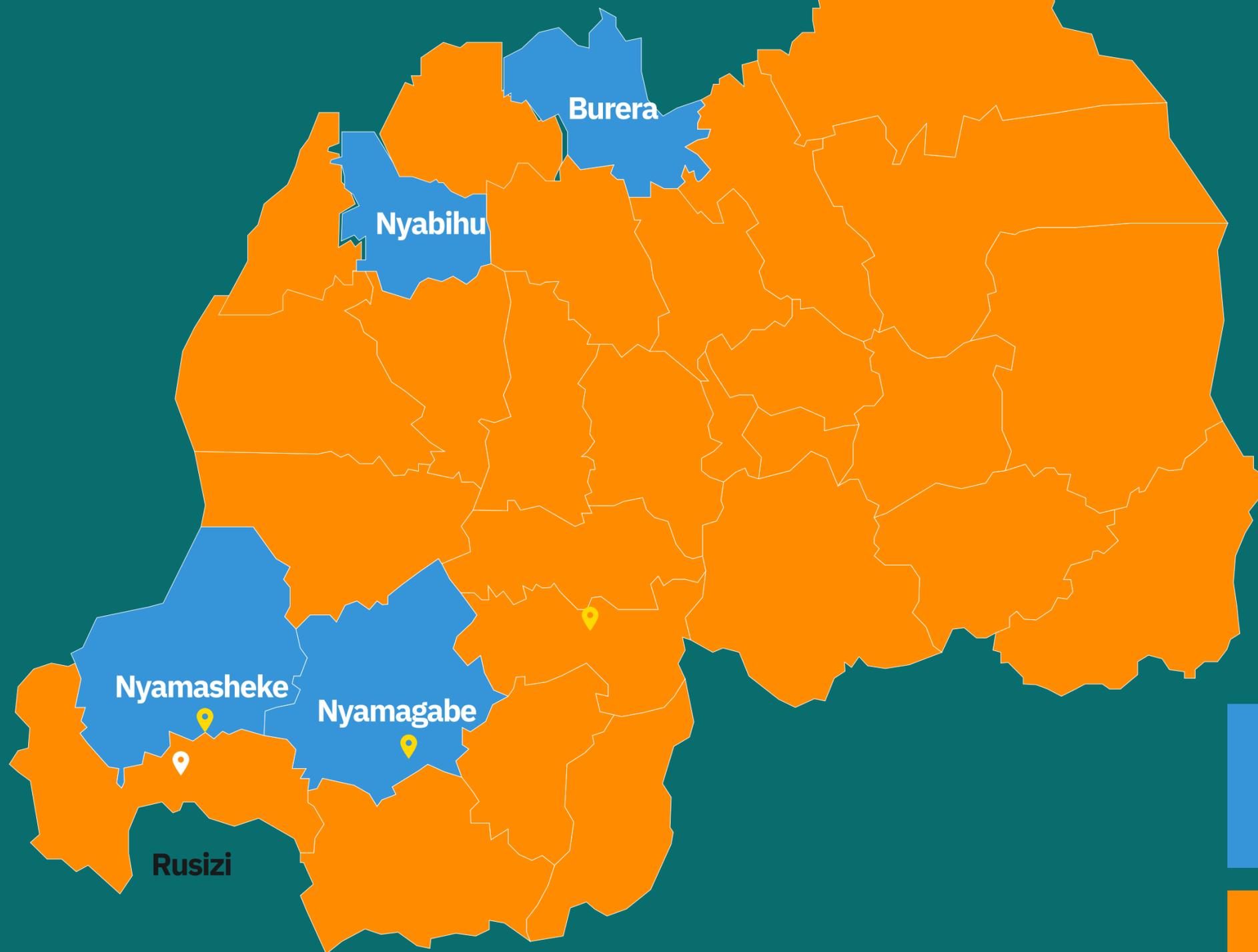
- Monitoring service delivery
- Institutionalization of TI-Rw tools



Public participation

- Assessing public participation
- Practical participatory sessions
- Institutionalization

LOCATION OF THE ACTION



- 1. Nyamasheke
- 2. Nyamagabe
- 3. Burera
- 4. Nyabihu
- 5. Other districts with the PFM activities

Districts of implementation with Output 1 & 3

Districts of impl with PFM

TARGET GROUPS AND FINAL BENEFICIARIES

Right Holders & Public Demand Side Stakeholders

Primary Citizens



- Up to **341,000 citizens** from 4 districts will benefit from public participation, service delivery activities of the project:
 - Nyamasheke: **65,000**
 - Nyabihu: **55,000**
 - Nyamagabe: **176,000**
 - Burera: **45,000**

Citizens Concerned Committees (CCCs)



- Approx. **112 CCC members** across 4 districts:
 - Nyamasheke: **16**
 - Nyabihu: **16**
 - Nyamagabe: **64**
 - Burera: **16**

TARGET GROUPS AND FINAL BENEFICIARIES

Duty Bearers & Supply Side Stakeholders

Local Government Actors

- **Local Government in 4 districts for Output 1 & 3:**
 - Nyamasheke
 - Nyabihu
 - Nyamagabe
 - Burera
- **Local Government in all districts for Output 2 related to PFM**

Central Government & Sector Ministries

- **MINECOFIN**
- **MINALOC**
- **Office of the Auditor General**
- **MoE**
- **REMA**
- Etc

Indirect beneficiaries

All citizens in the 4 districts for output 1 &3, and other citizens in the remaining for PFM



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