



**TRANSPARENCY
INTERNATIONAL**



Rwanda

IMPACT ASSESSMENT OF RWANDA BRIBERY INDEX FOR THE LAST 10 YEARS



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ACRONYMS AND ABBREVIATION

CEO	:	Chief Executive Officer
E	:	Electronic
G2B	:	Government to Business
G2C	:	Government to customers
GoR	:	Government of Rwanda
HEC	:	Higher education council
I & M	:	Investments & Mortgages
IECMS	:	Integrated electronic case management system
MINEDUC	:	Ministry of Education
NPA	:	Norwegian People's Aid
NPPA	:	National Public Prosecution Authority
PPIMA	:	Public Policy Information Monitoring and Advocacy
PPP	:	Public-private partnership
PSF	:	Private Sector Federation
RBA	:	Rwanda Broadcasting Agency
RBI	:	Rwanda Bribery Index
REB	:	Rwanda Education Board
REG	:	Rwanda Energy Group
RGB	:	Rwanda government board
RIB	:	Rwanda Investigation Bureau
RNP	:	Rwanda National Police
RRA	:	Rwanda Revenue Authority
RSB	:	Rwanda Bureau of Standard
RURA	:	Rwanda Utilities Regulatory Authority
TI- RW	:	Transparency International Rwanda
UNCAC	:	United Nations Convention against Corruption
WASAC	:	Water and Sanitation Corporation

I. TRANSPARENCY INTERNATIONAL RWANDA (TI-RW)

Transparency International Rwanda (TI-RW) is a non-governmental and non-profit organization whose mission is to promote good governance and fighting corruption through enhancing integrity values in the Rwandan society.

Over the past decades, the Government of Rwanda (GoR) has made tremendous anticorruption efforts in the fight against corruption mainly through the transformation of social norms about corruption and sanctioning individuals (public and private) for corrupt practices. The anti-corruption machinery has continuously worked to prevent corruption by identifying and reducing vulnerability to corruption and providing clear instructions and adequate actions to enhance the effectiveness of the anticorruption work. E-services, modern information technology in verifying asset declarations, integrating financial management information systems, and managing the procurement process through e-procurement have been instrumental to reduce corruption among public officials. However, despite the high political will, the institutional, policy and legal frameworks established by the GoR to punish the crime of corruption, perpetrators conceive their new and sophisticated techniques to evade the rule of law and indulge in corrupt practices.

Since 2010, Transparency International Rwanda has been conducting Rwanda Bribery Index (RBI) to assess experiences and perceptions of Rwandans with regard to service delivery and corruption in the country. It focuses on petty corruption or bribes which is an offer or exchange of money, services or other valuables to influence the judgment or conduct of a person in a position of entrusted power (Transparency International, U4 Anti-Corruption Resource Centre). The bribe is occurring during the interaction between the public official in decision-making positions and the public/citizens when they need a service. The Rwanda Bribery Index is used to examine which service providers are most involved in asking or receiving bribes, whether respondents have had to pay a bribe for a particular public service and how many times in the past year they paid a bribe as well as the amount of the bribe Paid.

RBI is one of activities implemented by Transparency International Rwanda under Public Policy Information Monitoring and Advocacy (PPIMA) programme, funded by Norwegian People's Aid (NPA).

II. BACKGROUND

TI-RW has been publishing the Rwanda bribery index (RIB), since the first edition of RBI in 2010 up to the last publication in 2021. TI-RW witnessed great interest of public institutions in regards to RBI findings, Similarly, commendable actions were initiated by various institutions to fill existing gaps for corruption practices to occur.

The data provided was an evidence-based advocacy used by Transparency International Rwanda as a local actor, Civil Society involved in the fighting against corruption. As the United Nations Convention against Corruption (UNCAC) put it, a fundamental instrument guiding the anticorruption activities carried out by the United Nations and the Member States thereof, stipulates, in Article 13, that the Member States should “promote the active participation of individuals and groups outside the public sector, such as civil society, non-governmental organizations and community-based organizations, in the prevention of and the fight against corruption” (United Nations 2004, 14). Therefore, one of the most important elements that should be incorporated in any national anti-corruption strategy is the mechanism that would allow for the civil society to provide input for the government in defying corruption.

Therefore, one of the most important elements that should be incorporated in any national anticorruption strategy is the mechanism that would allow for the civil society to provide input for the government in defying corruption. Thus no doubt that RBI has contributed to the noticeable improvements in fighting against corruption in Rwanda.

Basing on the above background, TI-RW would like to assess the impact of RBI to continue to reshape how this tool can serve further to curb corruption in Rwanda.

III. GENERAL OBJECTIVES

The impact assessment will focus on the following key objectives:

1. Assess the relevance of annual publication of RBI from the target group point of views.
2. Assess the coverage at which RBI's findings are disseminated.
3. Assess the contribution in promoting innovative service delivery chain.
4. Examine the contribution in establishing institutional arrangements in order to promote transparent and accountable governance.
5. Assess the contribution to establish responsive and effective anti-corruption mechanisms
6. Assess the contribution to enhance culture of reporting corruption
7. Assess the extent to which RBI recommendations have been implemented by concerned anti-corruption actors
8. Collect key recommendation from stakeholders on how annual RBI can effectively serve as one of the existing anti-corruption strategies in Rwanda.

IV. SCOPE OF WORK

The assessment has a national coverage and involve all stakeholders:

- ❖ **Institutions:** public and private,
- ❖ **Public servants:** high officials and staff,
- ❖ **Businesspeople:** owners, top managers, employees, and
- ❖ **Beneficiaries:** services seekers.

Additionally, this assessment will give more consideration to the Experiences from Office of the Ombudsman, RGB, RNP, Chief Justice/ Supreme Court, Prosecution/ NPPA, RIB, PSF to mention few.

V. METHODOLOGY

The approach for the assignment will be mainly the use qualitative data by collecting views of stakeholders on the impact of Rwanda bribery index for the last 10 years and seek to establish the extent of bribe in Rwanda by seeking information from ordinary citizens while interacting with public officials.

The consultant developed an interview guide which was approved during the inception report validation.

Furthermore, the data collection used both random and purposive techniques. The purposive technique allowed key informants to participate in the interview and they were very resourceful in terms of providing relevant information on the impact of Rwanda bribery index; additionally, urban institutions were given greater attention as they were more likely to provide more services than rural areas hence, higher risk of corruption. The interview guide and focus group discussion were instruments to capture data on impact of RBI.

Institutions which were the subject of the interview and focus group discussion were the following institutions; however, the list is not exhaustive:

- ✓ Ministry of Education (MINEDUC)
- ✓ Higher education council (HEC)
- ✓ Rwanda Education Board (REB)
- ✓ Technical / vocational training
- ✓ Medical services/Health centers and Hospitals
- ✓ Traffic Police
- ✓ RBA
- ✓ REG
- ✓ Banks
- ✓ Rwanda Investigation Bureau (RIB)
- ✓ Local Government
- ✓ Rwanda Revenue Authority (RRA)
- ✓ Rwanda Utility Regulatory Agency (RURA)
- ✓ Rwanda Bureau of Standard (RSB)
- ✓ Private Sector federation (PSF)
- ✓ International CSO
- ✓ WASAC
- ✓ Judges
- ✓ Prosecutors
- ✓ Technical / vocational training
- ✓ Rwanda Radio and Televisions
- ✓ Etc....

VI. SPECIFIC OBJECTIVES

The specific tasks under this consultancy included:

1. The development of the inception report with detailed methodology and research tools
2. The collection of qualitative data through interview guide and focus group discussion (FGDs)
3. The processing and analysis for qualitative data.
4. The submission of the draft report with all compiled data including raw and cleaned data interpretation and recommendations.
5. The submission of the final report after the integration of the comments from all stakeholders.
6. The participation in the finding's dissemination

VII. RESEARCH FINDINGS

The research leaned to its methodology by substantiating the relevance of annual publication of Rwanda Bribery Index, the examination of the level of coverage at which RBI's findings are disseminated, the contribution in promoting innovative service delivery chain, The contribution of RBI in promoting innovative service delivery chain, the contribution in establishing institutional arrangements to promote transparent and accountable governance, the contribution to enhance culture of reporting corruption, the extent to which Rwanda Bribery Index recommendations have been implemented by concerned anti-corruption actors, and collected key recommendation from stakeholders on how annual Rwanda Bribery Index can effectively serve as one of the existing anti-corruption strategies in Rwanda.

1. The Relevance of Annual Publication of Rwanda Bribery Index

In the framework of assessing the relevance of annual publication of RBI from the target group point of views, unanimously, all the interviewees stressed that the Rwanda bribery index is the mirror of their respective institutions, it provides information from the public on how they are viewed against bribery and come up with different strategies to fight

against bribery and corruption. Another conjoint information from the interviewees and focus group discussion was that when the Rwanda bribery index is published and launched, all the leaders of the reported institutions plan a meeting for discussing approaches to put in place so that they cannot appear in the next RBI edition.

“The Rwanda Bribery Index report is very important, and the importance is primarily the way we deal with external or international investors, we have been in top Ligue with country like Mauritius which gives a good story to tell potential investors, especially people coming to invest in infrastructure, government projects and we have many enquiries in that regards; thus, this makes us more attractive do different kinds of investment” said CEO of I&M.

He continued by saying that:

“It makes our job easier, imagine being in one of the countries, may be to the west or to the south of Africa where to start something you need to be introduced to someone who will help you navigate the system and pay small amount of money we don’t have to do that I have worked in seven countries across the continent and southeast Asia, I have seen it at its worst. At least we can stand tall and be proud in terms of the way we do the business in Rwanda”.

The CEO of I & M bank was echoed by CEO of ECOBANK by disclosing that:

“You only want to operate in environment where there is zero tolerance for corruption, it makes it easier to do business in such environment and cost effective as there is no gray area in Rwanda”.

The fact that the RBI ranks institutions every year on bribery is very impactful to the fight against corruption. For instance, the highly ranked institutions by RBI in each period was the one with more new strategies and implementation rate of RBI recommendations.

“When there is ranking, unless you are not normal, you should be concerned, no rational person can be contented to be the worst. Once the institution is appearing in the published RBI report; one as institution you feel very bad, second all Rwandans rubberneck at you, third we do our internal assessment to find out what strategies, policies, and procedures, we can do to mitigate the bribery in the ministry” said minister of Education.

The neutrality of the Rwanda bribery index serves institutions leaders in the country to understand the perception of the citizens and public and how the institutions should align their investments, projects to meet the expectations of the customers or public and meeting international benchmarking.

“I will first give you the strategic attention that we give to the Rwanda bribery index. The RBI is the only report from a completely civil society perspective. For us that is very important, you can always get recommendations, technical report about infrastructure etc... However, we do not have any other kind of benchmarking report talking about perceptions, there is something on the ground which is hard but there is the soft part which you will only get through perceptions; until you have used that soft and hard infrastructure to change the perceptions, then you will not get to the satisfaction of the customer” declared by the acting CEO of WASAC.

Excepting that the report contributed excessively to the restructuring the Rwanda national police into the following three departments the driving and licensing, the automobile inspection center, traffic & road safety center and department of services, fighting against corruption equipped with all services; the relevance of the Rwanda bribery index (RBI) is multiple: said Rwanda National police spokesperson

“To start with, it is the second eye, reminding us of our responsibility as a leader.

Additionally, it provides new information and for us there is nothing expensive as information.

Furthermore, after seeing our spot in the report, we review immediately our existing strategies to fight against corruption.

Irrevocably, we go for evidence-based awareness campaign to the public and police staff.

Ultimate, now heading to E-services like online driving examination, online automobile testing and licensing, enforcement cameras on roads and building, rules, and regulation of anti-corruption, zero tolerance policy, call centers.”

The issue of integrity in any institutions and society is very important and that is how you will achieve development without the right ethics and close all the loophole. Integrity goes hand in hand with development.

The CEO of Ecobank added that ***“the report gives data, today is world of the data, data gives up inputs for which we use to make decisions, data helps understand the environment we are operating in, the more you have this report it creates more visibility, it makes topic more topical, people when they speak, they speak from an informed positions and have idea of what is going on the market”***.

Integrity management division manager in RRA stated that

“I am the first person to go through the Rwanda Bribery index each year so that I can know how we stand in the list, check whether the strategies taken previously bared fruits. We have the integrity tools and strategies, like code of conduct, integrity and anti-corruption strategy, internal control, whistle blower policy, and recently we have put in place the live style audit guidelines which checks whether what you have as assets in comparison of income you earn commensurate; We do all this because we have Rwanda Bribery Index report talking about us”.

The strategy in place in different institutions is to put in place a digitalized system which will sidestep the physical contact between citizens and officials.

“For instance, all the systems are digitalized and integrated, and from now on every service is going to be requested and provided electronically to the client; hence, the issue of bribery will be mitigated” explained minister of Education

One journalist highlighted that ***“if Rwanda Bribery index was not published every year, bribery and corruption would now be hitting the roof and all-embracing in Rwanda”*** just to stress the importance of the yearly publication of Rwanda bribery index.

“All the tools online today Integrated electronic case management system IECMS sobanuza inkiko and others all these the strategies came into existence after knowing that there is problem where RIB report become of paramount importance” revealed by high court spokesperson.

2. The Dissemination of Rwanda Bribery Index Findings

The dissemination of Rwanda bribery index has still numerous weaknesses in terms of broadcasting, given the fact that, it is published once year and discussed in different channels in the first two to three weeks from its official launch. Furthermore, the report it is written in English and yet a very big percentage of the population do not read and understand English. More investment should be instigated in the dissemination of the report because ***“ntawucana itara ngo aryubikeho agatebo”*** one journalist said, which means that you cannot switch on the light and cover it up.

“Supplementary Rwanda bribery index dialogues should be proliferated on different formal channels of communication, for instance, Radios, televisions, online journals, and informal channels of communication like social media tools and apps to disseminate the output of the RBI” Added the journalist.

More efforts need to be done in terms of dissemination because the report is shared mainly during the launch with big institutions, nevertheless small and medium enterprises and individuals need to have access to the report.

There is no doubt that there is a great share of the Rwandan population who are not aware of the Rwanda bribery index, leave alone the fact that the concerned ones are cognizant of the RBI report.

The report has more information mainly for the country corruption, its development challenges, and noble recommendations on the fight against corruption to different institutions in Rwanda. However, the dissemination to the public is questionable with the fact that being written in foreign language, its discussion on more used media channels is limited in terms of number of diffusions and local authorities' discussion platform.

In Rwanda, there are many structured platforms for disseminating information of top-down configurations for which information can be shared quickly to the population. The likes of Umugoroba w'ababyeyi, inteko z'abatwariye which are the lowest platform and fully attended by the population.

❖ The sensitization activities against bribery and corruption

The government of Rwanda through the Office of the Ombudsman uses distinctive channels in mobilizing people on bad effects of corruption and their role in preventing and fighting such malicious. Some of them include the following: Organization of an annual anti-corruption week in December: All activities of the week are centered on a chosen theme of the year.



Transparency international Rwanda should as well use this effective platform to disseminate the findings of the RBI report.

“The anti-corruption committee that we have put in place collects data from the RBI report after its launching, by picking what important for our organization, after extracting this from the report we do a series of awareness campaign within our staff on regular basis starting from the management of the company up to technicians and drivers and it is a continuous process, we do not do it once and wait for the next RBI report”
CEO of REG revealed.

Furthermore, he added that ***“the staff have understood that if the management is owning this process, our zero-tolerance policy to corruption will be strictly respected; we have had many staffs who were convicted and were fired straightaway, and the message is going out very strong”***

However, “The RBI is report is scientific through its methodology and findings, Rwanda bribery index should make the report reader friendly to the population by making a summary written in a simple form” interviewed journalist said.

3. Establishment of Effective and Innovative Response for Anti-Corruption Mechanisms

Various Reports indicate that Rwanda performs relatively well in terms of control of corruption, compared to many African countries. For example, according to Transparency International's Corruption Perception Index report (2020) Rwanda is ranked 49 in the world, third in Africa (after Botswana and Seychelle) and first in the East Africa and central Africa (Transparency International Rwanda , 2021).

❖ Law N° 54/2018 Of 13/08/2018 on Fighting Against Corruption

(Government of Rwanda , 2018) Pursuant to the Constitution of the Republic of Rwanda of 2003 revised in 2015, especially in Articles 29, 64, 69, 70, 88, 90, 91, 106, 120, 168 and 176; Pursuant to the United Nations Convention against corruption, adopted in New York, on 31 October 2003, as ratified by Presidential Order n° 56/01 of 27/12/2005; Pursuant to the African Union Convention on preventing and combating corruption adopted in Maputo, on 11 July 2003, as ratified by Presidential Order n° 12/01 of 24/06/2004; Having reviewed Law n° 23/2003 of 07/08/2003 on prevention, suppression and punishment of corruption and related offences; The Chamber of Deputies, in its session of 30 May 2018 adopted the **Law N° 54/2018 of 13/08/2018 on Fighting Against Corruption**. This Law aims at preventing and punishing corruption in public organs, civil society, private institutions and international organizations operating or wishing to operate in Rwanda.

The infographic features a large white circle on a black background containing the text 'Responsive and effective anti-corruption mechanisms'. To the right of the circle is a numbered list of nine items. The background is decorated with white geometric shapes: zig-zags in the top left, a small circle in the top right, and four parallel diagonal lines in the bottom right.

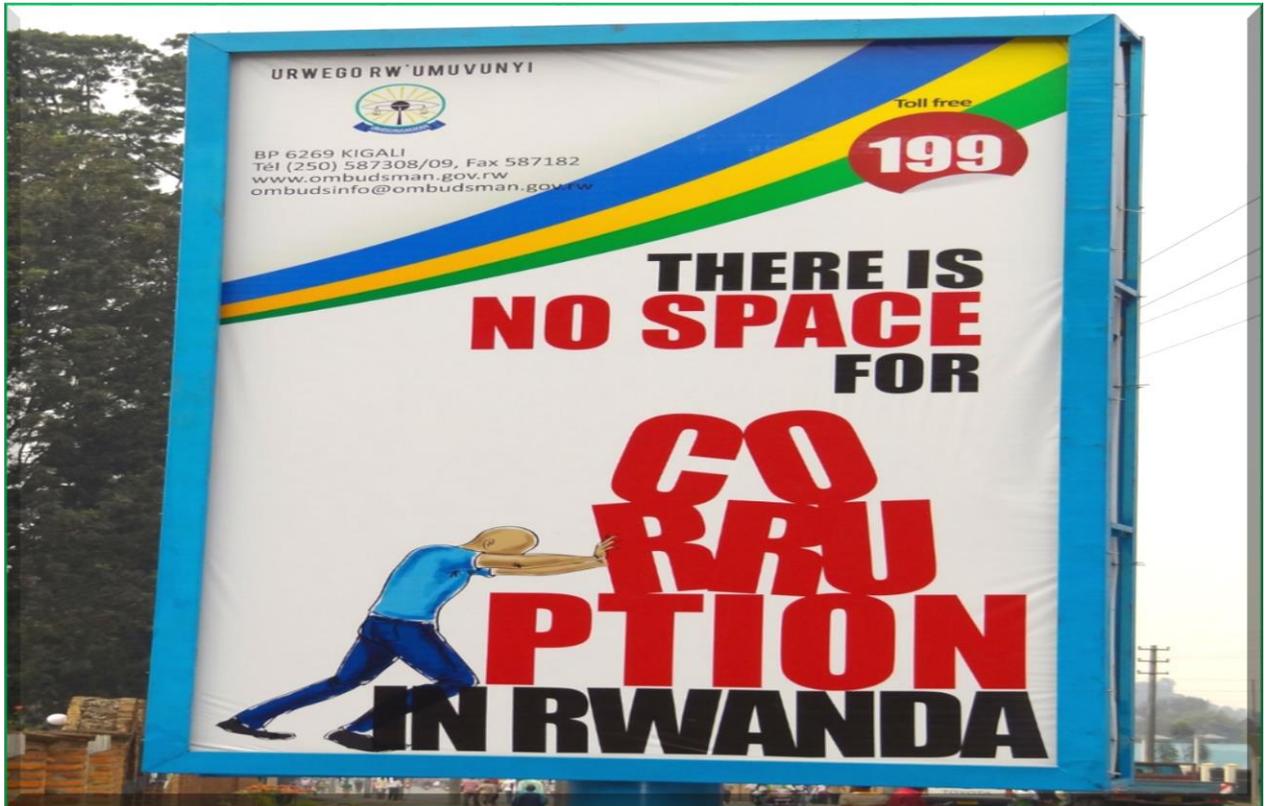
1. Law n° 54/2018 of 13/08/2018 on fighting against corruption
2. Toll free numbers
3. 3. Rwanda online (irembo)
4. 4. Code of conduct,
5. 5. Integrity and anti-corruption strategy,
6. 5. Internal control,
7. 6. Whistle blower policy,
8. 7. Live style audit guidelines
9. 8. etc...

❖ Toll free numbers

A toll-free telephone number or freephone number is a telephone number that is billed for all arriving calls instead of incurring charges to the originating telephone subscriber. For the calling party, a call to a toll-free number is free of charge. Different institutions in Rwanda today have toll free numbers, the example provide herewith is the toll free for Rwanda Energy group.



“We are having a toll-free number available on all our cars and emails address; all these are different media tools where our customers can report bribery and corruptions behaviors” REG CEO mentioned during the interview.



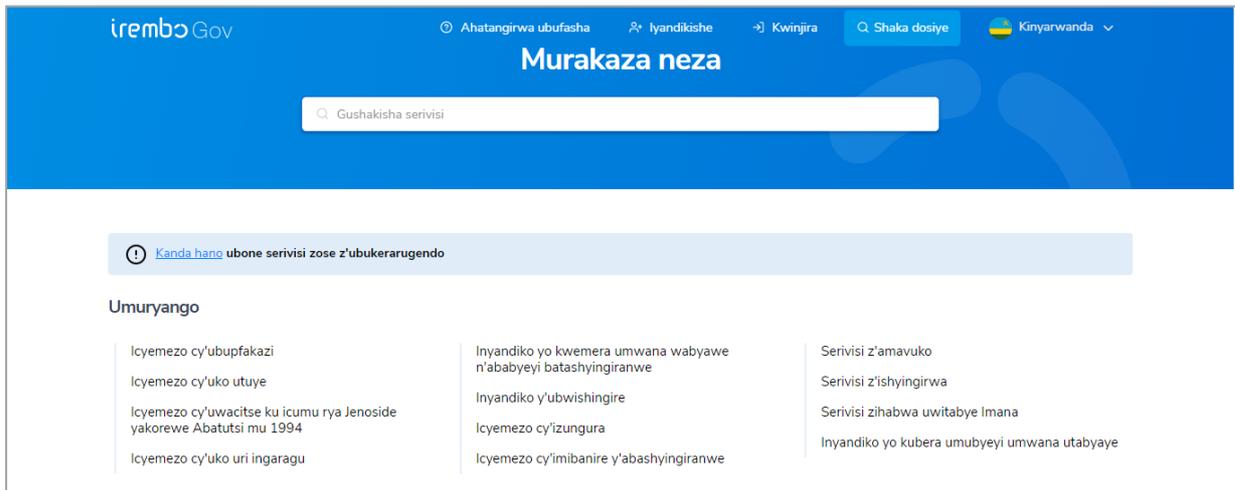
❖ Irembo Gov

Most of the interviewed people from various institutions are conscious on how bribery kills the moral framework of the society and causes confusion on the business ethics and reputation of an institutions that is caught in the act. This can result in loss of confidence in the company by stakeholders and can also lead to loss of business investment.

Therefore, different institutions have put in place different strategies to curb the bribery in their service delivery chain. The list provided is not exhaustive; however, it can give the essence on how institutions in Rwanda are committed to fight against corruption.

First and foremost, given the fact that bribery requires two parties, the person who is offering the bribe and the person that receiving the bribe in most cases meeting physically.

A Rwandan citizen can request different Government services online through Irembo, the one-stop service portal



It was been mentioned by (Damascene Twizeyimana, 2018) that for a solution to inefficient manual processes, delays in service delivery, long queues, bureaucracy-driven bottleneck in service delivery, bridging the gap of access to information and public service delivery and mitigating bribery and corruption. The government of Rwanda has decided to push digitalization of government-to-citizens (G2C) and government interaction with business organization (G2B) services. And he continued suggesting that the adopted public-private partnership (PPP) approach to e-Government implementation in Rwanda which provides opportunities to achieve a user centered e-government, and that user engagement in initial stages would facilitate to avoid basic.

“It was evidenced that Irembo as an eGovernment platform which enables the access and provision of government services in Rwanda, built within a PPP framework has heavily contributed the service delivery of different government services and hence reduced to the greater extent the physical contacts where bribery and corruption are borne. For instance, in less than two years since its launch (Service Go Live), Irembo was accommodating over 40 e-services deriving from six different government agencies with more than 90,000 users a month” quoted by private sector federation

In this case, an electronic tool is developed for the government that could be used to facilitate the business community providers of various products to perfectly make transaction with the government (Peter, Robert and Bernd w., 2016). The objective is to cut red tape, save time, reduce operational costs and to build a more transparent business environment when dealing with the government (Blair, 2000). The Government with Businesses initiatives could be transactional, like in process of procurement, licensing, permits, and revenue collection. E-gov could also be facilitative and promotional for example investment, trade, and tourism. These measures help to provide a congenial

environment to businesses to enable them to perform more efficiently (Golubeva, Merkurjeva, & Shulakov, 2013).

❖ **Customer service charter**

The Customer Service Charter (also referred to as Charter) outlines key commitments and service standards for organizations when providing service to clients. The institution should ensure that their customers are provided with clear, relevant, and timely information on all our products and services.

The following Information is made available through any of the various channels of communication such service charter, website so that clients can make informed decisions regarding the products and services most suited to their needs:

- a. Fees, charges, penalties and relevant interest rates and obligations in the use of a institution product or service.
- b. Product related details (i.e. product disclosure sheets, terms and conditions)
- c. Critical terms will be brought to customers' attention and explained to the customers.

“We have put in place a customer charter; at the entrance of all our branches; which encompasses everything a customer need to know, the numbers of days it takes to be served a particular service”
declared the CEO of REG.

REG'S CUSTOMER SERVICE CHARTER

SERVICES OFFERED BY REG

CUSTOMERS' RIGHTS AND OBLIGATIONS

QUERIES AND COMPLAINTS

CONTACT INFORMATION

TOLL FREE: 2727

www.reg.rw

Many interviewees acknowledged that if the clients know exactly the duration of the service delivery, the related fee, and the person to contact in case no service is provided as stated on the service charter; the intention of bribing profoundly reduces. Hence the need for having a customer service charter.

❖ **Whistle blower policy**

A whistleblower policy in Rwanda encourages staff and volunteers to come forward with credible information on bribery and other illegal practices or violations of adopted policies of the organization and specifies how the organization will protect the individual from retaliation, and identifies those staff or board members or outside parties to whom such information can be reported.

“We have a whistle blowing policy, where we encourage people to report malpractices and bribery and they are rewarded, and they are protected because we have non-disclosure agreement signed to make sure the reporter’s identity is protected and RBI report has been of paramount in the enforcement of the policy” the CEO of REG revealed.

“We are very glad to have had Itorero for all our staff of around 1500 workers, where the CEO of Transparency International Rwanda was invited and had a public lecture on anti-bribery and corruption”. All these strategies put in place have helped us to improve a lot nevertheless, one thing I want to mention, even this year our company reappeared in the RBI report on 16 positions, with the likelihood of 4.6%, we are really fighting hard so that next year, so our company doesn’t come to this list in the RBI report” added the CEO of REG

❖ **Obligation for institutions to put in place corruption preventive mechanisms**

According to article 3 of the Law n° 54/2018 of 13/08/2018 on fighting against corruption, any public organ, private institution, civil society member or international organization operating in Rwanda must:

- ✓ Implement mechanisms for the prevention of corruption.
- ✓ Carry out activities in transparency;
- ✓ Submit a report to the relevant authorities;
- ✓ Ensure that there are no corruption practices within it;

- ✓ Present activities that were performed in the prevention and against corruption upon request by a competent organ;
- ✓ Have a document describing modalities and timeframe for decision making;
- ✓ Collaborate with other institutions in line with the required timeframe while presenting the activities performed or providing any information requested by another institution;
- ✓ Ensure equal treatment of clients and timely delivery of services.

4. The Contribution to Enhance Culture of Reporting Corruption

Corruption can be reported verbally, written or by any other means. Anonymous reports are also accepted. The corrupt acts are reported to the Office of the Ombudsman, Rwanda Investigation Bureau and to the anti-corruption communities in the respective institutions. The whistle blower must always disclose his/her personal identification.

The culture of reporting goes hand in hand with the action taken against the convicted officer.

“The political will to fight corruption has been demonstrated by consistent policy and efforts to combat corruption in the country. Both high-ranking officials and simple civil servants have been prosecuted when allegations of corruption were brought against them. There have been several cases of high-ranking officials being dismissed or prosecuted when involved in corruption cases” stated by the police spokesperson

However, ***“reporting bribery and corruption is very tricky and complicated due to the following facts: information is given very late after one has lost the case, culturally, many Rwandans do not talk openly, they whisper around. We rarely have people willing and passionate to give information of bribery and corruption”*** highlighted by supreme court spokesperson.

The Law N° 54/2018 Of 13/08/2018 On Fighting Against Corruption in its Chapter IV of Miscellaneous and Final Provisions, Article 19 of Exemption from criminal liability for corruption was a release and will prove the level of reporting among Rwandans. The article provides that:

“A person who gives or receives an illegal benefit with the aim of helping justice organs to get evidence for the offence of corruption is not considered as having committed an offence if he or she informs the judicial

organs before the occurrence of the act.” quoted by supreme court spokesperson.

It has been observed that this law is yet to be known by the public where they still consider that the guiltiness of bribery and corruption are both the giver and the receiver of the bribe.

“There is no criminal liability for a person who gives or receives an illegal benefit and informs the justice organs before the commencement of criminal investigation by providing information and evidence.” Echoed by supreme court spokesperson.

However, it has been highlighted by many interviewees that there a gap of public awareness of the new law of anti-corruption and Rwanda bribery index. Though, Rwanda bribery index report has been recommending concerned institutions to reinforce the public awareness on the negative effects of corruption and its regulatory framework, through campaigns at community, schools, churches and mosques, public and private institutions as well as via media and Itorero. Nevertheless, at the same time transparency international Rwanda should use the same channel to disseminate the outcome of the RBI.

There is a need more effort for the law to be known since it will increase the level of reporting among Rwandans and hence reduce corruption and bribery.

VIII. RECOMMENDATIONS

The government of Rwanda has done a lot in terms of fighting and mitigating corruption; however, there is still a room of improvement. The research findings have proposed the recommendation to Transparency international Rwanda, the government of Rwanda and private sector.

1. To Transparency Internal Rwanda

For the report to be more effective and have a greater impact the following needs to be done:

- ✓ The summary of Rwanda Bribery Index should be translated in Kinyarwanda so that it can reach a greater share of the public.
- ✓ The Transparency international Rwanda should push to have app through which information on Bribery can be disseminated to the public.
- ✓ More public talk on radios and televisions diffusion should be done periodically.
- ✓ The Transparency international Rwanda should organize the follow up meeting with the leaders of the institutions reported in the Rwanda Bribery Index, first to understand the feelings and understanding of the concerned institutions of the report and make sure that strategies are put in place as per the new information provided in the Rwanda bribery index report and gain such follow up meeting will also Transparency international Rwanda to understand the context of some institutions.
- ✓ Advocate for all public and private institution to have customer charter, anti-corruption strategy policy, whistle blower policy, digitalization of their system and application of zero tolerance policy for the convicted officials.
- ✓ The RBI is report is scientific through its methodology and findings, Rwanda bribery index should make the report reader friendly to the population by making a summary written in a simple form.

- ✓ The private sector is wide and have many institutions, therefore, the RBI report can be more specific so that the implementation of the recommendation can be feasible and trackable.

The Rwanda Bribery Index recommendations should be packaged together with the concerned institutions to smooth the implementations.

2. To Government of Rwanda

The government has reacted rapidly to the fight against bribery and corruption

- ✓ The government of Rwanda should make more public awareness campaign on the new Law N° 54/2018 of 13/08/2018 on fighting against corruption, through different communication tools for the public to be informed that the current law protects more the reporters of bribery and corruption mainly on the right and obligations of the reporters.
- ✓ Indulge all public and private institution to have systems and policies for anti-corruption like customer charter, anti-corruption strategy policy, whistle blower policy, digitalization of their system and application of zero tolerance policy for the convicted officials.
- ✓ In the framework of the private public partnership (PPP), the government of Rwanda should use the Rwanda bribery index as case study in their top-down framework and meetings to disseminate the findings.
- ✓ The government of Rwanda through the office of ombudsman should also organize follow up meeting with respective institution listed in the RBI report to find out how they can contribute to the strategies set up.
- ✓ The government of Rwanda should mobilize the citizens on preventing, rejecting, reporting, and fighting corruption
- ✓ The government of Rwanda through the Ministry of Education (Rwanda Education Board and Higher Education Council) should take a proactive action to advocate for including anti-corruption topics in schools' curriculum to promote integrity values among students and teachers

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