



Engagement with Parliament



Core Business



Stakeholders' Engagement



Corporate social responsibility

FOREWORD BY THE AUDITOR GENERAL



Dear esteemed stakeholders,

I am pleased to welcome you to this edition of OAG Newsletter.

The existence of Office of the Auditor General of State Finances (OAG) is among the key results of Rwandan transparent and accountable leadership. With this, OAG is indebted to the citizens for making sure that the national budget is used in people's interest and country's development. Your daily support as stakeholders is indispensable to us and contributes to the success of OAG.

For successful and positive impact, OAG is pro-actively educating targeted stakeholders especially those in charge of public finances management and public entities' senior managers. In addition, a newly initiated preventive audit has started to yield results in deterring mismanagement of public resources. This aligns with the Priority area 5 of Transformational Governance Pillar of the National Strategy for transformation (NST1).

This issue highlights the impact of audit activities, what stakeholders in general and citizens in particular expect from Office of the Auditor General of state Finances (OAG), engagement activities with stakeholders; and how impactful are OAG activities.

This audit cycle 2022/2023, OAG targets to audit over 95% of the national expenditure. This is in addition to Government Business Enterprises and performance audit per each sector of the economy. One of the objectives of public audit is to ensure that public resources are used only for intended purpose.

Lastly, my appreciation goes to the entire editorial team and those who in one way or another have contributed to the publication of this edition.

Enjoy the reading!

Kamuhire Alexis, FCCA
Auditor General

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ENGAGEMENT WITH PARLIAMENT



By **Frodouard Muragijimana**



Senate president, Auditor General and members of Senate's bureau posing for a group photo(Photo: Parliament)

January 18, 2023, The Auditor General Alexis Kamuhire respectively met with Senate President, Rt. Hon. Dr. Kalinda Francois Xavier and Speaker Hon. Mukabalisa Donatille. The discussions focused mainly on working relations and collaboration between the Parliament and the Auditor General's Office of State Finances (OAG). This engagement was in line with the sixth principle of INTOSAI - P12: "Communicating effectively with stakeholders."

During this engagement, the Auditor General briefed the legislature on the OAG's status and the progress of implementation of the audit cycle 2022-2023 and emphasized on the recently introduced preventive audits aiming at helping auditees and other relevant stakeholders to take prompt corrective action to prevent some losses before they actually occur/materialize.





"This fiscal year 2022-2023, we are targeting to audit 95% of the national budget, and each year we aim higher. The target increased from 91%, the percentage of the audited national expenditure last year." The Auditor General told the lawmakers. Besides the set higher target, OAG will always strive for both impactful & timely reporting.

Expressing the role played by stakeholders, the Auditor General told the members of two bureaux of Parliament that OAG remains appreciative for continued support from the Parliament.

Both Senate president and speaker appreciated this meeting, and solicited for frequent engagements. The lawmakers commended the OAG for the efforts striving to audit over 95% of the national expenditure, and most importantly for conducting preventive audits.



The Auditor General meeting with the Speaker and members of bureau for Deputies' Chamber (Photo: Parliament)





TWO DECADES AND HALF OF RESILIENCE PERFORMANCE AND BUILDING TRUST



By Gentil NKOMEZI

Genesis of OAG Rwanda

Aristotle, the Greek Philosopher said "Since these offices handle public Money, there must of necessity be another office that examines and audits them". Audit is important to provide assurance that activities are being conducted as planned, and resources are being utilised for the intended purpose. Some school of thoughts would say that audit is a new concept of governance and transparency and yet audit has been there since time immemorial. The proof is well shown by the statement of the ancient Greek philosopher, as stated above. The Office of the Auditor General of state Finances (OAG) was established in 1998, by law No 05/98 of 04/6/1998. It became the SAI of Rwanda in June 2003. You may wonder before 1998 if Rwanda did have a Supreme Audit Institution, there was *cour des comptes*.

OAG mandate is enshrined in articles 165 and 166 of the Constitution of the Republic of Rwanda of June 2003 revised in 2015. The detailed mandate of OAG is governed by law No 79/2013 of 11/09/2013. This law superseded the law No 05/98.

The Office started in a very humble way: The Director of National Budget under ministry of Finance and Economic Planning was appointed and tasked to recruit audit staff to start the OAG. He left his former Office with an Administrative assistant and Driver to start conceptualisation of the new Office. This was the pioneer Auditor General.

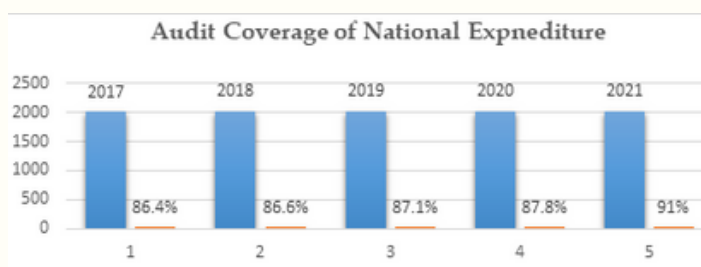
It was not easy to tell people about audit when the country was still struggling to recover from the 1994 Genocide against Tutsi. Most of the public Institutions could not prepare financial statements. Basically the financial records could be traced in cash books. You can wonder, what was the basis of audit without financial statements! Auditors would look for a source that would be more comprehensive for all needed information to carry out some audit tests, the right source document was bank statement. It was not easy by then to do sampling using bank statements. However audit work would be conducted in compliance with audit standards. The office has grown from auditing 22 entities in 2000 to 229 in 2023. Staff grown up from 29 in 2000 to over 230 in 2023

Audit as one of the ways of enhancing accountability, transparency and Good Governance

Currently, OAG carries out four main types of audits: Financial & Compliance audit, Performance and IT audit. OAG carries as well some special audits. At formative stage OAG would only conduct financial audit.



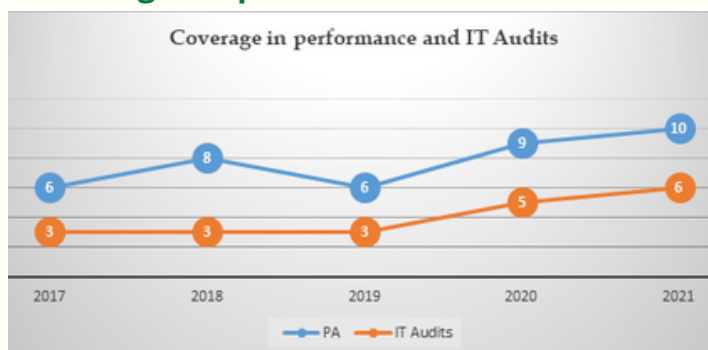
Today, OAG produces over two hundred of audit reports as shown below. The audit coverage has increased from 86.4% to 91% of National Budget expenditure as described below:



Source: OAG Annual audit reports

Performance audits and IT audits increased from 6 and 3 in 2017 to 10 and 6 in 2021; respectively.

Coverage in performance and IT Audits



Source: OAG Annual audit reports

Performance audit as way of responding to citizens' demand

One of the objectives of INTOSAI P-12: The value and benefits of SAIs- Making a difference to the lives of citizens, requires SAIs to demonstrate ongoing relevance to citizens, Parliament and other stakeholders. This implies that SAIs must devise means to respond appropriately to the challenges of citizens, the expectations of different stakeholders.

Performance auditing as an independent and objective examination of government undertakings, programs or organizations, relating to one or more of the three aspects of economy, efficiency and effectiveness, with the aim of leading to improvements and the likely impact of those improvements.

OAG Introduced performance audit in 2005 and first performance audit report was published in 2007: "Effectiveness of maternal health care delivered in Rwanda". Performance audit reports increased year per year. Now OAG is publishing over 10 audit reports each year. Their impact is noteworthy as commended by Parliament and appreciated by other stakeholders like AFROSAI-E. So far, OAG tackles all major sectors in conducting performance audits.

OAG won the best Performance Audit Report Award in the African Organisation of English Speaking Supreme Audit Institutions (AFROSAI-E) region in 2016 for its report on "Utilization and Maintenance of Irrigation and Mechanization Equipment". The award was announced on 9th May 2016 during the 13th meeting of the AFROSAI-E Governing Board which took place in Abuja, Nigeria. The overall objective of the audit was to assess whether irrigation and mechanization equipment under the responsibility of former Irrigation and Mechanisation Task Force had been adequately utilized and maintained to contribute to increased agricultural productivity. We strongly believe that it is high time to win another international prize.



Building and strengthening professional audit capacity

OAG is labour intensive Institution, and one of the critical success factors include hiring, retaining and developing human capital within OAG.

Currently OAG counts 32 % of audit staff members who are professionally qualified (ACCA, CPA, CISA, etc.) unlike when the Office started, had no any qualified accountant.



Source: OAG Annual audit reports

OAG sponsors its staff members who are undertaking the professional courses, and majority are at final stage in various fields of professional courses. Currently, OAG is expanding to other professional courses other than accounting and auditing. OAG staff members get opportunities and exposures to attend international workshops and fora organized by INTOSAI Community.

OAG has so far hosted a number of these workshops in the framework of the INTOSAI. In 2018 OAG hosted two major meetings that were at continental level: 15th Governing Board of AFROSAI-E and 8th annual meeting of AFROSAI WGEA in May and September 2018 respectively. OAG hosted also various regional workshops.

I believe that OAG Rwanda will be the 4th African SAI to host International Congress of Supreme Audit Institutions (INCOSAI) that is held every three years. The triennial event has already held by SAIs of South Africa, Kenya and next meeting will be held by SAI Egypt in 2025 for the second time as SAI Egypt hosted it for the first time in 1995.

Goal congruence between auditees and auditors

There are number of shared successes between auditors and audited entities, thus goal congruence between the two stakeholders. At formative stage, some auditees used to avoid audit as much as they can.

However, currently OAG receives various Institutions requesting to be audited.

The modern audit is risk based audit, depending on the risk assessment some of the Institutions may not be considered to be audited in case the result of risk profiling has ranked the entity low risk entity. It happens for new established institutions, most of them request to be audited by OAG.

There are various fora in which OAG meets with accounting Officers to devise means and ways to accelerate implementation of audit recommendations.





What enabled OAG to achieve these successes in such a shorter time?

Major factor of OAG achievements is result of visionary leadership of the country. There is high political will to support OAG in order to sustain robust systems of accountability and transparency in Rwanda. OAG Mandate is well enshrined in the Constitution of Rwanda, and this is in line of principle one of INTOSAI-P 10: Mexico Declaration on SAI Independence.

Allow me to borrow some words from the speech of His Excellency Paul Kagame during 20th anniversary of commemoration of Genocide against Tutsi. He said that Rwanda made three fundamental choices that guide us to this day: **Stay together, accountability and think big.** I would like to bring to your attention the detailed explanation on accountability in the same speech:

"When we decentralize power and decision-making into the towns and hills across the country — we are being accountable. When we work with development partners to ensure that their support benefits all our citizens, — we are being accountable. When we award scholarships and appoint public servants based on merit, without discrimination, — we are being accountable. When we sanction an official, no matter how high-ranking, who abuses their power or engages in corruption, — we are being accountable. As a result, our citizens expect more from government, and they deserve it".

The accountability is real in Rwanda at all levels, and I consider this statement as an audit program while I'm conducting audits. To attest the level of accountability from Village level up to National level gatherings, I'm sure that we can find a lot of facts. Just to mention few of them: Look at proceedings and resolutions of the three last National leadership retreat and National *Umushyikirano* Council.

OAG audit reports become impactful to the society after being analysed by Parliament of Rwanda, through Public Account Committee (PAC). This help to hold executive accountable. Also Parliament has shown interest and supported OAG to enhance its legal framework and organisational development.

There is unflawed working relationship with the government. OAG is always supportive via various fora with public institutions to discuss on sound management of public resources. OAG would not be where it is today without support from development partners since early 2000s.

Last but not least; OAG is subject to periodical reviews by INTOSAI Community, and the reviews helped to assess how we comply with audit standards and principles.

The audit of public Institutions is not an easy job, some challenges are there including staff turnover, but OAG always finds a way to sustain its performance.





The SAI also believes strongly that somehow staff turnover is a good thing as those who leave may become good ambassadors for the SAI Rwanda and use their skills to benefit the wider Rwandan community and business. However, too high turnover, especially among more senior and experienced staff can result in the loss of important institutional knowledge and experience and be costly, requiring training of new staff.

OAG is an affective member of INTOSAI, member of audit commission of the organisations in which Rwanda is a member like EAC, COMESA, etc. My dream is to see one day OAG among United Nations Board of Auditors whose joint responsibility is to audit the accounts of the United Nations organization and its funds and programmes.

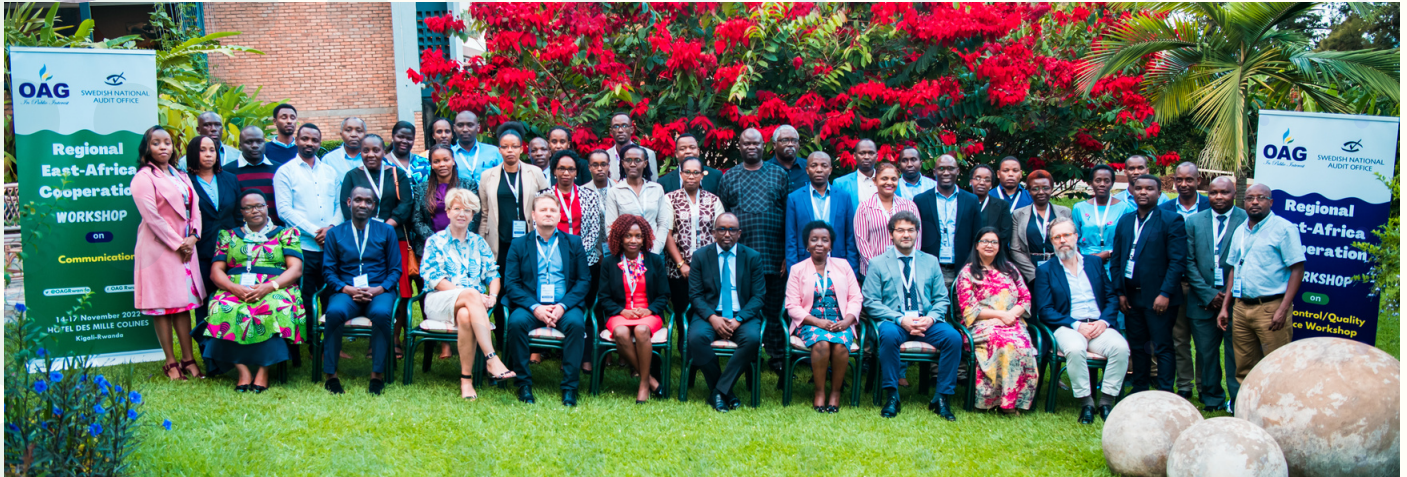
OAG remains committed to contribute for achievements of the targets set in vision 2050: The Rwanda we want: Prosperity and high quality of life for all Rwandans. We strongly believe that sustainable development can be achieved when scarce resources are used for priorities that are translated into National Budget approved by Parliament and other competent organs.



OAG HOSTS REGIONAL WORKSHOPS ON QUALITY ASSURANCE, QUALITY CONTROL AND COMMUNICATION



By **Frodouard Muragijimana**



Participants posing for the group photo at the closing of the workshops (Photo: OAG Rwanda)

From 14th to 17th November 2022, At Hotel de Mille Collines located in the heart of Kigali City; The Office of the Auditor General of the State finances (OAG Rwanda) hosted two parallel 3- day workshops on Quality assurance, Quality control and Communication.

The aforementioned workshops were facilitated by international skilled and experienced facilitators from the Swedish National Audit Office (SNAO) and African Organisation of English-speaking Supreme Audit Institutions(AFROSAI-E); and brought together communication, quality assurance and quality control experts from East Africa region's Supreme Audit Institutions (SAIs).

The first is a regional workshop on communication aimed at training communication experts on "Strategic and Operational Planning of SAI's External Relations and Communication".

The purpose was to develop the participants' ability plan and conduct external communication and external relations activities that correspond to the objectives for their respective SAI. The second one is a regional workshop on Quality assurance and Quality control.

During the official opening session, Mr Alexis Kamuhire, The Auditor General of Rwanda, reminded the participants that the citizens' expect a lot from them and their respective supreme audit institutions.

"I would like to remind you that public expects a lot from us. Citizens want assurance on the use of public funds, they want the budget approved by our respective parliament changing their lives in all aspects-Agriculture and food security, good Education, health, security, job creation, economy growth, social improvement, Justice for all, and human rights."



Rwanda's Auditor General opening officially the QA/QC and Communication workshop (Photo: OAG Rwanda)

The two above parallel workshops were organized and conducted in the framework of the Swedish National Audit Office's initiative - Regional East-African Cooperation. Through umbrella, where the Swedish National Audit Office and the Supreme Audit Institutions (SAI) of Kenya (OAG Kenya), Rwanda (OAG Rwanda), Tanzania (NAO Tanzania), and Uganda (OAG Uganda) have agreed to cooperate.



One of the facilitators lecturing at the QA/QC workshop (Photo: OAG Rwanda)



One of participants sharing best practices at Communication workshop (Photo: OAG Rwanda)



RISK MANAGEMENT, A MUST DO FOR ALL



By Robert Agaba



Public and Private organizations are striving to achieve their ambitious targets. Organizations struggle to cope up with the changing environment as well respond to existing and emerging risks.

Presently, organizations are observing corporate governance principles and other best practices in the view to effectively address their challenges, thus achieve their objectives.

Nowadays, The emerging technologies have associated risks that could adversely affect organisations' performance. This therefore calls for board members and Managers to ensure that organizations are appropriately structured, and have continuous process for identifying, assessing, responding and monitoring of risks.





In Rwanda, risk management has become a must do for all public sector entities. Necessary legal instruments and guidelines on risk management have been put in place by the Ministry of Finance and Economic Planning (MINECOFIN). In a bid to enhance the skills and knowledge pertaining to risk management, Staff from public entities are being trained on risk management so that they can work with their boards, management and colleagues to mitigate risks.

From 12th to 16th November 2022, staff from office of Auditor General attended a training on risk management organized by the Institute of the internal auditors- Rwanda Chapter. The training attracted people from both public and public organizations.

The training embarked more on understanding the importance of risk management, the process of risk management, knowing the key players in risk management and their specific roles with regard to establishment of risk management, risk management framework, risk identification, risk assessment, risk treatment, risk monitoring and reporting.

The training was also more on understanding the importance of the boards and management's leadership and commitment in enhancing organizational performances and risk management through adherence to organizational policies, procedures and ethical values among others.

It was observed that risk management should be a concern for all people within an organization, if risks are to be appropriately responded to.

The boards and management for organizations should therefore endeavor to establish the appropriate risk management structures that proactively respond to existing and emerging risks. They should also ensure that Risk management should be embedded in organizations' process, values and culture.

Successful organizations embrace innovation and creativity, stick on its values, value their customers and employees, ensure that appropriate structures, policies and procedures that respond to organizational strategic and operational objectives are established and implemented accordingly.

In research conducted by Peters and Waterman, the following were identified as the key attributes for successful companies:

- **A Bias for Action-** Excellent companies favour method that encourage a rapid and appropriate response to problems and issues.





- **Close to the Customer-Excellent** companies really get close to their customers and encourage them to help improve the product, quality, reliability and service.
- **Autonomy and Entrepreneurship-** Excellent companies encourages innovation and creativity in employees
- **Productivity Through People-** Excellent Companies treat their workers with respect and dignity and see them as partners.
- **Simple Form, Lean Staff-** Excellent companies' use a simple structure with small units that provides greater flexibility.
- **Hands-on-value-driven-** Excellent Companies must be clear about value system, what they stand for and how they can shape and sustain these values among the workforce.
- **Stick to the Knitting-** Excellent companies stick to knitting by doing what they can do best.

- **Simultaneous Loose- Tight Properties-** Excellent companies manage to control things tightly while at the same time allowing and encouraging individual innovation, autonomy and entrepreneurship.

With abrupt changes taking place worldwide, organizations should endeavor to be proactive and ensure that any risks emerging are identified and monitored for timely action.

Organizations should also endeavor to share experiences and knowledge with its stakeholders such as the professional bodies, research centers and among others in view to have more insights and practical ways of mitigating risks.

Risk management is not an end in itself, but a means to an end, which is to achieve an organization objectives.



Staying closer to customer is one of key attributes for successful companies



AUDITOR GENERAL CLARIFIES “THE ROLE OF OAG IN SOUND MANAGEMENT OF PUBLIC RESOURCES”



By Jean Rurangwa



Rwanda's Auditor General delivering a session to Rwanda Polytechnic's Senior Management (Photo: RP)

Rwanda's Auditor General has clarified to the Rwanda Polytechnic's Senior Management the daily role played by the Office of the Auditor General of State Finances, as a Rwandan Supreme Audit Institution, in managing the public funds and utilizing it prudently for the improvement of citizens lives and durable country development. This presentation was delivered on the 17th December 2022 during a two-day retreat of RP senior management that took place at Mantis Epic Hotel located in Nyagatare District- Eastern part of the country.

The RP Senior Managers workshop retreat was organised by the management of Rwanda Polytechnic and gathered around 39 participants comprising of RP Senior staff from the Head Office and from its Colleges, known as IPRCs namely Vice Chancellor (VC), Deputy Vice Chancellors(DVCs), Principals, Deputy Principals, Division managers, and other staff with key roles.





The retreat's intention was to discuss and exchange on key institutional development issues and other issues of concern affecting Rwanda Polytechnic's day-to-day management. Again, this workshop retreat seeks to provide more structured and consistent support to enable decision makers to better discharge their responsibilities, including provision of greater clarity around institutional expectations, more systematic provision of technical and/or strategic support, as well as better access to information, best practices, information exchange and peer support for the future institutional betterment.

“

“Guided by our constitutional mandate, OAG will continue to play a critical role for ensuring that public funds are used for the intended purpose as per the voted budget by parliament; and impact can be seen when recommendations are implemented.”

”

Referring the INTOSAI-P 12: Value and Benefits of Supreme Audit Institutions (SAIs): Making Difference to the lives of Citizens; The Auditor General of Rwanda told the RP Senior Managers that OAG will continue to strengthen the accountability, transparency and integrity of government and public sector entities.

During the aforementioned session, The Auditor General highlighted how the stages of the OAG audit cycle are conducted from Overall Planning in May (each year) to Plenary and Hearing on Auditor General's report that mostly takes place between July and November. The RP's Senior Management discussed about the audit opinions obtained by their institution in the year ended by 30 June 2021 and why; how they have implemented the Auditor General's recommendations. and measures for improvement in Public Finance Management (PFM).



The participants committed themselves to do their best for the improvement of financial management and quality service delivery.





OAG RWANDA AND UK NAO TIE FOR 5 YEAR BILATERAL COOPERATION



By **Frodouard Muragijimana**



Alexis Kamuhire, the Auditor General of OAG Rwanda and Gareth Davies, the Comptroller and Auditor General of UK NAO signing a five year Work Programme of bilateral cooperation Between UK NAO and OAG Rwanda.

Wednesday, 22nd February 2023 in London-UK; Alexis Kamuhire, the Auditor General of OAG Rwanda and Gareth Davies, the Comptroller and Auditor General of United Kingdom National Audit Office (UK NAO) have signed a five year Work Programme of bilateral cooperation Between UK NAO and OAG Rwanda.





Building on earlier discussions since 2021; and the December 2022 scoping visit by UK NAO to OAG Rwanda, two offices entered the next phase of the partnership. The cooperation (2023-2027) will focus mainly on: Information System (IS/IT) infrastructure acquisition & IS/IT audit development; Audit Quality assurance; Impactful audit reporting & effective communication to stakeholders; and knowledge sharing.



Alexis Kamuhire, the Auditor General of OAG Rwanda and Gareth Davies, the Comptroller and Auditor General of UK NAO (in the middle) Posing for a group photo (Feb. 2023)

"We believe this partnership to benefit both sides, equip staff from two offices with professional skills and help them to exchange experiences." Concluded Alexis Kamuhire, the Auditor General of Rwanda.

Besides signing this agreement; among other activities during the visit; The Auditor General of Rwanda also paid a courtesy visit to the Foreign, Commonwealth & Development Office's (FCDO) Headquarters in London; where he was received by the Director of International Financing.

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OAG received Ms Corinne Roxanne Tanner and Mr Christopher John Groom from UK National Audit Office and worked together in scoping for a new partnership.



MEETING CITIZENS' EXPECTATIONS & CULTIVATING TRANSPARENCY AND ACCOUNTABILITY



By **Frodouard Muragijimana**

Since the legal establishment of OAG in 1998, Citizens have been expecting it to become a watching eye for the sound management of the public resources. Good enough, the constitutional mandate to OAG does not say differently to this expectation. To meet this citizens' expectation and fulfill constitutional mandate, cultivating both moral and professional values was the first step; and the emphasis was put in promoting accountability, transparency and judicious management of public resources.

"No one can give what he/she does not have"

Auditors have to be guided by a set of ethical requirements that help them conducting impactful audits and produce quality, factual and unbiased audit reports. Specifically, beyond the professional competence, skills, and sound judgment, responsibility, high level of confidentiality, good conduct and behavior; All OAG team from assistant auditor to the Auditor General share the same moral values including mainly: integrity, Objectivity, professionalism, innovation and in people's interest.

Walking the talk is the only weapon that enables OAG team in fulfilling its mission of conducting audit of government institutions as a means of assuring stakeholders that public resources are being utilized for national priorities and wellbeing of citizens

Through audit, and with the above mentioned values, Auditors conduct independent analyses and formulate audit opinions on the financial statements of the audited institutions in accordance with the audit standards, and carry out the relevant tests, investigations, and checks judged necessary to achieve the objectives.

In audit reports, the Auditor General expresses an opinion on the true and the fair view of the financial statements as well as on the adherence to the laws, regulations and procedures in force.

Impact of the Audits conducted by OAG

The Office of the Auditor General of State Finances first of all plays a preventive role, and its existence leads to various improvements in the management of the public funds.





- During and after the audit, in some cases, the recommendations are implemented without awaiting the publication of the reports; and a certain number of measures are taken following the audit reports: recovery of funds, disciplinary measures, legal actions and corrections of other irregularities and weaknesses.

- It is within this framework that the audit becomes not only a tool for correction but also for prevention of management weaknesses. Thus, promoting transparency and cultivating accountability.

- The reports of the Auditor General highlight financial management and structural problems which must be solved by the entity concerned. Thus, the observations and recommendations of the Office of the Auditor General can lead to additional regulations which improve the operations of the Government and lead to an efficient use of public funds.

- **Increase the number of entities obtaining unqualified audit opinion by 2024**

- Every year, the Parliamentarians vote for the national budget to be used in national priorities aiming at fostering the citizens' welfare and the country's economic development. This budget is shared among different entities that are responsible for its execution and the transformation of citizens' lives, with a view of having sustainable development.

For lawful and vigilant expenditure, the budget has to be spent in line with the country's vision, the 7-year government program (7YGP) and other selected priorities.

After the utilization of the national budget, OAG comes as an external eye verifying the compliance with laws and regulations in tendering processes and budget execution; and value for money invested in various public activities.

With reference to the 7 Years Government Programme: National Strategy for Transformation (NST1); The target is to increase the number of entities obtaining unqualified audit opinion on financial statements and compliance with laws and regulations from 50% (2016/17) to 80% by 2023/24.



Pictorial

The Auditor General, Mr Alexis Kamuhire and Amb. Christine Nkulikiyinka CEO of Rwanda Cooperation meeting with the Foreign Affairs Minister of Mali



Guided tour of Rwanda's Auditor General in BVG premises /MALI

Auditor General of Rwanda meeting with the Economy and Finance Minister of Mali



Auditor General of Rwanda meet with the President of the Accounts Section which is the Supreme Audit Institution of Mali





IS CORPORATE SOCIAL RESPONSIBILITY OPTIONAL OR AN OBLIGATION?



By Frodouard Muragijimana

Corporate Social Responsibility (Commonly known as "CSR") is a primarily way of giving back to the community within which we operate. In most cases, this is done either through good deeds or in terms of money.

Nowadays, most of the companies and organizations are doing such activities in order to impact the society which they actually serve through their daily core businesses. Therefore, would CSR be considered as a voluntary initiative or an obligation for all institutions, companies and organizations?

Normally, getting a business company, a public or private institution, Local or International Non-Governmental Organization, Religious beliefs based organizations including churches within a given community is a benefit to the citizens living that area. Besides the products and services offered, these business companies, institutions and organizations contribute again to the improvement of the living style and positive behavioral changes of the people through either education, mobilization or by bringing closer to them, all the needed equipment including hygienic and technological tools.

Understanding and integrating CSR in a business

CSR is a concept itself, and organizations' senior managers have to understand it carefully before investing in it. This enable organizations growing while at the same time providing benefit to the community simultaneously. The more the top management understands the CSR concept, the more it is be understood by the employees.

CSR can be very hard for employees to relate to if we don't make it tangible to their everyday working lives.

- Responsible Business Summit (2013)

In most cases, CSR is described as ethical responsibility when it means returning to what the business is receiving from the society, and it is an initiative when referring to the voluntary action on the part of the business. This concept is again a general responsibility when it comes to the obligation to respect the values of the society; and it is a business responsibility when contributing to the social values along with profit.





Whatever the description and meaning given to CSR concept, it has to be integrated in the organization's daily businesses. "CSR isn't a particular program, it's what we do every day, maximizing positive impact and minimizing negative impact." - Responsible Business Summit (2013)

Philosophy behind remains helpful to both sides!

Successful managers of companies, organizations or public and private institutions know how much benefit they get in CSR activities while making a positive impact to the society at the same time.

CSR improves the beneficiaries' lives and the customers' perception of the donor's brand. Irene Rosenfeld was right when clarifying that

“To build and sustain brands, people love and trust, one must focus-not only on today but also on tomorrow. It's not easy...but balancing the short and long term is key to delivering sustainable, profitable growth-growth that is good for our shareholders but also good for our consumers, our employees, our business partners, the communities where we live and work, and the planet we inhabit



Businesswise, CSR contributes in attracting or retaining employees, and dealing with different areas of people.



OAG Rwanda continues to invest in CSR

Since its establishment, OAG have been investing in CSR activities, the Office liaise with its neighboring public institutions that include the Rwanda Revenue Authority (RRA) and the National Electoral Commission (NEC), in assisting the needy people. The following are key examples from two recent fiscal years namely 2020/2021 and 2021/2022.

In the year ended 30th June 2021, the three institutions supported 108 families of Genocide survivors in Nyaruguru District, Kibeho sector and electrified their homes with solar electricity at the cost of Frw 14,040,000.

90 Genocide survivors in Kigali who were running small businesses (such as selling potato in markets, vegetables, fruits, charcoal and so on), but affected by Covid-19 impact, were supported. Each was given Frw 300,000 Frw to revive their business.





Besides, despite challenges posed by Covid-19, OAG successfully organised Ndi Umunyarwanda forum. Employees met virtually, discussed and shared Rwanda's history and their personal experience in the country's past. The talk was motivated by the desire to rebuild a strong, cohesive community after the Genocide against the Tutsi in 1994 shattered it.

During the financial year ended 30th June 2022, again those above-mentioned three institutions raised forty-four million Rwandan Francs (Frw 44,000,000) to fund the education of 12 best students selected among children born from Bisesero Genocide survivors, in Karongi District and support the social wellbeing of the residents.

The raised money was spent on two activities. Forty (40) million was spent on education while the other four (4) million was spent to buy an electric mill (urusyo) to Bisesero residents. The beneficiaries were selected in partnership with Ibuka, the Umbrella association of Genocide against the Tutsi survivor organizations.

The program is for all institutions

Ending up with this, every Business Company, public or private institution and organization is indebted to the community, its shareholders, workers, consumers, suppliers and even the Government. To comply with this social obligation, doing CSR activities has to be considered as a responsibility not volunteering.

The organizations should keep in mind that surrounding citizens expect much more from them apart from the services and products they sell. It is at this point that they start investing in CSR activities.

The members of the society in which we operate need our hand, and vice-versa, we need their support either in as clients or consumers for our services and products; but also as loyal stakeholders.





ABOUT THE OFFICE OF THE AUDITOR GENERAL OF STATE FINANCES (OAG)

• OAG BACKGROUND

The Office of the Auditor General of state finances [OAG] is the Supreme Audit Institution [SAI] of Rwanda.

OAG was established in 1998, recruited its first 21 staff in 1999 and began operations in 2000.

Since 2003, OAG became Supreme Audit Institution (SAI) of Rwanda, this enhanced its administrative and financial autonomy, acquired since its establishment.

The OAG's daily operations are governed by Law n° 79/2013 of 11/09/2013 determining its mission, organization and functioning.

• OAG LEGAL FRAMEWORK AND MANDATE

According to article 165 of the Constitution of the Republic of Rwanda of 6/2003 revised in 2015, the responsibilities of the Auditor General include the following:

- Auditing revenues and expenditures of the State as well as local administrative entities, public enterprises, parastatal organizations and government projects;

- auditing the finances of the institutions referred to above, particularly verifying whether the expenditures were in conformity with laws and regulations in force and sound management and whether they were necessary; and
- Carrying out all audits of accounts, efficient management, control of the functioning of state organs and institutions mentioned above.

• THE OAG'S VISION

To be a leading institution in promoting accountability, transparency and judicious management of public resources.

• THE OAG'S MISSION

To conduct audit of government institutions as a means of assuring our stakeholders that public resources are being utilized for national priorities and wellbeing of citizens.



• THE OAG'S CORE VALUES



Integrity

To carry out audits with absolute honest, candidness and behaving beyond suspicion and reproach.



Objectivity

To provide unbiased and factual audit conclusions, opinions and reports.



Professionalism

Demonstrating competence, skills, and sound judgment, responsibility, high level of confidentiality, good conduct and behavior.



Innovation

Introducing new ideas and methods of providing audit services to remain relevant in a dynamic audit environment.



In Public Interest

To conduct audit aimed at improving the well-being of citizens.

TYPES OF AUDITS CARRIED OUT BY OAG

Financial audit

Compliance Audit

IT Audit

Performance Audit

Special audits(DLIs, joint audits& special assignment decided by OAG Management or requested by Parliament)





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