

**Project of cooperation between the
Ombudsman of Rwanda
and the
Dutch National ombudsman.**

Report of the second mission, 27 th of August- 7 September 2011.

Introduction:

The programme of this mission is a direct result of the first mission to Rwanda in March 2011. This preceding mission, in the presence of the Dutch Deputy National ombudsman (10)(2e) explored the exact work fields of the ombudsman of Rwanda in practice. This mission resulted in a Memorandum of Understanding, signed the 10th of March 2011. The visit of the Rwandan delegation to the Netherlands in May 2011, gave an insight in the work fields and working process of the Dutch National ombudsman. In the half yearly progress report of the project the activities in the project until the 1st of June 2011 have been described.

In the now presented report the follow-up in the mission of August/September 2011 will be described. The programme for this mission originated directly from all insights until now, and focussed on three main subjects, to be described further on in this report:

- Network of liaison officers,
- Frontoffice, and
- training on mediation.

Our description of the achieved results, will refer to the project objective, and project areas.

Project objective:

The Ombudsman of Rwanda is strengthened in position, structure and operation to be able to perform his tasks in an optimal way.

Project areas:

1. Strengthened cooperation between the ombudsman of Rwanda and relevant Rwandese governmental institutions and private institutions.
2. Strengthened operational capacity of the ombudsman of Rwanda.

Project results in this mission:

The above mentioned project areas do interfere, both have to deal with the ownership of problems and consequences for the role of the Rwandan ombudsman. In dealing with problems always the question arises: who is responsible for solving the problem? Throughout the years the Dutch National ombudsman has developed practices whereby all involved parties in a problem are (more or less) exploring together what is the best solution to the problem. This makes all parties committed and is effective in arranging a sustainable solution.

So in exploring and deciding on these project areas, part of the discussion needed to refer to questions of ownership of problems and its consequences in role taking.

There has been an exchange with the | (10)(2e) | both Deputy ombudsmen, directors of all units, and especially with all complaint handling professionals, including the one professional dealing with a huge amount of customer care. This mission gave also a detailed basis for recommendations in effective changes in the work process of complaint handling, by showing us all digital and filing systems and ways of gathering information. And last but not least we got a detailed insight of the communication officer about all activities undertaken in this field.

Results:

1. In order to strengthen the cooperation with governmental institutions the Rwandan ombudsman will set up a pilot in establishing a network of liaison officers on the level of local government institutions.

Pilot of network of liaison officers:

The aim is to be as efficient and effective as possible in problem solving. One person in a government institution responsible for guaranteeing the problem will be solved, seeing that deadlines are followed, that a follow-up of recommendations has been ensured etc., is supposed to be an effective instrument to achieve this aim. This is the Dutch way or working at the ombudsman office, presented during the visit in May 2011. The given insight then did not exist only of the experiences of the ombudsman's office, but also of the experiences at the local level of the municipality of Delft.

A pilot in Rwanda will be needed to see whether the criteria to be effective, will be met. For instance, its crucial that the nominated liaison officer has enough authority in dealing with his colleagues and the ombudsman, and yet not being a high level management staff member. The Rwandan ombudsman chooses to set up a pilot on local government, because a lot of issues arise at this level and there has already been a building up of contacts as a consequence of the outreach program. Together we also concluded that the outreach program of the Rwandan ombudsman: visits to the regions and trying to solve problems in community meetings, draws already also attention to the subject of ownership.

During this mission we discussed about the importance of a good introduction session to show the advantages of a possible network. These advantages reach further than a strengthened cooperation between the ombudsman and government institution and learning effects, there is also supposed to be an effect between the institutions themselves. The set-up network itself could forth bring a learning between the institutions, as in exchanging best practices for instance.

2. In strengthening the operational capacity, two results can be mentioned: the establishment of a Frontoffice in the office of the Rwandan ombudsman, and a training on mediation which includes preparation of a mediation, conflict diagnosis, mediation skills, and writing of the agreement.

Establishment of a Frontoffice:

The amount of complaints the ombudsman receives, outnumbering 6000 yearly approximately, is a constant challenge to the complaint handling department of the ombudsman office, where 10 professionals are working. (compare the Dutch situation: 14000 complaints approximately, dealt with by about 100 professionals).

The need for distinguishing in the whole workflow of complaints has been felt a long time already. Problems which quickly can be solved, or referred to other institutions should be separated from other ones in order to gain time and .. above all satisfaction from the complainant.

After being introduced in the system of the Dutch Frontoffice, the Rwandan ombudsman choose to establish a front office. Professionals with a law background have already been recruited and will be starting soon.

In exchange with all professionals dealing with complaints, it appeared that in distinguishing between a front- and back office the Rwandan office needs to finds its own criteria. By a bottom-up way of presenting solutions by the professionals themselves, the ombudsman will shortly decide upon distinction lines. The Dutch ombudsman team offered insight in how we are distinguishing, and assisted in posing the right questions to be answered to have a clear and fitting distinction between the front- and back office.

Training on mediation

The Rwandan ombudsman often takes the role of a mediator in solving problems. During the visit to the Netherlands, the Rwandan delegation has been shown the Dutch way of mediation. A Dutch trainer, (10)(2e) gave a half day workshop, letting all present professionals participate in a case presented by the Chief-ombudsman himself.

It was the overture for the following exchange in Rwanda. Communication skills for sure are present in the Rwandan ombudsman office: in an oral society like theirs, the professionals cannot cope with any problem if they had not any communication skills!

The difference between both offices is that often the ombudsman of Rwanda and his staff are guiding to the proposed solution and advising, taking the role of the problem-owner. Although this still can be part of any mediation, it could be worthwhile to explore other ways of solving problems, having as a guideline: shared responsibilities. This added, different way of looking, as also being part of all communication and role taking, will be a sustainable result to strengthen the operational capacity of the ombudsman. It is not only adding efficiency but adding effectiveness by getting a satisfying outcome, generated by the parties in conflict themselves. Parties will be committed to the outcome, because they were involved in finding the solution.

This was part of exchange, as all which goes together with a mediation:

- the preparation of mediation meetings, a rather neglected area until now, being:
- the diagnosis of the conflict: seeing whether there is sufficient willingness or interest, which is the context, which is the situation in escalation of the conflict, which is the mind-set of the people involved etc.

- mediation skills: in dealing with the mind-set of the people involved, skills in general in getting people to find their own solution
- in writing the agreement: often this can be part of a new discussion, so being skilled in this writing is needed.

Next to a training a mediation, more skills and practices are needed in dealing with difficult complaint behaviour. (10)(2e) expert in conflict communication and dealing with those issues at the office of the Dutch National ombudsman, will provide for a workshop in the same period of the mediation training.

Other results

As noticed above, a lot of insight was given, without any limits, in this way offering material for further reflection and possible changes. From the communication officer we took the idea home about using screens at the entrance of the office and in the city centre.

Above all, the great merits of this mission was the exchange of our different ways of looking at problems and problem solving. Especially: if and how these ways could be used in the Rwandan ombudsman office for its complaints and problem solving, respecting Rwandan society and background.

Next steps

The exchange of role taking and operational changes will be continued. Inspired by the Dutch embassy and DEC Department of the Ministry of Foreign Affairs, thoughts have been developed about prolongation of the project. If there is an available budget, if the Dutch ombudsman office and its management will agree, there could be a prolongation in a further expanding project in the East African region. The Dutch Embassy in Uganda is interested in a possible cooperation, and the Rwandan ombudsman has expressed his willingness to consider such a possibility. Further exploration is necessary, so the Dutch Deputy ombudsman (10)(2e) will pay a visit to the Dutch embassy in Uganda, after already having received this Dutch ambassador at the Dutch ombudsman office recently.

(10)(2e)

27 September 2011

(10)(2e), (10)(2e)

From: (10)(2e), (10)(2e)
Sent: maandag 14 februari 2011 10:48
To: Makken, Fa
Cc: (10)(2e), (10)(2e), (10)(2e), (10)(2e), (10)(2e)
Subject: FW: Bezoek delegatie Nationale ombudsman 7 maart 2011

Frans,

Zou jij de delegatie willen/kunnen verwelkomen op maandag 7 maart, ochtend? Precieze tijdstip wordt nog vastgelegd.

(10)(2e)

From: (10)(2e)@nationaleombudsman.nl [(10)(2e)@nationaleombudsman.nl]
Sent: woensdag 9 februari 2011 15:28
To: (10)(2e), (10)(2e)
Cc: (10)(2e), (10)(2e)@nationaleombudsman.nl
Subject: Bezoek delegatie Nationale ombudsman

Beste (10)(2e),

Het heeft even geduurd maar het lijkt toch echt te gaan lukken. Een delegatie bestaande uit:

(10)(2e) (substituut ombudsman)

(10)(2e) (expert burgercontacten)

(10)(2e) (projectleider groot onderzoek)

Zal op zondag 6 maart afreizen naar Rwanda.

Daar zal een bezoek van drie a vier dagen gebracht worden aan de ombudsman van Rwanda.

We zijn nu druk in de weer de visa aan te vragen. De delegatie zou ook graag de ambassade bezoeken. Het liefst maandag eind van de ochtend, voordat de delegatie naar de ombudsman gaat. Het programma is nog niet vastgesteld maar duidelijk is wel dat we het gaan hebben over de verder invulling van het project. Dat zal overigens ook het centrale thema van het bezoek zijn.

Ik zal aan (10)(2e) vragen of hij voor ons een hotel wil reserveren. Misschien heb je al tips wat dit laatste betreft. Heb je nog vragen of zo, dan hoor ik het graag. Maandag ben ik weer aanwezig.

Met vriendelijke groet,

(10)(2e)

(10)(2e), (10)(2e)

From: (10)(2e)@nationaleombudsman.nl

Sent: maandag 14 februari 2011 14:48

To: (10)(2e), (10)(2e)

Subject: AW: Werkbezoek Substituut Nationale ombudsman aan collega-Ombudsman in Kigali

Beste (10)(2e) (10)(2e),

Hartelijk dank voor uw snelle reactie.

Met vriendelijke groet, (10)(2e)

Van: (10)(2e), (10)(2e) [(10)(2e)]minbuza.nl]

Verzonden: maandag 14 februari 2011 13:32

Aan: (10)(2e)

CC: Makken, Fa

Onderwerp: RE: Werkbezoek Substituut Nationale ombudsman aan collega-Ombudsman in Kigali

Geachte mevrouw,

Veel dank voor bijgaande brieven.

De ambassade in Kigali ziet uit naar het bezoek van (10)(2e) aan Rwanda en zullen haar en haar delegatie graag verwelkomen op de ambassade.

Het programma wordt momenteel uitgewerkt. Wij zullen zeer binnenkort, mede in overleg met de Rwandese Ombudsman, naar u terugkomen met een voorstel voor nadere invulling van dit werkbezoek.

Met vriendelijke groet,

(10)(2e) (10)(2e)2e

Governance, Justice and Law
Embassy of the Kingdom of the Netherlands
Boulevard de l'Umuganda
P.O. Box 6613
Kigali
Rwanda

Tel: (10)(2e)
Fax: (10)(2e)

From: KIG

Sent: maandag 14 februari 2011 11:43

To: Makken, Fa; (10)(2e), (10)(2e)

Subject: FW: Werkbezoek Substituut Nationale ombudsman aan collega-Ombudsman in Kigali

From: (10)(2e)@nationaleombudsman.nl [(10)(2e)]@nationaleombudsman.nl]

Sent: 14 February 2011 11:05

To: KIG

Subject: Werkbezoek Substituut Nationale ombudsman aan collega-Ombudsman in Kigali

(10)(2e), (10)(2e)

From: (10)(2e) [(10)(2e)@yahoo.fr]
Sent: woensdag 9 februari 2011 15:52
To: (10)(2e)@nationaleombudsman.nl
Cc: (10)(2e)@nationaleombudsman.nl; (10)(2e), (10)(2e)
Subject: Re : First meeting delegation of Dutch National Ombudsman
Attachments: Dutch Ombudsman Invitation.jpg

Dear (10)(2e),

This is to inform you that we have no objection as to arrival and departure dates. Please find attached the invitation letter.

Best regards

(10)(2e)

Office of the Ombudsman of the Republic of Rwanda
Tel. +250-788300273

De : (10)(2e)@nationaleombudsman.nl" <(10)(2e)@nationaleombudsman.nl>
À : (10)(2e)@yahoo.fr
Cc : (10)(2e)@nationaleombudsman.nl
Envoyé le : Mar 8 février 2011, 18h 27min 07s
Objet : First meeting delegation of Dutch National Ombudsman

Dear (10)(2e)

In addition to my earlier mail, I would like to inform you that we need to book the flights in order to be able to apply for a visum. At the moment we have reserved the following flights:

Arrival:

KL 563, 6 March, departure Amsterdam 10:15, arrival Kigali 21:25 (local time)

Return:

KL 564, 10 March, departure Kigali 22:30, arrival Amsterdam on 11 March 8:15

We will as well need to have your letter of invitation. If the arrival date and time are oke with you, it might useful to put them in the letter.

The delegation will consist of the following people:

(10)(2e) deputy Dutch National Ombudsman
(10)(2e) expert citizens contact
(10)(2e) project leader large scale investigations

Let me know if you have any suggestions as to arrival and departure dates. As I mentioned before, it is not necessary that you spend all the time with the delegation.

Looking forward to hearing from you.

Kind regards,

(10)(2e)

(10)(2e)

National Ombudsman

P.O. Box 93122

2509 AC The Hague

The Netherlands

tel: (10)(2e)

fax: (10)(2e)

mail: (10)(2e)@nationaleombudsman.nl

Please consider the environment before printing this email.

Gratis Emoticons voor je eMail [Klik hier!](#) 



(10)(2e), (10)(2e)

From: KIG
Sent: maandag 14 februari 2011 11:43
To: Makken, Fa; (10)(2e), (10)(2e)
Subject: FW: Werkbezoek Substituut Nationale ombudsman aan collega-Ombudsman in Kigali
Attachments: Rwanda Project Plan 2011.doc; img-214104746-0001.pdf

From: (10)(2e)@nationaleombudsman.nl [(10)(2e)@nationaleombudsman.nl]
Sent: 14 February 2011 11:05
To: KIG
Subject: Werkbezoek Substituut Nationale ombudsman aan collega-Ombudsman in Kigali

Geachte heer/mevrouw,

De substituut Nationale ombudsman, (10)(2e) zal van 6-10 maart aanstaande een werkbezoek brengen aan de Ombudsman van Rwanda in het kader van een samenwerkingsproject. Zij wordt vergezeld door twee medewerkers.

Bijgaand ontvangt u de brief van (10)(2e) aan de Ambassadeur met als bijlagen een kopie van het samenwerkingsproject en van de uitnodigingsbrief van de Ombudsman te Kigali.

<<Rwanda Project Plan 2011.doc>> <<img-214104746-0001.pdf>>
Met vriendelijke groet,

(10)(2e)

(10)(2e)

Bureau Nationale ombudsman
Postbus 93122
2509 AC DEN HAAG

T: (10)(2e)
F: (10)(2e)
E: (10)(2e)@nationaleombudsman.nl
www.nationaleombudsman.nl

(10)(2e), (10)(2e)

From: (10)(2e)@nationaleombudsman.nl
Sent: woensdag 9 februari 2011 15:28
To: (10)(2e), (10)(2e)
Cc: (10)(2e) } (10)(2e)@nationaleombudsman.nl
Subject: Bezoek delegatie Nationale ombudsman

Beste (10)(2e),

Het heeft even geduurd maar het lijkt toch echt te gaan lukken. Een delegatie bestaande uit:

(10)(2e) (substituut ombudsman)
(10)(2e) (expert burgercontacten)
(10)(2e) (projectleider groot onderzoek)

Zal op zondag 6 maart afreizen naar Rwanda.

Daar zal een bezoek van drie a vier dagen gebracht worden aan de ombudsman van Rwanda.

We zijn nu druk in de weer de visa aan te vragen. De delegatie zou ook graag de ambassade bezoeken. Het liefst maandag eind van de ochtend, voordat de delegatie naar de ombudsman gaat. Het programma is nog niet vastgesteld maar duidelijk is wel dat we het gaan hebben over de verder invulling van het project. Dat zal overigens ook het centrale thema van het bezoek zijn.

Ik zal aan (10)(2e) vragen of hij voor ons een hotel wil reserveren. Misschien heb je al tips wat dit laatste betreft. Heb je nog vragen of zo, dan hoor ik het graag. Maandag ben ik weer aanwezig.

Met vriendelijke groet,

(10)(2e)



Kigali, 09 FEB 2011

N° Ombas / 0550 / 02-11 / M X

The Dutch National Ombudsman
P.O. Box 93122
2509 AC The Hague
The Netherlands

RE: Invitation to visit the Office of the Ombudsman of the Republic of Rwanda

Dear Sir,

Following our earlier discussions on the project of cooperation between the Dutch National Ombudsman and the Office of the Ombudsman of the Republic of Rwanda,

I would like to invite the following members of the Dutch National Ombudsman delegation to visit our Office to discuss with us the start off and further set up of the project:

1. [redacted] (10)(2e) Deputy National Ombudsman
2. [redacted] (10)(2e) Expert Citizens Contact
3. [redacted] (10)(2e) Project Leader Large Scale Investigations.

During the visit planned from 6th to 10th March 2011, the delegation will also meet with our stakeholders both in public sector and civil society.

Yours sincerely,

[redacted] (10)(2e)

Tito RUTAREMARA
Chief Ombudsman



(10)(2e), (10)(2e)

From: Makken, Fa
Sent: maandag 6 december 2010 10:13
To: (10)(2e), (10)(2e)
Subject: RE: UNCAC / Vragen interview Video Conference

(10)(2e), hartelijk dank voor je verslag van de videoconferentie.

(10)(2a)

Specifiek: zie opm. bij vragen. Mijn opmerkingen komen uit de losse pols. Wellicht weet je zelf meer en is het ook handig (10)(2e) en (10)(2e) eens te vragen.

Vr Gr
Frans

-----Original Message-----

From: (10)(2e), (10)(2e)
Sent: vrijdag 3 december 2010 11:56
To: Makken, Fa
Subject: UNCAC / Vragen interview Video Conference

Frans,
Volgens week 9 december is er nog een interview met deze ambassade over UNCAC. Heb jij wellicht suggesties voor wat betreft onze rol afgezien van de zaken die ik al in mijn bericht noemde.
Heb jij ooit HOM's over UNCAC horen spreken etc.
Ik zal zelf ook nog mijn voelhorens uitsteken voor context hier.
Svp je evt input waarvoor alvaast dank.
(10)(2e)

-----Original Message-----

From: (10)(2e)
Sent: donderdag 2 december 2010 10:36
To: (10)(2e), (10)(2e)
Cc: (10)(2e), (10)(2e); (10)(2e)
Subject: Vragen interview VC

Beste (10)(2e), hierbij ter indicatie een aantal vragen voor de 1 op 1 interviews na de VC.

Tot zo!
Met groet,
(10)(2e)

§ Introduction

§ Explain the situation regarding the implementation of UNCAC in your country?

Frankly I never came across UNCAC in Rwanda; they are not an issue in our dealings with government.

§ What is the role of the government and NGO's?

Role of government is very strong: the anti-corruption drive is fully owned by government which holds the view that being accountable is of utmost importance. Many government employees, including ministers, army brass, governors, mayors and other cadres have been sacked for mismanagement and graft. The National Dialogue is a annual public show of accountability where the public can challenge government on matters

such as service delivery. Also the Ombudsman, the Office of the Auditor General (OAG) and the Human Rights Commission play such a role. As a result the NGO's role in all this is very limited, although organisations such as (10)(2g) (e.g. elections) and (10)(2g) (legal) do play a modest role in checking government on governance issues.

Prosecutor general

§ What is the involvement of the donor community?

Relevant NGO's and the OAG receive donor support, as well as e.g. the Rwanda Development Board which works towards a better investment climate (including a ;level playing field). Donor, in their bi- and multilateral contacts stresses the need for combating corruption, which includes praising government for their achievements on this point. Transparency Rwanda + Int'l

§ What is the involvement of the Netherlands embassy?

10 years support to OAG ending this year, support to NGO's, (10)(2g) Twinning arrangement between Dutch and Rwandan Ombudsmen. Justice sector

§ Do you discuss UNCAC with the government?

Sorry, no.

§ Which challenges do you come across?

(10)(2a)

§ What would you see as the practical use of UNCAC? to check on Gov action
Checklists? Ranking next to TI (which is based on perceptions)?

CSO's

-----Original Message-----

From: (10)(2e)
Sent: woensdag 1 december 2010 18:41
To: (10)(2e), (10)(2e)
Cc: (10)(2e), (10)(2e); (10)(2e)
Subject: RE: Videoconferentie Corruptiebestrijding

Beste (10)(2e),

Hierbij een laatste update met de belangrijkste informatie over de videoconferentie die morgen, 2 december zal plaatsvinden. De videoconferentie is van 11.00 tot 12.30 CET, dus van 12.00 tot 13.30 in Kigali. Om 10.30 CET, dus 11.30 in Kigali, zal er begonnen worden met het maken van de videoverbindingen. Naast HMA Kigali, zullen HMA Lusaka, HMA Kampala, (10)(2e) van U4 en DMH/GB deelnemen aan de videoconferentie. De reeds opgestuurde agenda zal de leidraad voor de videoconferentie zijn. Daarnaast hoort DMH/GB tijdens de videoconferentie ook nog graag of de SGACA van nut is geweest voor jullie.

Zoals al verteld zal er ook een videoverslag van de conferentie gemaakt worden dat alleen intern gebruikt zal worden. De regisseur van het videoverslag zou graag ook één op één interviews hebben met de posten. Aangezien er geen tijd is om morgen alle posten na afloop van de videoconferentie te interviewen, willen we vragen of jullie op donderdag 9 december van 12.00 tot 12.30 (CET), dus 13.00-13.30 in Kigali, tijd zouden hebben om dit interview te geven.

Tot morgen bij de videoconferentie!

Groet,

(10)(2e)

-----Original Message-----

From: (10)(2e)
Sent: vrijdag 26 november 2010 13:23
To: (10)(2e), (10)(2e)
Cc: (10)(2e), (10)(2e); (10)(2e)
Subject: RE: Videoconferentie Corruptiebestrijding

Beste [(10)(2e)],

In de bijlagen de agenda voor de videoconferentie en twee artikelen over UNCAC ter introductie. Daarnaast zouden we graag willen weten of er in Rwanda een self-assessment is uitgevoerd in het kader van UNCAC en of dit assessment gedeeld is of opgevraagd kan worden. Tot slot wil ik jullie ervan op de hoogte stellen dat er een beeldverslag gemaakt zal worden van de videoconferentie.

Groet,

[(10)(2e)]

-----Original Message-----

From: [(10)(2e)], [(10)(2e)]
Sent: dinsdag 23 november 2010 16:48
To: [(10)(2e)]
Cc: [(10)(2e)], [(10)(2e)]; [(10)(2e)]
Subject: RE: Videoconferentie Corruptiebestrijding

Geen enkel probleem :o)

Met groet,
[(10)(2e)]

-----Original Message-----

From: [(10)(2e)]
Sent: maandag 22 november 2010 20:07
To: [(10)(2e)], [(10)(2e)]
Cc: [(10)(2e)], [(10)(2e)]; [(10)(2e)]
Subject: RE: Videoconferentie Corruptiebestrijding

Beste [(10)(2e)],

Dank voor het aanleveren van de benodigde technische informatie. In onze eerdere berichten over de videoconferentie hebben wij nog niet vermeld dat de videoconferentie in het engels zal plaatsvinden in verband met de aanwezigheid van de U4 expert en lokale medewerkers. Ik hoop dat dit geen problemen op zal leveren. De agenda voor de videoconferentie verwacht ik aan het eind van deze week te kunnen opsturen.

Groet,

[(10)(2e)]

-----Original Message-----

From: [(10)(2e)], [(10)(2e)]
Sent: woensdag 10 november 2010 15:23
To: [(10)(2e)]
Cc: [(10)(2e)], [(10)(2e)]
Subject: FW: Videoconferentie Corruptiebestrijding

Beste collega,

HMA Kigali doet graag mee met de videoconferentie. Ik zal in dat verband bij DFID hts de faciliteit boeken zodra ik van jullie confirmatie en tijd doorkrijg. Overigens horen wij graag welke criteria UNCAC hanteert. Wellicht nog interessant voor jullie te weten dat Kigali met DEC en NL ombudsman bezig is een samenwerkingsprogramma op te zetten tussen de Rwandese ombudsman en de NL ombudsman. Zero tolerance beleid op corruptie wordt hier heel serieus genomen en ombudsman speelt daarin een belangrijke en heel zichtbare rol.

Ik hoor graag van jullie,

Met groet,

[(10)(2e)] [(10)(2e)]
(10)(2e)

Governance, Justice and Law
Embassy of the Kingdom of the Netherlands
Boulevard de l'Umuganda
P.O. Box 6613

Kigali
Rwanda

Tel: [redacted]
Fax: [redacted] (10)(2e)

-----Original Message-----

From: [redacted] (10)(2e), [redacted] (10)(2e)
Sent: woensdag 10 november 2010 15:06
To: [redacted] (10)(2e), [redacted] (10)(2e)
Subject: RE: Videoconferentie Corruptiebestrijding

Ja akkoord

-----Original Message-----

From: [redacted] (10)(2e), [redacted] (10)(2e)
Sent: woensdag 10 november 2010 12:59
To: [redacted] (10)(2e), [redacted] (10)(2e)
Cc: Makken, Fa
Subject: FW: Videoconferentie Corruptiebestrijding

[redacted] (10)(2e),

Zoals afgesproken: gezien mijn afwezigheid op 2 december ben jij contactpersoon voor deze videoconferentie

Groet,
[redacted] (10)(2e)

-----Original Message-----

From: [redacted] (10)(2e)
Sent: 08 November 2010 13:25
To: [redacted] (10)(2e), [redacted] (10)(2e); KIG
Cc: [redacted] (10)(2e) [redacted] (10)(2e)
Subject: Videoconferentie Corruptiebestrijding

Beste collega,

Het corruptiebestrijdingcluster binnen DMH/GB is voornemens om op donderdag 2 december 2010 een videoconferentie te organiseren met een aantal posten en één of meerdere expert(s) van het anticorruptie onderzoekcentrum U4. Het doel van deze conferentie is om ervaringen uit te wisselen, een aantal instrumenten te toetsen en de contacten met de posten meer handen en voeten te geven. Als uitgangspunt voor deze discussie zouden wij ons willen richten op implementatie van de UNCAC: Zambia, Rwanda, en Uganda zullen volgend jaar een UNCAC-review ondergaan en Ghana treedt - in geval van Uganda - als reviewer op.

DMH/GB zal de aftrap voor zijn rekening nemen en een introductie geven van wat UNCAC is en hoe wij onze rol als DMH/GB hierin zien. Vervolgens hopen wij op een praktische en dynamische gedachtewisseling over diverse zaken rondom UNCAC zoals over hoe UNCAC leeft in de diverse landen, of en hoe het maatschappelijk middenveld hierbij betrokken wordt en of en hoe door de posten (en de bredere donorgemeenschap ter plaatse) ingespeeld wordt op UNCAC en welke instrumenten zij hiervoor tot hun beschikking hebben.

Graag horen wij of jullie zouden willen deelnemen aan deze conferentie en hiervoor beschikbaar zijn op donderdag 2 december. Tevens horen wij het graag als er nog andere onderwerpen of invalshoeken zijn die jullie zelf graag aan de orde willen laten komen (ook in breder kader van corruptiebestrijding - met de optie dat we deze suggesties voor een mogelijke volgende gelegenheid gebruiken).

Voor verdere vragen zijn we graag beschikbaar.

Met vriendelijke groet,

[redacted] (10)(2e) en [redacted] (10)(2e)

Directie Mensenrechten, Emancipatie, Goed Bestuur en Humanitaire Hulp
Afdeling Goed Bestuur

(10)(2e), (10)(2e)

From: (10)(2e), (10)(2e)
Sent: vrijdag 3 december 2010 9:54
To: Makken, Fa
Cc: (10)(2e), (10)(2e), (10)(2e), (10)(2e), (10)(2e)
Subject: UNCAC (anti corruption) videoconference

Frans,

(10)(2e) and I attended the videoconference on Thursday 2 Dec with DMV/GB, UNCAC representatie and embassies Lusaka and Kampala. Had contact with Ombudsman prior to meeting and learned that Rwanda became signatory to this convention in 2006 and volunteered to be evaluated. This pilot review took place recently, (peer) reviewing countries were Burkina Faso and Poland.

Bottomline:

UNCAC is quite new instrument. Entails peer review by two other countries on country in question. UNCAC has about 45 signatories by now. Key issue is assessment of political will within government to deal with corruption, whether there are 'champions' to be determined and whether media and civil society can and are allowed to play a role in this assessment. UNCAC rep also mentioned the AU Convention against Corruption and wanted to verify if resp. countries were parties to this. A further consideration was to see how important UNCAC was in the respective countries, how awareness can be increased and whether HOM's would be willing to take up subject in Art. 8 dialogue if necessary.

Concerning Zambia and Uganda, situation is quite worrying. Insufficient political will to really pursue the issue. Rwanda, as compared to the other two, but also in its own right, came out very positive. The uncontested champion in this country ofcourse is the Ombudsman. I referred to the current debate in Rwanda to actually give the Ombudsman prosecutionary powers and informed about upcoming support from Dutch Ombudsman (with funds from DEC); the zero tolerance - and 'naming and shaming' approach with use of media. However, also stressed that corruption is nevertheless a problem in this country which is why government is cracking down so hard on it. Rwanda has also ratified AU convention, which led to various African countries visiting the Ombudsman here for lessons learned.

Conclusions were very different situations in countries and instrument should and could be used in different ways. For Rwanda the suggestion was made that UNCAC review could be taken as a kind of a checklist to verify whether there are still gaps that could do with more attention.

I have in the meantime received copy of draft UNCAC (pilot review) report from Ombudsman. This is somewhat different from a full peer review and combines a self assessment with an expert review method. Assessment makes mention of rather advanced state of preventive and anti corruption activities, high political will of government, and sufficient involvement of cs (youth, schools, clubs, press); declaration of assets is mentioned and last but not least that Rwanda can serve as an example for many other African countries. This sentiment was echoed by the UNCAC rep on line.

To be continued,

Regards,

(10)(2e)

(10)(2e) (10)(2e) (10)(2e)

(10)(2e)

Governance, Justice and Law
Embassy of the Kingdom of the Netherlands
Boulevard de l'Umuganda
P.O. Box 6613
Kigali

Makken, Fa

From: KIG
Sent: dinsdag 9 november 2010 8:53
To: Makken, Fa; (10)(2e); (10)(2e)
Subject: FW: Videoconferentie Corruptiebestrijding

→ HOS
↳ AS 2 ra

-----Original Message-----

From: (10)(2e)
Sent: 08 November 2010 13:25
To: (10)(2e); (10)(2e); KIG
Cc: (10)(2e); (10)(2e)
Subject: Videoconferentie Corruptiebestrijding

Beste collega,

Het corruptiebestrijdingcluster binnen DMH/GB is voornemens om op donderdag 2 december 2010 een videoconferentie te organiseren met een aantal posten en één of meerdere expert(s) van het anticorruptie onderzoekcentrum U4. Het doel van deze conferentie is om ervaringen uit te wisselen, een aantal instrumenten te toetsen en de contacten met de posten meer handen en voeten te geven. Als uitgangspunt voor deze discussie zouden wij ons willen richten op implementatie van de UNCAC: Zambia, Rwanda, en Uganda zullen volgend jaar een UNCAC-review ondergaan en Ghana treedt - in geval van Uganda - als reviewer op.

DMH/GB zal de aftrap voor zijn rekening nemen en een introductie geven van wat UNCAC is en hoe wij onze rol als DMH/GB hierin zien. Vervolgens hopen wij op een praktische en dynamische gedachtewisseling over diverse zaken rondom UNCAC zoals over hoe UNCAC leeft in de diverse landen, of en hoe het maatschappelijk middenveld hierbij betrokken wordt en of en hoe door de posten (en de bredere donorgemeenschap ter plaatse) ingespeeld wordt op UNCAC en welke instrumenten zij hiervoor tot hun beschikking hebben.

Graag horen wij of jullie zouden willen deelnemen aan deze conferentie en hiervoor beschikbaar zijn op donderdag 2 december. Tevens horen wij het graag als er nog andere onderwerpen of invalshoeken zijn die jullie zelf graag aan de orde willen laten komen (ook in breder kader van corruptiebestrijding - met de optie dat we deze suggesties voor een mogelijke volgende gelegenheid gebruiken).

Voor verdere vragen zijn we graag beschikbaar.

Met vriendelijke groet,

(10)(2e)

Directie Mensenrechten, Emancipatie, Goed Bestuur en Humanitaire Hulp
Afdeling Goed Bestuur

(10)(2e)

deelname lijkt me
muvol. Hou graag weten
welke criteria UNCAC gebruikt
om Rwanda te toetsen.

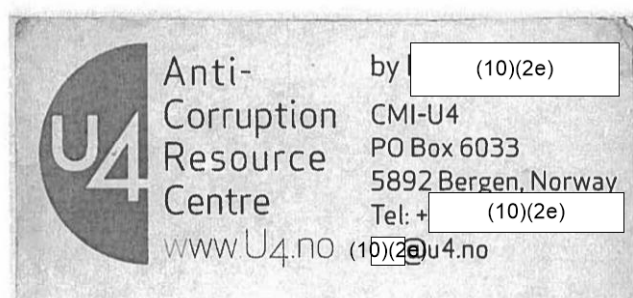
f

Agenda Anti-Corruption Videoconference on UNCAC
Thursday, 2 December 2010

1. Introduction by the Good Governance Division (DMH/GB)
2. Introduction by the embassies of the situation on the ground with regard to national UNCAC implementation in:
 - Zambia
 - Uganda
 - Rwanda
3. Introduction by U4 UNCAC expert (10)(2e) on his involvement and experience with UNCAC. First response by (10)(2e) to the introductions by the embassies
4. Discussion by all participants. Possible topics for this discussion are:
 - How can governments be involved with the UNCAC review
 - How can embassies (and other donor agencies) anticipate on the UNCAC review
 - Which instruments are available to embassies
 - How can NGO's be involved in the process
 - How can the UNCAC review be used as an instrument for further discussion with the government on anti-corruption efforts
 - The role of UNCAC in drawing up national anticorruption policy

An Ambassador's Guide to the United Nations Convention against Corruption

This guide provides key information on the UN Convention against Corruption (UNCAC) and steps that can be taken to foster its implementation in partner countries.



What is UNCAC?

The UNCAC is a landmark, international anti-corruption treaty adopted by the UN General Assembly in October 2003. It represents a consensus-based global response to a global problem, outlining obligations of States Parties (countries that have ratified the Convention) to implement policies to reduce corruption and to enforce sanctions against it. Currently 145 countries are party to the convention (Check whether your country of work is amongst them: <http://www.unodc.org/unodc/en/treaties/CAC/signatories.html>). The value of UNCAC is its broad coverage of **preventive** and **punitive** measures, as well as the cross-border nature of corruption with provisions on **international cooperation** (mutual legal assistance) and the return of the proceeds of corruption (**asset recovery**). States Parties are also obliged to help each other through **technical assistance**, including financial and human resources, training, and research. The UNCAC further underlines the importance of civil society participation in accountability processes and citizens' access to information. The Convention has mandatory and optional measures. Its main areas cover:

Prevention: States Parties must adopt coordinated policies to prevent corruption and designate a 'body or bodies' to coordinate and oversee their implementation. Such policies shall entail measures such as transparent procurement systems, a merit-based civil service, access to information, civil society involvement in the fight against corruption, an independent judiciary, public auditing procedures and anti-money laundering measures.

Criminalization: States Parties must criminalize bribery (both the giving of an undue advantage to a national, inter-

national or foreign public official, and the acceptance of an undue advantage by a national public official), as well as embezzlement of public funds, obstruction of justice, and the concealment, conversion or transfer of criminal proceeds. Acts that states ought to consider for criminalization include the acceptance of an undue advantage by foreign and international public officials, trading in influence, abuse of function, illicit enrichment, bribery and embezzlement within or among private sector entities, money laundering and the concealment of illicit assets.

International cooperation: States Parties are obliged to assist each other in cross-border criminal matters. This includes, for example, gathering and transferring evidence of corruption for use in court. The requirement of dual criminality (alleged crime for which mutual legal assistance is sought must be criminal in both the requesting and requested countries), which has traditionally hindered cooperation, is loosened. Cooperation in criminal matters is mandatory; in civil and administrative matters it must be considered.

Asset recovery: A main innovation of the Convention is the right to recovery of stolen state assets. The UNCAC provisions lay a framework, in both civil and criminal law, for tracing, freezing, forfeiting, and returning funds obtained through corrupt activities.

Opportunities for ambassadors to foster UNCAC implementation abroad

As corruption is a major threat to development, security and political stability, donor countries have a key interest in following their UNCAC obligation to support other countries in their implementation efforts. Donor countries in the OECD Development Assistance Committee have acknowledged UNCAC as a framework for supporting anti-corruption reform in developing countries. However, although UNCAC lays out internationally-agreed standards, it cannot be taken as a blueprint for reform. Instead, leadership in each country must determine priorities and the appropriate sequencing of steps towards implementation. The biggest challenge for donor countries may well be to "mainstream" the Convention into political dialogue and technical assistance programmes. UNCAC suggests a number of courses of action for

ambassadors seeking improved anti-corruption outcomes:

- **Depoliticizing political dialogue:** Where ambassadors so far have experienced difficulties in putting “corruption” on the agenda, compliance with UNCAC – as a signed, international agreement – can provide a more neutral basis for dialogue.
- **Broadening political dialogue:** The fact that UNCAC refers to a broad range of societal stakeholders can be used to broaden political dialogue beyond a donor-partner sphere. By including civil society, private sector and other actors in a dialogue, a broad demand for reform can be supported.
- **Grounding political dialogue:** Each State Party is required to conduct a self-assessment on reform and technical assistance needs for UNCAC compliance. Ambassadors may request such information as a basis for dialogue and action. While there is no obligation to share this information, partner countries may have an interest in doing so in order to receive technical assistance.
- **Strategizing political dialogue:** Based on UNCAC and related compliance assessments, governments need to identify priorities for reform. Where such reform priorities don't exist or are not communicated yet, ambassadors should ask for clear ideas how partner countries plan to proceed in implementing the Convention. Where such priorities are put forward, there should be an inclusive dialogue about how to align government's reform priorities with priorities demanded by other stakeholders (be it civil society, private sector, parliaments, donors).
- **Following up political dialogue:** Once national reform priorities are identified, UNCAC-related assessments can provide a useful source for benchmarks to be used in donor-partner aid agreements. It is important to look at actual performance, not just the existence of anti-corruption legislation, institutions and measures. Based on this, donor countries can identify – in consultation with the partner country – areas for potential support and alignment of existing aid programmes with partner country priorities for UNCAC implementation. Civil society and citizens' participation should play a role in support efforts, as this will improve reform accountability.
- **Giving credibility to the political dialogue:** If donor countries demand that their partners act against corruption, they need to be credible themselves. Ambassadors should ensure that embassy procedures and staff behaviour are consistent with Convention standards (e.g., address the management of facilitation payments, conflicts of interest, transparency about funding, etc.).

Opportunities for ambassadors to foster UNCAC compliance at home

Due to its broad coverage and international scope, UNCAC is well suited to address the increasingly global nature of corruption and cross-border transfers of illicit money. However, for this to happen, it is particularly important that donor countries address international drivers of corruption by prosecuting cross-border bribery cases, limiting bank se-

Review of implementation:

The States Parties decided to set up a multi-staged review mechanism where each State Party is to be reviewed by two peers. In mid-2010 the first 35 countries will be drawn, as well as the reviewing countries. To cover all countries, the process will be divided in two five-year cycles. UNCAC chapters III and IV will be reviewed in the first cycle, while compliance with chapters II and V will be assessed during the second. Thus, review on corruption prevention measures – a focus for many donor countries – will happen at a later stage.

Critically, external scrutiny by other actors (for example civil society or academic experts) is not required, though each State Party is free to choose such additional measures. Only the executive summaries of the country review reports will be published, unless a reviewed country chooses otherwise.

As the minimal requirements of the review mechanism are rather basic, it remains to be seen how much they will be able to capture de facto implementation and enforcement of anti-corruption policies. It is therefore important that embassies in countries that are up for review encourage their local counterparts to make the most of the review process by e.g.:

- identifying technical assistance needs
- inviting civil society to participate
- inviting reviewers to a country-visit
- publishing the full country reports.

Embassies can also assist partner countries in making their participation in the review mechanism an effective monitoring exercise by supporting the development of appropriate, effective and publicly accessible information systems that allow for “external” monitoring.

In order to find out whether your country is among those being reviewed, please consult the UNODC UNCAC website (<http://www.unodc.org/unodc/en/treaties/CAC/IRG.html>) or your home country's mission at the UN in Vienna.

crecy where necessary at home, and providing technical expertise especially to aspects of mutual legal assistance, such as asset recovery claims. Ambassadors can support this, for example, by:

- instructing their staff to identify hurdles between their home country and their partner country in mutual legal assistance and asset recovery cases.
- using diplomatic channels to ease the often cumbersome communication process between both countries.
- inquiring about the possibility of home country institutions supporting investigations and even prosecutions at home (the UK's work with the Nigerian Economic and Financial Crimes Commission is a case in point).
- considering support for such processes through diplomatic measures targeting suspected persons (such as visa bans) where appropriate.
- reminding home country companies doing business in-country of UNCAC commitments to abstain from bribery.

(10)(2e)

From: (10)(2e), (10)(2e)**Sent:** 02 June 2010 15:32**To:** Makken, Fa; (10)(2e)**Subject:** FW: Re : Re : Cooperation between Rwandese and Dutch Ombudsmen

ter info; agenda change.

From: (10)(2e) (10)(2e)@yahoo.fr]**Sent:** woensdag 2 juni 2010 15:23**To:** (10)(2e), (10)(2e)**Cc:** (10)(2e)@ombudsman.gov.rw; (10)(2e)@yahoo.fr; (10)(2e)**Subject:** Re : Re : Cooperation between Rwandese and Dutch Ombudsmen

Dear (10)(2e),

The venue and change of time for the VC are well noted.
Best regards,

(10)(2e)

De : "(10)(2e), (10)(2e)" <(10)(2e)@minbuza.nl>**À :** (10)(2e) <(10)(2e)@yahoo.fr>**Cc :** (10)(2e)@ombudsman.gov.rw; (10)(2e)@yahoo.fr; (10)(2e) (10)(2e)@minbuza.nl>**Envoyé le :** Mer 2 juin 2010, 14h 57min 14s**Objet :** RE: Re : Cooperation between Rwandese and Dutch Ombudsmen

Dear (10)(2e)

Please note that the time for the videoconference has changed: from 1200-1430 in stad of 1130-1400. This change is due to unavailability of the DFID-equipment between 1130 and 1200.
The venue for the videoconference will be at DFID/UK embassy.

Best regards,

(10)(2e)

From: (10)(2e) (10)(2e)@yahoo.fr]**Sent:** dinsdag 18 mei 2010 7:52**To:** (10)(2e), (10)(2e), (10)(2e), (10)(2e)**Cc:** (10)(2e)@ombudsman.gov.rw; (10)(2e)@yahoo.fr; (10)(2e), (10)(2e)**Subject:** Re : Cooperation between Rwandese and Dutch Ombudsmen

Dear Mr. (10)(2e),

This is to confirm that the proposed time for the video conference is convenient for us and that the Chief Ombudsman, Mr. Tito RUTAREMARA will attend it in person. For the the broad workfield of the Rwandan Ombudsman's Office, you may refer to its website: www.ombudsman.gov.rw

Best regards,

(10)(2e)

Permanent Secretary

Office of the Ombudsman

Tel. (10)(2e)

De : "(10)(2e), (10)(2e)" <(10)(2e)@minbuza.nl>
À : "(10)(2e), (10)(2e)" <(10)(2e)@minbuza.nl> (10)(2e) (10)(2e)@yahoo.fr>
Cc : (10)(2e)@ombudsman.gov.rw; (10)(2e)@yahoo.fr; "(10)(2e), (10)(2e)" <(10)(2e)@minbuza.nl>
Envoyé le : Lun 17 mai 2010, 13h 35min 24s
Objet : RE: Cooperation between Rwandese and Dutch Ombudsmen

Dear Sirs,

As (10)(2e) is in the netherlands now, I'm taking over.
 Could you please indicate whether it would be possible to have a videoconference on Tuesday June 15 between 11.30 and 14.00 hrs?

Best regards,

(10)(2e)

Political officer
 Dutch Embassy Kigali

(10)(2e)

-----Original Message-----

From: (10)(2e), (10)(2e)
Sent: maandag 3 mei 2010 16:21
To: (10)(2e)
Cc: (10)(2e) (10)(2e) (10)(2e)@yahoo.fr; (10)(2e), (10)(2e)
 (10)(2e), (10)(2e)
Subject: Cooperation between Rwandese and Dutch Ombudsmen

Dear Sirs,

At our meeting on April 16 last, you provided us with a briefing document on the proposal for institutional cooperation between the Rwandan Ombudsman and the Dutch Ombudsman. The document was sent to the Netherlands, i.e. to the directorate within the Ministry of Foreign Affairs that deals with this proposed programme and to the Ombudsman himself, for their information and perusal. The documentation has resulted in the following feedback.

There is a clear and apparent willingness on the side of the Dutch Ombudsman to engage in this institutional cooperation. The documentation provides ample ground to further explore the content of that cooperation, which we could discuss during our videoconference in the second half of June. A concrete suggestion for a timeslot to hold this conference would be on Tuesday June 15 between 11.30 and 14.00 hrs. Could you kindly verify whether this would be convenient to you?

Initial reflections on your briefing document are the following:

- Capacity building:

There is much scope for cooperation. The Dutch Ombudsman has much expertise in the provision of training. Furthermore, recently a representative of their organisation recently came from Rwanda where he was engaged in police / justice training.

- The suggestion was made that it might be useful to have the Dutch Ombudsman visit your offices first, so as to determine optimal usefulness of the return visit to the Netherlands. F.i. there is no anti corruption commission within the Ombudsman in the Netherlands, but we could consider visiting the appropriate anti corruption entities in the Netherlands instead, i.e. Ministry of Justice, Prosecutor General etc. An initial visit to Rwanda could finetune the most appropriate avenues for cooperation.

- Internships are somewhat complicated as the Ombudsman operates in Dutch only and translation of courses would require rather a lot of investment.

The suggestion is therefore to concentrate on the first two ideas during the videoconference. We would propose to have the vc done by both Ombudsmen in person, so that they could be acquainted. Mr Brenninkmeyer, the Dutch Ombudsman, has reserved the timeslot in his agenda. It is suggested that after this initial high-level discussion discussions could continue at the level of directors to discuss more in detail.

Enclosed please find a summary of the annual report 2008 of the Dutch Ombudsman fyi. Would you perhaps have some information available that would allow your Dutch counterparts to study the broad workfield of the Rwandan Ombudsman?

Looking forward to hearing from you,

(10)(2e) (10)(2e)
(10)(2e)

First Secretary
Governance, Justice and Law
Embassy of the Kingdom of the Netherlands
Boulevard de l'Umuganda
P.O. Box 6613
Kigali
Rwanda

Tel: (10)(2e)
Fax:

(10)(2e) (10)(2e) (10)(2e)

Governance, Justice and Law
Embassy of the Kingdom of the Netherlands
Boulevard de l'Umuganda
P.O. Box 6613
Kigali
Rwanda

Tel: (10)(2e)
Fax:

Help save paper! Do you really need to print this email?

Dit bericht kan informatie bevatten die niet voor u is bestemd. Indien u niet de geadresseerde bent of dit bericht

abusievelijk aan u is toegezonden, wordt u verzocht dat aan de afzender te melden en het bericht te verwijderen. De Staat aanvaardt geen aansprakelijkheid voor schade, van welke aard ook, die verband houdt met risico's verbonden aan het elektronisch verzenden van berichten.

This message may contain information that is not intended for you. If you are not the addressee or if this message was sent to you by mistake, you are requested to inform the sender and delete the message. The State accepts no liability for damage of any kind resulting from the risks inherent in the electronic transmission of messages.

Free emoticons for your email [Click Here!](#)



(d) Ombudsman

(10)(2e), (10)(2e)

From: (10)(2e)
Sent: dinsdag 20 april 2010 14:45
To: (10)(2e), (10)(2e), (10)(2e), (10)(2e)
Cc: (10)(2e), (10)(2e), (10)(2e), (10)(2e) Makken, Fa
Subject: RE: Samenwerking NL en Rwandese Ombudsman

Beste (10)(2e),

Veel dank voor dit bericht. Wij denken ook dat dit een prima basis is voor nader overleg in een videoconferentie en zullen zo snel mogelijk met de Nederlandse ombudsman hierover overleg hebben en aandringen op zo concreet mogelijke uitwerking van het plan. Het organiseren van een videoconferentie begin juni ligt derhalve voor de hand. Kan dat bij jullie op de post?

Ik kom spoedig bij je terug met terugkoppeling van onze bevindingen bij de ombudsman hier en een voorstel voor een datum voor de videoconferentie.

Hartelijke groet,

(10)(2e)

-----Original Message-----

From: (10)(2e), (10)(2e)
Sent: maandag 19 april 2010 17:16
To: (10)(2e), (10)(2e)
Cc: (10)(2e), (10)(2e), (10)(2e), (10)(2e) Makken, Fa
Subject: Samenwerking NL en Rwandese Ombudsman

Beste (10)(2e),

Bijgaand de scan van een door de Rwandese Ombudsman opgesteld document dat nav de suggesties uit NL van 3 maart jl. werd geformuleerd. O.i. biedt het een prima basis voor een nadere brainstorm via videoconference. Wij vernemen graag van jullie en van de NL counterpart wat jullie ideeën zijn terzake. Ons voorstel zou zijn in tweede week van juni een videoconference te organiseren. Tijdens die vc zou wellicht al een voorstel voor een tailormade bezoekprogramma besproken kunnen worden, welke kan dienen als een soort TOR en op basis waarvan een wat concretere invulling kan worden besproken van de wederzijdse behoeften en ideeën. Zoals eerder gemeld het zou een bezoek aan NL betreffen van de Ombudsman himself, Tito Rutaremara, met een aantal van zijn directeuren. Vooralsnog lijkt juli of september een mooie richtdatum voor die missie.

We horen graag van jullie.

Met groet

(10)(2e)

-----Original Message-----

From: (10)(2e), (10)(2e)
Sent: maandag 19 april 2010 16:53
To: (10)(2e), (10)(2e)
Subject: FW:P'se attached your scan.Thanks (10)(2e)

(10)(2e), (10)(2e)

From: (10)(2e), (10)(2e)
Sent: vrijdag 16 april 2010 12:22
To: (10)(2e), (10)(2e)
Subject: Accepted: Bezoek dpt Ombudsman (10)(2e) en (10)(2e)

(10)(2e), (10)(2e)

From: (10)(2e), (10)(2e)
Sent: maandag 19 april 2010 17:16
To: (10)(2e), (10)(2e)
Cc: (10)(2e), (10)(2e), (10)(2e), (10)(2e), (10)(2e) Makken, Fa
Subject: Samenwerking NL en Rwandese Ombudsman

Attachments: Scannen0001.pdf



Scannen0001.pdf
(923 KB)

este(10)(2e)

Bijgaand de scan van een door de Rwandese Ombudsman opgesteld document dat nav de suggesties uit NL van 3 maart jl. werd geformuleerd. O.i. biedt het een prima basis voor een nadere brainstorm via videoconference. Wij vernemen graag van jullie en van de NL counterpart wat jullie ideeën zijn terzake. Ons voorstel zou zijn in tweede week van juni een videoconference te organiseren. Tijdens die vc zou wellicht al een voorstel voor een tailormade bezoekprogramma besproken kunnen worden, welke kan dienen als een soort TOR en op basis waarvan een wat concretere invulling kan worden besproken van de wederzijdse behoeften en ideeën. Zoals eerder gemeld het zou een bezoek aan NL betreffen van de Ombudsman himself, Tito Rutaremara, met een aantal van zijn directeuren. Vooralsnog lijkt juli of september een mooie richtdatum voor die missie.

We horen graag van jullie.

Met groet

(10)(2e)

-----Original Message-----

From: (10)(2e), (10)(2e)
Sent: maandag 19 april 2010 16:53
To: (10)(2e), (10)(2e)
Subject: FW:P'se attached your scan.Thanks (10)(2e)

INSTITUTIONAL COOPERATION: Rwanda and Dutch Ombudsman Offices

The National Ombudsman office of Rwanda was founded in 2003 basing on Article 182 of 2003 Rwanda Constitution. The office is an independence institution. It has the mandate to prevent and fight injustices and combat corruption in government institutions, public bodies and private institutions. It employs approximately forty five persons. The Rwanda Ombudsman office wishes to have a joint cooperation with the Dutch Ombudsman in order to exchange the knowledge and learn from the experience of the Dutch Ombudsman gained since its establishment in 1982. This cooperation will significantly benefit the Rwanda Ombudsman since it is a newly established office. This institutional cooperation will be in three ways; capacity building, internships and study visits to the Dutch Ombudsman.

1. Capacity Building

Capacity building would be done through workshops and training courses on complaints handling, organisational structure, communication skills, mediation and conflict resolution skills, formulation of recommendations e.t.c, to assist the Rwanda Ombudsman staff in discovering the best practices and options for structuring and organising their work.

Training courses can be divided into two; short courses and long term courses. Short courses may cover communication skills, complaints handling, good administrative behaviour, ethics, accountability and corruption prevention, combating fraud in government, business and civil society organisatios, investigative techniques, improving public service delivery, Asset tracing and recovery, Asset management, mediation and negotiation skills, Public Integrity, procurement audit, managing diversity etc, while long term courses may include a master's programme course on conflict resolution, good governance, and Counter Fraud and Corruption Studies.

Some of the short courses would be undertaken within Rwanda and others abroad, while Master's programme courses would be pursued in foreign countries since there are no national education institutions that offer such courses.