



Norwegian People's Aid

BACKWARD LOOKING ON TRANSPARENCY INTERNATIONAL RWANDA CONTRIBUTION

TOWARDS POLICY CHANGES/IMPACTS INDUCED BY ITS WORK ALONE OR TOGETHER WITH OTHER PARTNERS UNDER PPIMA III AND IV



Norad

ABBREVIATION & ACCRONYMS

ALACs	: Advocacy and Legal Advice Center
APNAC	: African Parliamentarians Network against Corruption
CCC	: Citizens Concerned Committees
CPI	: Corruption Perceptions Index
CSOs	: Civil Society Organizations
EABI	: East Africa Bribery Index
FGDs	: Focus Group Discussions
GIs	: Government Institutions
GoR	: Government of Rwanda
HEC	: Higher education council
KIIs	: Key Informant Interviews
MINEDUC	: Ministry of Education
MoUs	: Memorandum of Understanding
NGOs	: Non-Governmental Organizations
NPA	: Norwegian people’s Aid
PPIMA	: Public Policy Information Monitoring and Advocacy
PSF	: Private Sector federation
RBA	: Rwanda Broadcasting Agency
RBI	: Rwanda Bribery Index
REB	: Rwanda Education Board
REG	: Rwanda Energy group
RIB	: Rwanda Investigation Bureau
RLRC	: Rwanda Laws Reform Commission
RNP	: Rwanda National Police
RPPA	: Rwanda Public Prosecution Authority
RRA	: Rwanda Revenue Authority
RSB	: Rwanda Bureau of Standard
RURA	: Rwanda Utility Regulatory Agency
TI-RW	: Transparency International Rwanda
WASAC	: Water and Sanitation Corporation
CEO	: Chief Executive Officer

TABLE OF CONTENTS

ABBREVIATION & ACCRONYMS	3
TABLE OF CONTENTS.....	4
EXECUTIVE SUMMARY	5
1. BACKGROUND AND RATIONALE	6
2. OBJECTIVES OF THE ASSESSMENT	7
3. SCOPE OF ASSESSMENT	8
4. METHODOLOGY	8
4.1 Assessment design	8
4.2 Desk Review	8
4.3 Key Informant Interviews (KIIs)	9
4.4 Focus Group Discussions (FGDs)	9
4.5 Data analysis	9
5. EVALUATION FINDINGS.....	10
5.1 The impact of TI- Rwanda through Advocacy and Legal Advice Centers (ALAC)	13
5.2 Satisfaction testimony from the citizens due over TI-RW	14
5.3 The contribution of TI-Rwanda research/ or evidence-based interventions in informing triggering policy, laws, and institutional reforms	16
5.4 Contribution of Rwanda Bribery Index (RBI) in informing & triggering policy, laws & institutional reforms	18
5.5 Contribution of TI-Rwanda gender-based corruption (GBC) research in informing & triggering policy, laws & institutional reforms.....	21
5.6 Overall impact of TI-RW researches: Implementation of TI-Rwanda research’s recommendations by concerned public & private actors	26
5.7 Toll free numbers.....	29
5.8 Customers service charter in Rwanda Energy Group following to RBI report findings	31
5.9 Whistle blower policy	32
6. CONCLUSIONS.....	0
7. RECOMMENDATIONS.....	1
BIBLIOGRAPHY	2
INSTRUMENT.....	3

EXECUTIVE SUMMARY

This report presents the findings of an assessment on Backward looking of Transparency International Rwanda's (TI-RW) contribution towards policy changes/impacts induced by its work alone or together with other partners under the Public Policy Information Monitoring and Advocacy (PPIMA) phase III and IV, funded by Norwegian People's Aid. The two programmes covered the period from July 2016 to the end of June 2019 for PPIMA III and January 2020 to December 2024 for PPIMA IV.

The overall objective of the backward-looking is to assess the impact of TI-Rwanda through its contributions to PPIMA funded activities during phases III and IV). More specifically, the assessment aimed to gather the impact influence through advocacy, legal aid, mediation services, and citizen outreach activities; assess the contribution of TI-Rwanda research or evidence-based interventions in informing and initiating policy, laws, and institutional reforms; assess the extent to which TI-RW research's recommendations have been adopted and implemented by concerned public and private actors and examine the relevance of TI-RW interventions in the last seven years from the stakeholders' point of view.

The methodology design for this particular exercise was structured to include a comprehensive desk review of relevant reports and policy briefs, conducting Key Informant Interviews (KIIs), Focus Group Discussions (FGDs), and making observations during fieldwork to assess the impact of TI-RW at country level through its contribution towards policy changes induced by its work alone or together with partners through PPIMA project, phase III and IV.

The findings exhibited evidence of TI-RW's impact as a result of PPIMA III and IV supported actions. Through fact-checking specific laws were revised thanks to TI-RW advocacy actions, target groups testimonies, and trend analysis on the changes observed in the fight against corruption in the last seven years of the PPIMA III and IV implementation period.

It is worth noting that in some situations, the changes observed changes could not solely be attributed to TI-RW. They were rather outcomes of collective efforts including TI-RW's contribution to the observed changes.

1. BACKGROUND AND RATIONALE

Transparency International Rwanda (TI-RW) is a civil society organization created in 2004 and became accredited as a national chapter of Transparency International global movement in 2011. TI-RW's mission is to contribute to the fight against corruption and promote good governance through enhancing integrity in the Rwandan society. With a vision of zero tolerance to corruption in the Rwandan society.

In the framework of implementing its mission, TI-RW developed and implemented a five-year strategic plan defining its areas of intervention or focus. TI-RW implemented a five-year strategic plan from 2015 to 2019 with five thematic pillars namely preventing and combating corruption; promotion of the rule of law-transparency and accountability in public procurement, public fund management and service delivery; improvement of management, institutional development and sustainability; people's engagement, communication building & strategic partnership.

In 2020, the above strategic plan was revised and a new one was approved (2020-2024) focusing on four strategic axes/pillars which include: (1) preventing and combating corruption and injustice; (2) strengthening evidence-based advocacy, communication, strategic partnership and engagement; (3) fostering citizen-centered governance; and (4) enhancing organizational capacity and sustainability. Since 2009, TI-RW has partnered with Norwegian People's Aid through PPIMA for a three-year project implementation period.

From 2016, PPIMA was in phase III, and later in 2020 phase IV. TI-RW's PPIMA III and IV activities include Advocacy and Legal Advice Center (ALACs), one of the major project components under PPIMA which provides legal aid, legal education, legal advice, mediation, and advocacy.

Under the same project (PPIMA), TI-RW has been significantly implementing other valuable interventions which include research to inform further policy reforms; awareness raising on fighting and reporting corruption, advocating for improving service delivery, and addressing injustice, and corruption issues, especially through organizing systematic national dialogues on identified recurrent issues such as transparency and accountability in public procurement; execution of court judgments, expropriation, labor rights for vulnerable groups, to mention but few.

In the same period, the Government of Rwanda (GoR) has made tremendous anti-corruption efforts in the fight against corruption mainly through a strong regulatory framework that addresses social norms

about corruption and sanctioning individuals (public and private) for corrupt practices. Similarly, 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 anti-corruption work.

One of the most recent changes is in the review of the law on corruption in August 2018, where corruption is categorized as an imprescriptible offense, and other offenses such as embezzlement were recognized as corruption related crimes. Other changes put in place in terms of institutions and anti-corruption bodies such as the introduction of the specialized anti-corruption chambers at every intermediate court. However, despite the high political will and institutional policy and legal frameworks established by the Government of Rwanda (GoR) to punish the crime of corruption, perpetrators have adopted new and sophisticated techniques to evade the rule of law and indulge in corrupt practices.

In all the above reforms and Rwanda's recognized achievements in the anti-corruption journey, despite a generally shared opinion of TI-RW's contribution to such successes, there is no research on TI-RW's role in the commendable country's achievements in the fighting against corruption journey. Based on the above background, TI-RW commissioned the assessment of the impact of its interventions over the last seven years, with a focus on the implementation of PPIMA III and IV up to now.

A consultant was hired to undertake this assignment of the "Backward looking of TI-RW's contribution towards policy changes and impact induced by TI-RW work under PPIMA project during the above set period.

2. OBJECTIVES OF THE ASSESSMENT

The impact assessment will focus on the following key objectives:

- Assess the impact/or the contribution of advocacy, legal aid, mediation services, and outreach to citizens.
- Assess the contribution of TI-Rwanda research or evidence-based interventions in informing and triggering policy, laws, and institutional reforms.
- Assess the extent to which TI-Rwanda research's recommendations have been adopted, and implemented by concerned public and private actors.
- Examine the relevance of TI-RW interventions in the last seven years from the stakeholders' point of view.

3. SCOPE OF ASSESSMENT

The assessment covered the national territory through the involvement of all stakeholders (public and private institutions namely high officials' public servants and staff, business people (owners, top managers, employees), and beneficiaries: services seekers. Additionally, this assessment gave more consideration to key TI-RW's direct partners in the journey of preventing and fighting corruption such as the experiences from the Office of the Ombudsman, RGB, RNP, Supreme Court, NPPA, RIB, Rwanda Mining association, REWU, RPPA, Rwanda Laws Reform Commission, to mention few.

4. METHODOLOGY

4.1 Assessment design

The design for this particular assessment was structured to include a comprehensive desk review of relevant reports and policy briefs, conducting Key Informant Interviews (KIIs), conducting Focus Group Discussions (FGDs), and making observations during fieldwork. The purpose of conducting the desk review was to enable the consultant to have a comprehensive perspective of the backward looking on TI-Rwanda's contribution towards policy changes and impacts induced either by its work alone or in collaboration with other partners under PPIMA III and IV. Furthermore, the reviewed documents allowed the consultant to assess whether TI-RW was still on track, and achieved the targeted expected impact induced by its presence and work.

4.2 Desk Review

This approach involved a systematic review of key documents related to the TI-RW's contribution towards policy changes or impacts induced by its work alone or in collaboration with other partners under PPIMA III and IV. These encompass the review of various studies conducted during the reviewed project implementation period, available policy briefs, tangible human stories (generated through ALACs/ADRs activities), previous reports on impact assessments conducted such as the Rwanda Bribery Index and other different reports produced by TI-RW in the framework of its contractual obligations with NPA.

More specifically, for the reviewed period, TI-RW conducted the following research:

- Rwanda Bribery Index
- Transparency and accountability in public procurement in infrastructure projects in Rwanda
- Gender Based Corruption at the working place in Rwanda

- Baseline survey on Transparency and compliance in the extractive industry in Rwanda

Additionally, we reviewed ALACs/ADRs cases received by TI-RW and its network (AJICs partners and CCCs). Last but not least, as per the contract with NPA, TI-RW produced monthly, quarterly, and annual reports which were thoroughly reviewed to provide the needed evidence of TI-RW's impact under the PPIMA project.

4.3 Key Informant Interviews (KIIs)

This approach involved one-on-one interactions with various people in key positions of responsibility in TI-RW and partner institutions. The following were the KIIs conducted:

Ministry of Education (MINEDUC), Higher education council (HEC). Rwanda Education Board (REB), Technical and vocational training, Medical services and Hospitals, Traffic Police, Rwanda Broadcasting Agency (RBA), Rwanda Energy group (REG), Banks, Rwanda Investigation Bureau (RIB), Local Government entities, Rwanda Revenue Authority (RRA), Rwanda Utility Regulatory Agency (RURA), Rwanda Bureau of Standard (RSB), Private Sector federation (PSF), International CSO, WASAC, Judges, Prosecutors, Rwanda Radio and Televisions and a sample from TI-RW's Advocacy and Legal Advice Centers (ALAC) clients served under PPIMA III AND IV.

4.4 Focus Group Discussions (FGDs)

The participants in the FGDs for purposes of this assessment, were direct beneficiaries of TI-RW services through ALAC, mediation services and outreach activities.

4.5 Data analysis

The evaluation process used the thematic approach to analyze the collected primary data. The respective themes were identified during the desk review and the transcribing of the primary data collected from KIIs and FGDs. This approach of data analysis was used because it was the one most suitable for qualitative data collected upon different components of the project, as this would help in examining the evaluation concerns under respective thematic areas.

5. EVALUATION FINDINGS

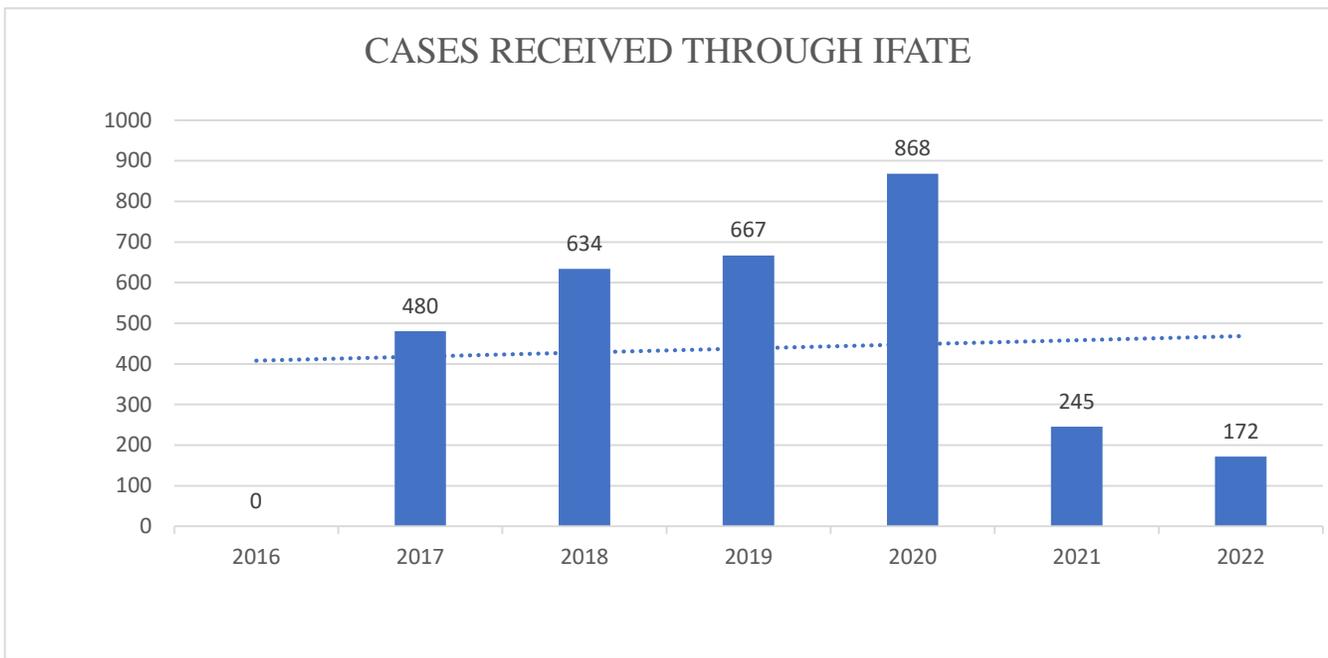
The impact of TI-RW's impact is described in the following sections:

The contribution of advocacy, legal aid, mediation services, and outreach to citizens Advocacy and Legal Advice Centers (ALAC) are anti-corruption services providing free legal aid to victims and witnesses of corruption and seek to empower citizens to demand accountability and transparency while seeking a public service. TI-RW opened the doors of their first ALACs in April 2009 in Kigali. In 2011, other five centers were opened in Huye, Rusizi, Rubavu, Musanze and Kayonza Districts. ALAC project is part of the TI Global ALAC program initiative.

To reach citizens at sector and village level and facilitate basic access to legal aid in remote areas, TI-RW has created "Citizens Concerned Committees" (CCC) in 2015, which citizens volunteer networks supporting TI-RW in its anti-corruption national contributions. CCCs are Community-based structures of elected volunteers, focal points for anti-corruption engagements. Their tasks include directing fellow citizens in need of legal advice to the nearest ALAC. Over time, ALACs and CCCs have created mutual collaboration and a strong relationship in supporting each other in their daily work.

Through ALACS, TI-RW signed MoUs with the Office of the Ombudsman, Rwanda National Police and Public Prosecution Authority and last but no least a MOU with the African Parliamentarians Network against Corruption (APNAC) has been signed for mutual support and information sharing on cases deemed particular action by relevant above-mentioned institution.

As part of encouraging citizens to report corruption anonymously and to save the time they spend travelling to the centers, a mobile based platform, accessible under www.ifatetirwanda.org was developed in 2012 for TI-RW by young ICT experts during the "Hackathon against Corruption" in Kigali. The platform serves as an alternative tool to report corruption and, thus, complements ALAC.



Below, we describe two corruption cases reported through the call center and which have ended by arrest of the perpetrators. Without the availability of this reporting channel, the issues would not be handled as it happened.

Case 1: A lady who reported a corruption case on IFATE

On 06/02/2020, a woman who lives in Gasabo District, Jabana Sector, wrote a message on IFATE saying that there is a judge who is asking her for sexual favors to win a case about divorce which was filed in the court. TI-RW called the lady for more details and she explained that she has a case in the court about divorce and after the second hearing the judge requested her to come and visit him at his home. The coming hearing was fixed on 1st June 2020 but the lady was informed by the same judge that the trial will not take place. At the same occasion, the judge requested her to visit him and lie to her family that she was going to court for a hearing.

The lady went to the court to see the date that the hearing was postponed and she was accompanied by her uncle. When the judge saw that she was accompanied, he became angry with her. When they were on their way back home, the judge called the lady again and asked her to come visit him at home, but he insisted on asking her to come alone.

TI-RW reported the case to RIB and they asked us to come with the lady for an interview. On 4th June 2020, the judge called the lady again and asked her to come to visit him at three o'clock(9h00) as she had

promised. The lady responded that she was not available on that day, and the judge proposed to come on the following day.

On that day, on 5th June 2020, a team of RIB staff and TI-RW staff with the lady went to meet the judge. When they were on their way, RIB asked the lady to call the judge to assure the judge that she was coming and she asked him if he had condoms, he responded that he could not find them in the area where he lives and asked her to buy them and he will refund her. When RIB staff was giving the briefing to the lady, the judge called her again and asked her where she was.

RIB advised the woman not to lock the door and keep her phone on, so they could catch the judge in red-handed starting committing the act. The RIB staff found the judge and the lady sleeping in only their underwear.

The judge was immediately arrested and jailed, the court found him guilty of gender-based corruption and was sentenced to 7 years of imprisonment.

Case 2: A guy who reported a corruption case through call center

On 26th February 2023 TI-Rw received, via the call center a client who lives in Kagasa cell, Gahanga sector in Kicukiro District. He was reporting a corruption case. We asked him to come to our offices to give more details. On 27th February 2023 he came to TI-Rw offices, the client declared that there was a RIB employee (a lady) working at Gahanga station who was asking him for a bribe.

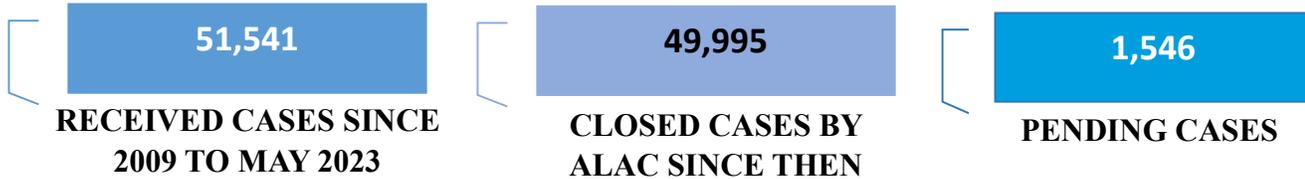
He explained that he had conflicts with his brother on issues related to lands and this brother conspired with a girl (minor) who had a child, for her to say that it was our client who got her pregnant. The client reported the problem to the local authorities and agreed to pay for a DNA test to confirm the father of the child because he denied having any relation with the girl. The day they agreed to do the DNA test the girl did not come. The RIB employee who had the file called the client and told him that if he pays 500,000 frw she will close the file.

On 27th February 2023 TI-RW reported the case at RIB head quarter, and they request us to come with the client. The RIB official recommended the client to seek money he was going to pay to RIB employee. The client was able to gather 300.000frw. Then after that, RIB together with the Client set up a plot to catch RIB staff red-handed receiving the bribe and the latter was immediately arrested and imprisoned.

5.1 The impact of TI- Rwanda through Advocacy and Legal Advice Centers (ALAC)

Safe and secured space for victims or witnesses of corruption

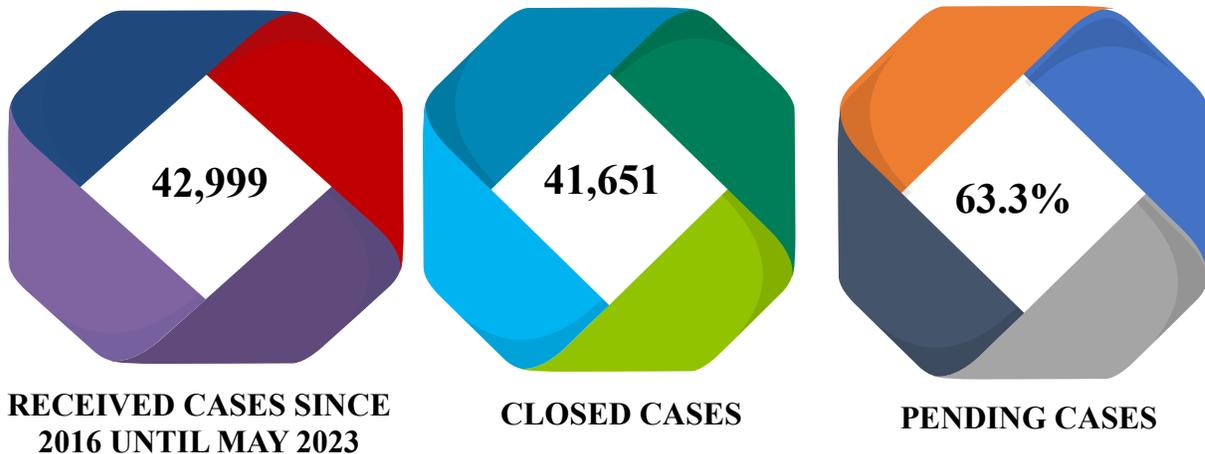
The graph below highlights the contribution of ALAC since its establishment in 2009 to date.



The above total cases received by ALAC from its initiation by TI- Rwanda are a result of combined efforts from various donors including Norwegian people’s aid through the project PPMA. However, from 2016, though most of other donors phased out. With the continuous support under PPMA III and IV, the complaints received amplified to almost six times than the previous effort of the TI-Rwanda in the same six ALAC offices as follows:

The results from graph above illustrate that TI- Rwanda has done outstanding work in relation to Advocacy and Legal Advice and mediation. Among complaints cases from the population, an interesting percentage of 97% of 42,939 inscribed grievances were sealed by the effort of TI- Rwanda under the support of PPMA III and IV.

“Transparency International Rwanda does not close the complaints itself until it has conducted systematic follow up with concerned institutions and the client respectively” said M& E specialist TI-Rwanda



Though a lot are being accomplished with ALACs, challenges still remain such as long travel distances to access to ALACs services which makes CCCs and IFATE tool more important because they make easier access of services from remote areas. In addition, TI-RW conducts also outreach activities and legal mobile clinics for mobilization against corruption though the latter are not yet enough. TI-RW's vision is to increase geographical coverage and also to establish CCCs/Paralegals in other districts/sectors in order to reach more citizens and provide access to solve injustice cases.

5.2 Satisfaction testimony from the citizens due over TI-RW

Customer care is a responsibility for every organization to sustain the relationship between customers and the organization. According to (Ojo, 2010) *“to ensure that customer satisfaction level is high, organization must first of all know the expectations of the customers and how they can meet such expectations. Customer satisfaction helps in customer loyalty and retention. It has been discovered that it costs to attract new customer than to retain existing ones. It is also recommended that organizations should welcome suggestions from customers and more programs should be designed to measure service quality and customer satisfaction”*. However, it has been observed during the assessment that prior to lodging complaints cases to ALAC offices, the clients (population) experienced dissatisfaction of service from the first resort which are the government bodies at different levels. The client's testimonies on the matter are presented below.

Case 3: Delay in getting the executory formula in Kayonza district

“I have a problem related to the land dispute in our family. After the death of my mother, our brother has forged a document which was showing that the property of the family became his own property because he bought it from us. But in reality, this agreement never happened. I complained at the ABUNZI at Cell level but I was not satisfied with the verdict.

*I appealed at the ABUNZI at Sector level, they said that my case was received but they have never solved the problem. I asked them many times the copy of the judgment but they didn't want to give it to me until the deadline of appealing was expired. When I approached **Transparency International Rwanda**, in April 2018, they contacted the Sector authority and advocated for me and they finally gave me the copy of Judgment and I then appealed at the Primary court of NZIGE. I waited for the appointment of 31st, October, 2018 for proceeding my case in the primary court which took place. I thank very much TI-RW for their help to get the copy of Judgment from the sector in order to proceed*

with appeal. At the sector, they have mentioned the date when they have handed me the copy of judgment to allow my appeal, because the appeal is valid before 30 days”. Said a citizen from Kayonza District

Case 4: Injustice in construction authorization (Musanze District)

“I explained my situation to the Chief of DASO of the Sector and he advocated on my favor and they gave me a note to bring to the Cell. Arrived there, they reminded me that I have to pay the fine of 50,000 RWF. I returned back to the Sector to see the Land officer who promised me that he will come to solve my situation. I waited for him 18days but in vain and my family was spending nights outside up to then. I after submitted my case to a Citizen Concerned Committee member, a TI-RW volunteer who told me to come and meet with her the next day here at TI-Rw. The coordinator of TI-Rw called at the Sector and the in Charge of social affairs said that he knows my case and asked me to go to see him the next day. My case was solved that day and I thank **Transparency International Rwanda** for intervening while it was hard to get service from our respective leaders”. Said a citizen from Musanze District.

Case 5: Advocacy in Mining industry in Rwanda

“I have been working in the mining sector since 2005. Since that year, mining workers have been facing labor right issues related to lack of health insurance, lack of platforms or opportunities to express their labor rights complaints, lack of health benefits in case of injuries that happened at the workplace, workers exposed and subject to unexpected dismissal, lack of work contract, women are not given maternal leave, minors are paid as per the minerals they have extracted each day, there is no minimum wage. Mineworkers do work extra-time; they can’t benefit bank loans as they don’t have contract. I could go home empty handed simply because I haven’t been able to extract any mine on a daily basis. This has been causing conflicts in the family and even in the community

when I could not pay back loans contracted from neighbors and other goods suppliers (Boutique). Moreover, it is not easy for mine workers to think of development projects while they don’t have working contracts. Since the awareness and advocacy activities conducted by TI-RW last year in September and October 2021, Companies have started to value us as mineworkers and provide us with contracts, which later enable us to get bank loans. In addition to the above, treatment conditions have really improved after the awareness activities & advocacy initiatives organized from the site level to national level. Companies have also hired restaurant services to take good care of their mineworkers as well as paying workers monthly salary through bank accounts. All the above working conditions changes were

possible thanks to Transparency International Rwanda”

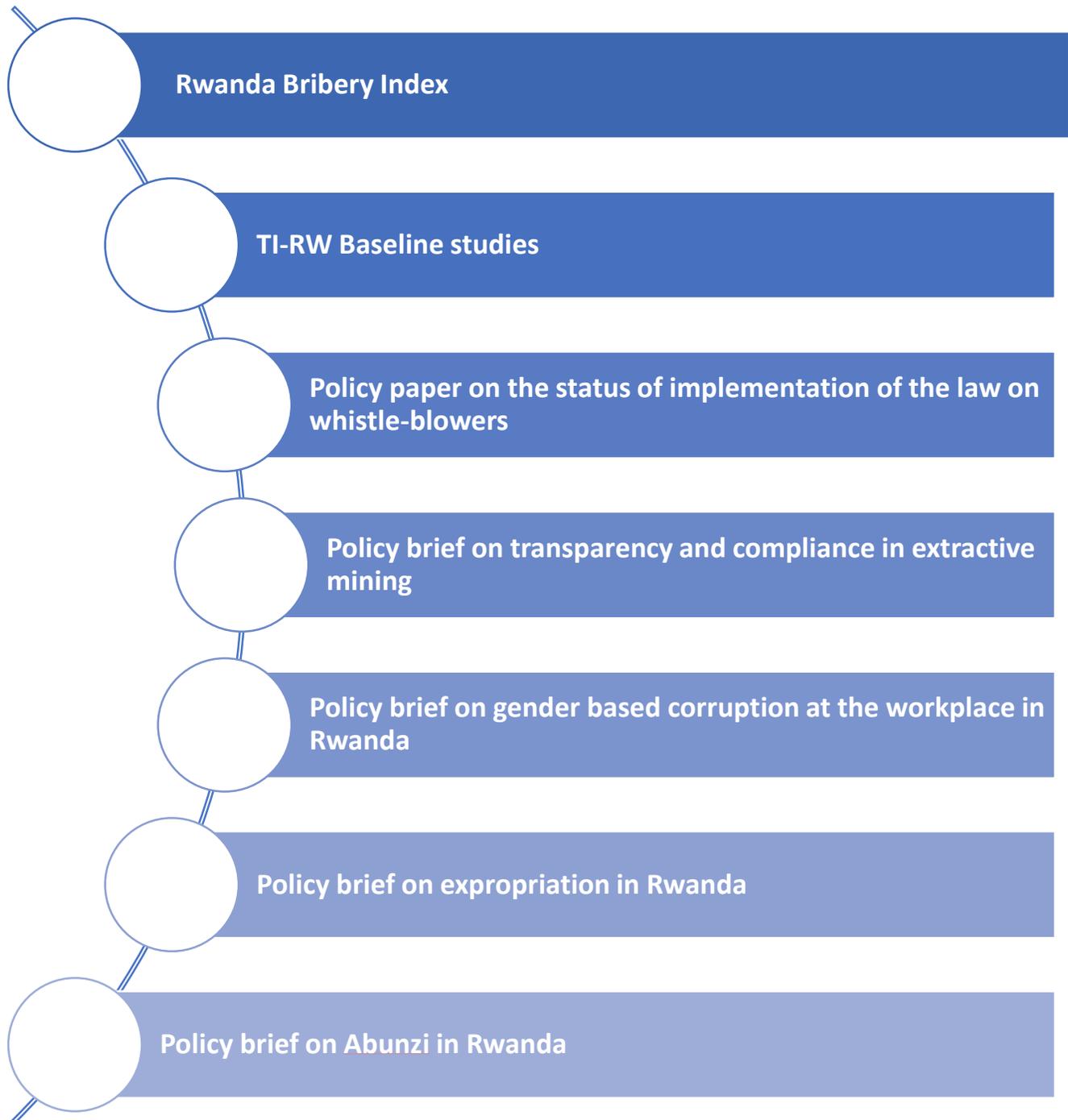
5.3 The contribution of TI-Rwanda research/ or evidence-based interventions in informing triggering policy, laws, and institutional reforms

In the framework of assessing the relevance of the contribution of TI-Rwanda research and/or evidence-based interventions in informing and triggering policy, laws & institutional reforms, TI-Rwanda, since its foundation has conducted different researches which resulted into Policy briefs, evidence-based interventions which were shared and discussed with key stakeholders in order to trigger a policy laws, and institutional reform.

Henceforth, in the framework of PPIMA III AND IV, TI- Rwanda, instigated various researches which include but not limited to Rwanda Bribery Index (RBI), baseline study on integrity and transparency of the public procurement system in the infrastructure sector in Rwanda; transparency and compliance in extractive industry in Rwanda and Gender Based Corruption at the working place in Rwanda.

In line with the above research findings and ALACs /mediation data, TI- Rwanda authored different policy briefs which involved but not restricted to policy brief on gender based corruption at the workplace in Rwanda, Policy brief on Baseline study on compliance & transparency in procurement, policy brief on transparency and compliance in extractive industry in Rwanda, policy brief on expropriation in Rwanda, policy brief on Abunzi in Rwanda, policy paper on the status of implementation of the law on whistle-blowers protection.

TI-RW Research and policy briefs



5.4 Contribution of Rwanda Bribery Index (RBI) in informing & triggering policy, laws & institutional reforms

Rwanda Bribery Index (RBI) is an annual publication conducted by Transparency International Rwanda (TI-RW) since 2010 with the financial Support of the Norwegian People’s Aid (NPA) through PPIMA Project. It aims at establishing experiences and perceptions of this specific form of corruption in Rwanda and its rationale hinges on the Sustainable Development Goal 16 specifically target 16.5: “Substantially reduce Corruption and Bribery”.

RBI findings have been the benchmark to TI-RW’s advocacy activities geared towards influencing positive systemic change in the fight against corruption and promotion of good governance in Rwanda.

At this juncture, TI- Rwanda is gratified of the remarkable progress and efforts made by the government of Rwanda in the fight against corruption. This is not only portrayed in RBI findings but it is also evidenced by other various corruption analyses and surveys such as the Transparency International’s Corruption Perceptions Index (CPI), the East Africa Bribery Index (EABI) and many others.

The impact of RBI in the fight against corruption in Rwanda is echoed by respondents contacted in the framework of this assessment: The fact that the RBI ranks institutions every year on bribery, it’s impact cannot be overshadowed in 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.

Minister of Education said during the interview

“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”



The impartiality 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 reports 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.**

The findings from the Rwanda Bribery Index are used for advocacy purposes and they are disseminated at the national and provincial dialogue meeting gathering national decision makers, local institutions and other stakeholders with the purpose of collectively establishing measures and mechanisms of curbing corruption. As one of the direct impacts, after the national launch of RBI 2022 on 07th December 2022, Rwanda Energy Group made an official announcement encouraging citizens to report cases of corruption regarding their staff.



Furthermore, REG invited TI-Rwanda in its general meeting with its staff on 03/02/2023 to discuss on further mechanism to put in place to curb corruption.



This afternoon, TI-RW Program Manager Albert Rwego Kavatiri was pleased to attend [@reg_rwanda](#) General Staff Meeting in which he shared the findings of the Rwanda Bribery Index (RBI) 2022. In his presentation, he focused on how to prevent and fight corruption in service delivery.



16:00 . Feb 03, 2023

In addition, RBI report contributed excessively to the restructuring and reforms of some public institutions. Indeed, the Rwanda national police emerged as an example of a such important reformer to address systematic issues leading to institutional vulnerability to corruption.

As a matter of facts, as the department of road and safety was regularly pointed out as corrupt, it was restructured into the following three departments: driving and licensing, the automobile inspection center, traffic road safety center, and department of services. All the departments integrated “fighting against corruption” in all their value chain service delivery.

“The relevance of the Rwanda bribery index (RBI) is manifold”: said Rwanda National police spokesperson.



The Rwanda Bribery Index (RBI) report has more information mainly for the country’s level of 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 policy reforms, RBI inspired the review of the anti-corruption law in Rwanda. TI-RW advocated to include, among corruption crimes issues related to public funds embezzlement, fraudulent expenditures, etc. Last but not least, RBI is one of the sources of data for Rwanda Governance Scorecard, an annual publication of Rwanda Governance Board. This shows the level of trust and recognition of RBI as reliable source on corruption issues in Rwanda.

5.5 Contribution of TI-Rwanda gender-based corruption (GBC) research in informing & triggering policy, laws & institutional reforms

Unmask one of the forms of corruption which is a taboo in public opinion and offering to victim’s safe place for reporting: Gender based corruption has long been a silent, unnoticed form of corruption. It is more difficult to report than other forms of corruption. Survivors and victims are frequently confronted with social stigma and cultural taboos, and it is frequently difficult to demonstrate that a sexual act was coerced. There are often no safe and gender-sensitive reporting mechanisms that can provide the kind of support that survivors/victims of sexual

abuse require (TI, 2020). Thus, in spite of the negative consequences of gender-based corruption, the vast majority of victims choose to remain silent rather than report it. TI-RW contributed a lot to break the silence of GBC victims thanks to participatory and no harm research methods internally tested

The research used no harm approach to allow to the respondents to express themselves freely!

This was also confirmed by some respondents during interviews and FGDs extracted from TIRW report:

“Gender based corruption persists in our district, particularly when it comes to replacing an employee who is on leave, such as maternity leave. In most cases, those who are selected to replace the staff on leave temporarily are those who accept to sex with their bosses”. (Interview with a senior staff, District)

“My friend applied for a job in a hotel in Rubavu District but the hotel manager requested to meet her personally. When they met, he asked for sex before employment and promised to increase the expected salary. She disagreed and went home. The other day, the manager called her again on phone and asked her if she was ready for sex and she refused again. He then decided to recruit her but when she started working, the manager used so many traps and finally had sex and impregnated her. After giving birth, he denied to support her.” (A university student testified in the FGD)

“Female students are always subjected to gender-based corruption when writing their dissertations." Some supervisors delay students' work in order to meet with you personally. When they meet, lecturers request sex, and only a few female students refuse.” (A university student testified in the FGD)

TI-RW also contributed a lot to raise public awareness on GBC through collaborative synergies with media practitioners.

MEDIA COVERAGE

TITLE OF THE ARTICLE	MEDIA OUTLET	DATE OF PUBLICATION	LINK
Ti rwanda yavuze ko 75% by'abagore bahura na ruswa ishingiyeye ku gitsina mu kazi	RBA <i>Rwanda TV</i>	28-Sep-22	https://www.youtube.com/watch?v=mNv5gbKpRzE
Ti-rwanda yavuze ko 75% by'abagore bahura na ruswa ishingiyeye ku gitsina mu kazi	RBA Website	28-Sep-22	https://www.rba.co.rw/post/TI-Rwanda-yavuze-ko-75-byabagore-bahura-na-ruswa-ishingiyeye-ku-gitsina-mu-kazi
Ruswa y'igitsina iravuzura ubuhaha mu bikorera; muri za kaminuza n'inzego z'ibanze naho byaradogereye	Igihe	28-Sep-22	https://igihe.com/amakuru/u-rwanda/article/ruswa-y-igitsina-iravuzura-ubuhaha-mu-bikorera-muri-za-kaminuza-n-inzego-z-ibanze
Abagore ku isonga ry'abibasiwe na ruswa y'igitsina mu rwanda	VOA	28-Sep-22	https://www.radiyoyacuvoa.com/a/6767206.html
Mu nzego z'abikorera haje ku isonga mu higanje ruswa ishingiyeye ku gitsina	Umuryango	28-Sep-22	https://umuryango.rw/amakuru/mu-rwanda/ubuzima/article/inzego-z-abikorera-zaje-ku-isonga-mu-higanje-ruswa-ishingiyeye-ku-gitsina
Hejuru ya 75% by'abagore bakwa ruswa y'igitsina ku kazi	Imvaho Nshya	29-Sep-22	https://imvahonshya.co.rw/?p=23357
Mu nteko ishingira amategeko y'u rwanda 'haravugwa' ruswa y'igitsina	Taarifa	29-Sep-22	https://kiny.taarifa.rw/mu-nteko-ishingira-amategeko-yu-rwanda-haravugwa-ruswa-yigitsina/
Ikiganiro rirarashe	TV 1	29-Sep-22	https://www.youtube.com/watch?v=6Oiy7n2PTfU
#Zinduka live 28 09 2022 : amakuru mu binyamakuru no kumbuga nkoranyambaga	TV 10	29-Sep-22	https://www.youtube.com/watch?v=pq112rSrOs8
Ibyavuye mu bushakashatsi kuri ruswa ishingiyeye ku gitsina mu kazi	Isango Star (Website)	29-Sep-22	https://www.isangostar.rw/ibyavuye-mu-bushakashatsi-kuri-ruswa-ishingiyeye-ku-gitsina-mu-kazi
Ibyavuye mu bushakashatsi kuri ruswa ishingiyeye ku gitsina mu kazi	Isango Star TV	29-Sep-22	https://www.youtube.com/watch?v=OB0z6HrC52Y
Sexual corruption victims urged on timely case reporting	The New Times	30-Sep-22	https://www.newtimes.co.rw/article/1425/news/law/sexual-corruption-victims-urged-on-timely-case-reporting

Gender-based corruption prevalent in rwanda's private sector, university	African News Agency	30-Sep-22	https://www.africannewsagency.com/agence-de-presse-africaine/gender-based-corruption-prevalent-in-rwandas-private-sector-university-a9699da9-18e1-56ed-983c-16359dc62774/
Gender-based corruption prevalent in rwanda's private sector, university	Apanews	29-Sep-22	http://apanews.net/en/pays/rwanda/news/gender-based-corruption-prevalent-in-rwandas-private-sector-university
Ruswa: muri nshingamategeko, nyubahirizategeko no mu bucamanza turagana he?ubusesenguzi bwa karegeya	PRIMO MEDIA RWANDA	9-Oct-22	https://www.youtube.com/watch?v=jH_HCA6fM54
#Pressreview:ikaze ku meza y'ubusesenguzi,turasesengura amakuru atandukanye yaranze iki cyumweru (from 1 hour, 3rd minute and 3rd second)	Flash Radio & TV	1-Oct-22	https://www.youtube.com/watch?v=Gkv8T5mXklw
Urwego rw'umuvunyi rugiyeye guhagurukira ruswa ivugwa mu bikorera	Igihe	10-Oct-22	https://igihe.com/amakuru/u-rwanda/article/urwego-rw-umuvunyi-rugiyeye-guhagurukira-ruswa-ivugwa-mu-bikorera
Mu myaka itanu hakurikiranywe abantu 29: inzitizi ziracyari zose mu kugenza ruswa y'igitsina	Igihe	7-Oct-22	https://igihe.com/ubutabera-2047/article/mu-myaka-itanu-hakurikiranywe-abantu-29-inzitizi-ziracyari-zose-mu-kugenza
Ruswa y'igitsina yinjiye no mu nteko ishigaje he? Mu nzego z'ibanze, mu bikorera! Umuti ni uwuhe?	UMURYAN GO TV RWANDA	7-Oct-22	https://www.youtube.com/watch?v=hDo-9fxL7qI
Gender-based corruption widespread in universities – report	University World News	12-Oct-22	https://www.universityworldnews.com/post.php?story=20221012075549801
Media and feminists can rescue students hounded by sex pests	The New Times	16-Oct-22	https://www.newtimes.co.rw/article/1811/opinions/media-and-feminists-can-rescue-students-hounded-by-sex-pests
Sextortion: a 'hidden vice' in varsities	The New Times	6-Oct-22	https://www.newtimes.co.rw/article/1566/news/education/s-extortion-a-hidden-vice-in-varsities

Sexual harassment and violence against women plague job market	Rwanda Today	20-Oct-22	https://rwandatoday.africa/rwanda/news/sexual-harassment-and-violence-against-women-plague-job-market-3992422
Abakoresha basabwe gushyiraho amabwiriza ngengamyitwarire akumira ruswa ishingiyeye ku gitsina	Kigali Today	27-Oct-22	https://www.kigalitoday.com/amakuru/amakuru-mu-rwanda/article/abakoresha-basabwe-gushyiraho-amabwiriza-ngengamyitwarire-akumira-ruswa-ishingiyeye-ku-gitsina
Urwego rw'umuvunyi rwiyeje gukurikirana ahakivugwa ruswa ishingiyeye ku gitsina	Igihe	31-Oct-22	https://www.igihe.com/amakuru/u-rwanda/article/urwego-rw-umuvunyi-rwiyeje-gukurikirana-ahakivugwa-ruswa-ishingiyeye-ku-gitsina
Ibinogo bitatu abagabo bagwamo mu mboni za senateri evode uwizeyimana: abwira unity club intwararumuri ku bijyanye na gbc	Igihe	12-Nov-22	https://mobile.igihe.com/amakuru/u-rwanda/article/ibinogo-bitatu-abagabo-bagwamo-mu-mboni-za-senateri-evode-uwizeyimana
Tv talk shows under gbc			
Ruswa ishingiyeye ku gitsina iravuzwa ubuhaha mu nzego zinyuranye irari imwe mu mpamvu ziyitera	RBA (RTV and Radio)	5-Oct-22	https://www.youtube.com/watch?v=zpX4D-osgJo
Live biravugwa : ubushakashatsi kuri ruswa ishingiyeye ku gitsina mu nzego zitandukanye mu rwanda	Isango Star TV & Radio	5-Oct-22	https://www.youtube.com/watch?v=1Dt_MXEx1O8&t=1051s
#Ikazemunyarwanda:hakorwe iki ngo ruswa icike ku butaka bw'urwanda? Dusesengure	Flash Radio & TV	5-Oct-22	https://www.youtube.com/watch?v=3BMNdkAvnSM
Talk show on gbc	RBA (Radio Rwanda)		
Talk show on gbc	VOA	3-Oct-22	https://www.radiyoyacuvoa.com/a/6756728.html
Imvo n'imvano kuri ruswa ishingiyeye ku gitsina ku kazi mu rwanda	VOA	17-Dec-22	https://www.bbc.com/gahuza/articles/c2qn71vwxp7o



Chief Ombudsperson, TI-RW Executive Director and RIB Deputy Secretary General during the live TV Talk show on the findings of GBC Survey. The talk show was held on Rwanda TV on 5th October 2022

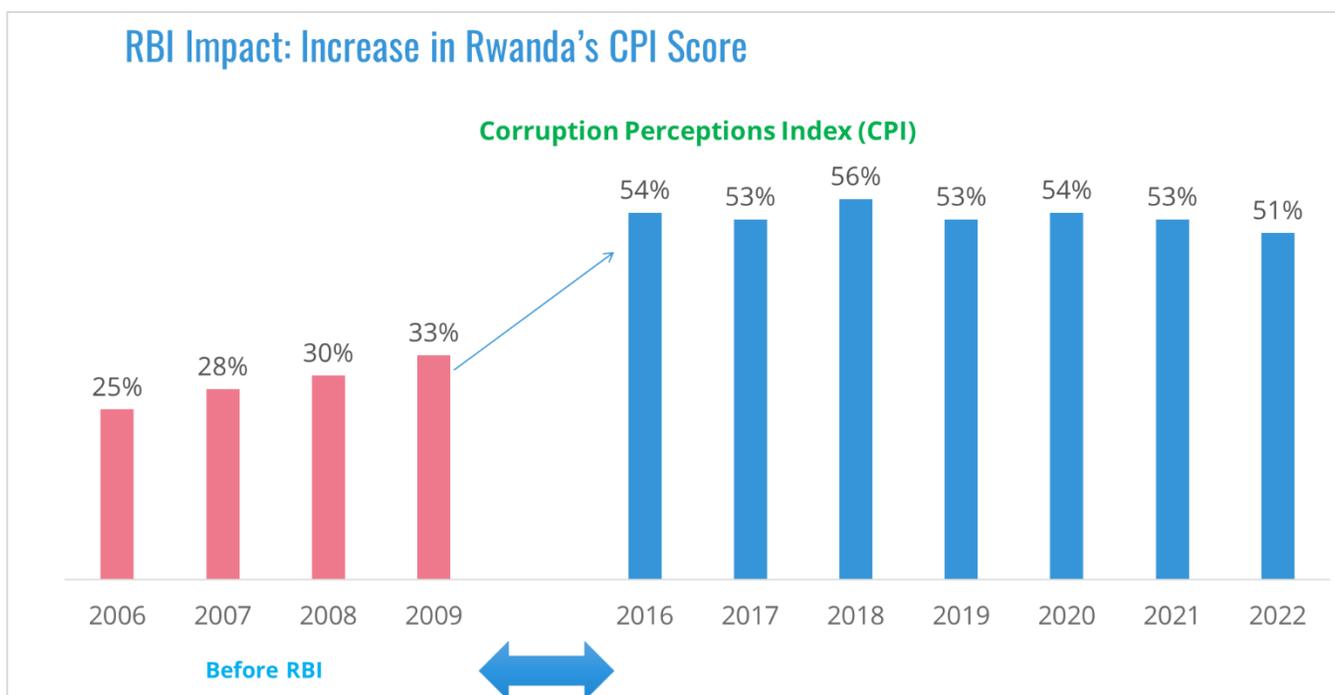
Other specific impact of GBC at the working place as shared by respondents: Sexual abuse/sexual favors were recorded as a form of corruption in the law N°54/2018 of 13/08/2018, Article 2: Definitions: corruption: any act performed or caused to be performed in public organs, private institutions, civil society and international organizations operating or wishing to operate in Rwanda, which is aimed at soliciting, receiving or offering an illicit benefit in order to unlawfully obtain illicit enrichment *or a given favor of sexual nature to unlawfully render a service or carry out an activity whether carried on by himself or herself or through another person.*

5.6 Overall impact of TI-RW researches: Implementation of TI-Rwanda research’s recommendations by concerned public & private actors

Numerous 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 Seychelles) and first in the East Africa and central Africa (Transparency International Rwanda, 2021).

The impact of Transparency International Rwanda cannot be sidestepped to that end, since its establishment was fighting against corruption and promoting good governance through enhancing integrity in the Rwanda society.

The collaboration and the partnership with government entities and private sector were one step ahead in the marathon as they placed TI-RW reports and recommendations at first level which can be comprehended through different invitations by concerned institutions for TI-RW to shed more lights on their respective reports and discussion of innovative ways to implement highlighted recommendations. The following are the key impact made by TI- RW in different areas of intervention, as some of them are referred to in the sections above.



Overall, TI-RW can be proud of its contribution through RBI of Rwanda's good performance in CPI ranking and scoring as demonstrated in the figure below:

Law N° 031/2022 of 21/11/2022 Governing public procurement

TI-RW maintained continuous follow-up on policy recommendations formulated to address existing gaps that were identified through various TI-RW researches, and policy recommendations drawn from the comprehensive study on integrity and transparency of the public procurement system in the infrastructure sector in Rwanda.

The outcome of the thorough TI- RW researches and recommendations influenced the changes in the new public procurement law as reflected in the table below for instance.

TI- RW RECOMMENDATION	LAW REVIEW
<p>Article 8 of Law N°62/2018 of 25/08/2018 RPPA should not combine powers of inspection of malpractices, faults and enforcement powers (powers of suspending or approving the suspension or debarment of bidders from participating in public procurement). This combination of powers may result in blackmailing (Corruption).</p>	<p>Article 8 of the Law N° 031/2022 of 21/11/2022 Article 8: Collaboration in the organization of public procurement: A public procuring entity, bidder, potential bidder and a person in charge of execution of the procurement contract must cooperate with the State organ in charge of public procurement for the smooth achievement of their respective missions.</p>
<p>Article 176 & Article 177: The new public procurement law to separate intensity of punishment for faults committed by a company ‘owners, management and its employees. It would be better to include fair punishments as heavy punishments were found as causes/risk for corruption</p>	<p>Chapter IV: administrative faults and sanctions of the Law N° 031/2022 of 21/11/2022. A successful bidder who poorly executes, does not comply with defined quality standards or does not execute a procurement contract for reasons that are not connected to the procuring entity commits a fault. He or she is liable to debarment from participation in public procurement for a period of one (1) year and an administrative fine of five per cent (5%) of the value of the procurement contract, and the procurement contract is terminated.</p>

However, throughout the process, it has been observed that advocacy actions aiming at Policy reforms take time as it includes various steps beyond the control of the initiator (triggering the amendment of a law and policy change) and budget constraint may also be a barrier for a successful advocacy action. Furthermore, it may lead to frustrations when your contributions are not considered. To conclude, to achieve the above results, it required to TI-RW endurance, agility and continuous constructive engagements with decision makers keeping in mind that “No shoes fit all”; you have to adapt the actions, advocacy subject, context and target group.

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.

TI-RW played instrumental role during the law review especially on articles related to whistleblowers, judicial actions on corruption cases as well as types of crimes which fall under “Corruption crime category”

5.7 Toll free numbers

A toll-free telephone number or free phone 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 provided herewith is the toll free for local governance. The influence of TI- Rwanda in setting up the toll-free numbers for all districts is gigantic and the result is highlighted by the increase of call reporting grievances and claims. However, some people are still not happy of the case handling.

S/N	District	Toll Free			
1	City of Kigali	3260	16	Musanze	4132
2	Bugesera	3240	17	Ngororero	3045
3	Burera	0788384139	18	Nyabihu	3601
4	Gasabo	1520	19	Nyagatare	3046
5	Gakenke	4041	20	Nyamagabe	3201
6	Gatsibo	3380	21	Nyamasheke	3148
7	Gicumbi	4143	22	Nyanza	6262
8	Gisagara	4058	23	Nyarugenge	4025
9	Huye	4056	24	Nyaruguru	4160
10	Kamonyi	4057	25	Rubavu	1020
11	Karongi	4096	26	Ruhango	0788385182
12	Nyanza	4157	27	Rulindo	1357
13	Kicukiro	4575	28	Rusizi	4054
14	Kirehe	4137	29	Rutsiro	4367
15	Muhanga	4466	30	Rwamagana	0788383636

TI-RW's toll free nr 2641 is integrated to iFATE, an online reporting tool.

The iFATE web-based tool has played a significant role in facilitating more accessible and anonymous corruption reporting platform. Through short messages sent using mobile phones, the system allows breaking down the corruption or injustices reports into various categories of corruption, institution and location, but most importantly it allows getting complaints from whistle-blowers who give information on corruption behaviors happening in different areas and institutions, the kind of information that is not generally forwarded through the other channels used in ALAC.

Since 2016, TI-Rwanda's ALACs has received more than 4,000 cases related to corruption and injustices reported through iFATE digital platform (Toll free 2641). With the use of this platform, different citizens have been assisted in terms of providing legal advices which later facilitated them to get justice. Below are few stories that highlight the impact of iFATE in Rwandan community:

On 15th July 2017, Mr. X submitted a complaint through iFATE highlighting that in 2004 when he was still in the refugee camp in DRC, someone called Mr.Y (his step brother) took possession of his land illegally. On his way back in 2011 from the refugee camp, he found out that Mr. Y was cultivating that land.

The issue was submitted to local leaders in the Cell of Micinyiro, but nothing was done. On 16th May 2016, he decided to introduce the case to Abunzi from the same cell of Micinyiro and the issue was analyzed later in the beginning of 2017. However, the Abunzi committee did not provide to him the minutes (verdict) even though he has been asking for it for six months.

After having submitted the issue to TI-RW, further analysis was done and advocacy initiatives were provided to the President of Abunzi Committee to ask him to assist the client in getting the minutes. TI-RW seized this opportunity to explain to the President of Abunzi committees that it is in their responsibilities for the Abunzi committee to provide or give the minutes (verdict) in a period which does not exceed 10 days after the day when the verdict was made as it is stipulated in the law No 37/2016 of 08/09/2016 determining organization, jurisdiction, competence and functioning of Abunzi committee in its article 20 related to deliberations and decision making.

After the advocacy actions, the client has got the minutes (verdict) from Abunzi in 2018 and Mr. X is thankful to TI-RW for the good work and advocacy support provided to him.

On 2nd June 2020, Madame X from Gasabo District called at TI-Rwanda through the toll-free number 2641. She shared about how a magistrate of the law court was demanding for sex from her in exchange of ensuring that her pending court case will be ruled in her favour. Transparency International Rwanda worked together with RIB to give justice to the victim. On the 05th June 2020, in collaboration with RIB, the judge was caught red-handed indulging in sexual acts. The judge was introduced to the intermediate court of Gicumbi, and sentenced to seven years initially but on appeal, this was reduced to five years of imprisonment.

5.8 Customers service charter in Rwanda Energy Group following to RBI report findings

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:

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

The relevance of TI-Rwanda interventions in the last 7 years from the stakeholders' point of view

Throughout the findings of this evaluation, it has been observed that TI-Rw has a big influence and non-neglectable impact towards policy change in Rwanda

Dismissal of some staff in some government institutions following to high pressure from TI-RW reports

A recent case of dismissal of such a typical example was in the National Police of Rwanda whereby five hundred police officers were dismissed for the reason that they were caught in the bribery and corruption act. To highlight the impact of TI- Rw in the matter, the announcement followed of the Rwanda Bribery index (RBI) national dissemination.

“We take that report seriously. RNP has zero tolerance policy on corruption and several measures had been put in place to fight this vice. We continuously review the existing measures/mechanisms to see if there are loopholes and plug them” said the spokesperson of Rwanda national police

The deputy Inspector General of Police in charge of Administration & Personnel added that

“Rwanda’s politics, especially Rwanda National police internal policy is to punish without tolerance those who take bribes, making lives of Rwandans difficult and preventing them from being safe, that’s why no complaisance on any police staff suspected of corruption”

Rwanda Police To Sack 500 Officers

By **Daniel Sabiti** December 08, 2022 at 4:40 pm

64 Shares



About 500 police officers could be sacked including those incriminated in cases of taking bribes, the Rwanda National Police (RNP) has said.

The Deputy Inspector General of Police (DIGP) Jeanne de Chantal Ujeneza told media this December 8, 2022 during the re-launch of the police road safety campaign commonly known as Gerayo Amahoro- which had come to a standstill due to COVID-19.

The 500 police officers will be sacked for various crimes, including drunkenness, corruption and seeking bribes.

Ujeneza told local media that the RNP is only waiting for the government to approve the move to relieve the officers of their duties, however there are some who have already been sacked in a bid to address the issue of corruption and bribery in the force.

The announcement follows the 2022 Rwanda Bribery Index (RBI) released yesterday by Transparency International (TI Rwanda) showing the traffic police and utilities services are among the top areas where bribery is still common despite the ‘zero tolerance’ to corruption efforts.

The report showed the Traffic Police department scored 16.4%, Local government 10.6%, Rwanda Energy Group (REG) 10.4%, the Water and Sanitation Corporation (WASAC Ltd) 10.2% bribery encounters (corruption) based on the services they deliver and direct encounter with the population needing the services.

RNP Spokesperson Commissioner of Police (CP) Jean Bosco Kabera, told KTPress that the force takes the bribery report seriously and they will not have tolerance to corruption.

“We take that report seriously. RNP has a zero tolerance policy on corruption and several measures had been put in place to fight vice. We will review these existing measures/mechanisms to see if there are loopholes and plug them,” Kabera said.

Ujeneza also stated that by taking action on this issue, the Police will ensure that roads are safe and traffic regulations abided by, especially that road accidents and insecurity can be attributed to officers taking bribes and letting vehicles with poor mechanical condition to operate illegally.

“Rwanda’s politics, especially the National Police, is to punish without tolerance those who eat bribes, making the lives of Rwandans difficult and preventing them from being safe, that’s why we punish every policeman we help,” Ujeneza said.

Digitalization and Rwanda e-services: Result of tireless advocacy on Rwanda Bribery Index results

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.

Rwanda Bribery Index, an annual survey funded by NPA under PPIMA project, showed that corruption risks increase when there are many interactions between service provider and service seeker.

The platform IREMBO came to respond to the above better service delivery (free of corruption) aspirations: A Rwandan citizen can request different Government services online through Irembo, the one-stop service portal.

“It was evidenced that Irembo as an e-government platform which enables the access and provision of government services in Rwanda, built within a PPP framework has heavily contributed the improve of 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.

E-government portals at the local level are a vital part of the modernization of public administration and preventing and fighting corruption. 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 (BERND W. WIRTZ, 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 A. a., 2013).

The Rwandan incessant digital transformation of the transport system will facilitate modal integration, service optimization and improved traffic management, resulting in greater competitiveness and sustainability. Through the use of digital technologies, reliable, quality data can be made available in real time, and in an open and accessible form for the different modes of transport allowing for greater economic

and environmental efficiency. Rwanda modern traffic management systems are powered by Connected CCTV cameras with HD footage. Computer vision capabilities for image detection and recognition edge chips for local video processing, which reduces latency.

Therefore, Rwanda National police has installed immovable and movable traffic cameras on the roads which significantly reduced the number of national police traffic human resource and hence abridged the contact between individuals on the road's operators. In the same framework, 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.

Due to the effort made by TI-RW, predominantly through the different publication and policy brief as explained by (Wolfe, 2013) Policy briefs are a valuable tool for communicating the essential information in a research report, and help to bridge the divide between research and policy communities.

6. CONCLUSIONS

The objective of this assessment was to look Backward on Transparency International Rwanda (TI-Rwanda) contribution towards policy changes/impacts induced by its work alone or together with other partners under PPIMA III and IV; more specifically to assess the impact/or the contribution of advocacy legal aid, mediation services and outreach to citizens; assess the contribution of TI-Rwanda research/ or evidence-based interventions in informing & triggering policy reforms; laws & institutional reforms, assess the extent to which TI-Rwanda research's recommendations have been adopted & implemented by concerned public & private actors; and, examine the relevance of TI-Rwanda interventions in the last 7 years from the stakeholders' point of view.

The findings suggest that the TI-Rwanda impact is enormous in the areas of advocacy, legal aid, mediation services and outreach to citizens; research or evidence-based interventions in informing & triggering policy; laws & institutional reforms, implementation TI-Rwanda research's recommendations by concerned public & private actors; during the last seven years.

Bestowing to the findings, the work of TI-Rwanda is substantial primarily through Advocacy and Legal Advice and mediation (ALAC). Among complaints cases 97% of inscribed grievances were sealed by the effort of TI- Rwanda under the support of PPMA III and IV. It is worth noting that Transparency International Rwanda does not close the complaints itself until it has conducted systematic follow up with concerned institutions and the client respectively.

Additionally, TI-Rwanda research/ or evidence-based interventions in informing & triggering policy, laws & institutional reforms influenced tremendously by empowering citizens through raising awareness on the social and environmental problems associated with mining activities was highly praised by citizens and the government which instantly changed that status of the mining Workers. Regarding the research on GBC, the findings showed that the victims are frequently women and girls. Unfortunately, women and girls in Rwanda rarely talk about sexual practices fearing being blamed or accused of adultery. As a result, Transparency international Rwanda has multiplied efforts to have representation of Citizens Concerned Committees in all districts and cells to avoid citizens long and expensive journey.

7. RECOMMENDATIONS

This assessment demonstrated commendable impacts achieved by TI-RW under PPIMA III & PPIMA IV under NPA funding. Despite such achievements, there are still some gaps that need to be fixed as TI-RW is still in PPIMA IV implementation:

1. GBC is still a serious issue in Rwandan society! Public awareness on gender-based corruption and its regulatory framework through various campaigns in the community, schools, churches and mosques, public and private institutions as well as via media and Itorero are still needed.
2. Low reporting of corruption issues: Need for strengthening existing corruption reporting tools and increasing citizens trust in them; this includes ensuring the safety of informants through confidentiality and, if necessary, physical protection.
3. Dissemination of the anti-corruption laws: The government of Rwanda to 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 whistleblowers.
4. Transparency International Rwanda to multiply efforts to have representation of Citizens Concerned Committees in all districts and cells
5. Transparency International Rwanda to organize more trainings to the Citizens Concerned Committees (CCC) to make sure they understand and own their obligations towards TI-Rwanda so that later on they may not jeopardize the name of the institution.
6. Transparency International Rwanda to keep following up the cases brought to its attention are sorted out to make sure that citizens' rights are respected.

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INSTRUMENT

1. Which Institution/ organization you are working for
2. How long have you been working with Transparency international Rwanda (TI-Rw)?
3. Are you aware of the partners of TI Rwanda like PPIMA III AND IV?
4. Do you believe that there is a TI-Rwanda's contribution towards policy changes?
5. How do you think TI Rwanda perception/ contribution by the population against corruption?
6. What is/are the publication/projects of TI-Rwanda supported by PPIMA III AND IV which fights corruption in Rwanda?
7. Does TI-Rwanda cover all the aspects of corruption in the country?
8. How relevant is the annual publication of RBI?
9. How does the annual publication of RBI add value to the fight against corruption?
10. What are the tools used to disseminate the TI-Rwanda report under PPIMA III and IV?
11. How large is the coverage TI-Rwanda's findings dissemination in the country?
12. Could you describe your assessment on the contribution of TI-Rwanda's in promoting innovative service delivery chain?
13. How does the TI-Rwanda's contribute in establishing institutional arrangements in order to promote transparent and accountable governance?
14. Are there available mechanisms in TI-Rwanda to establish responsive and effective anti-corruption mechanisms?
15. How do you perceive the culture reporting corruption?
16. Do you believe that reporters of corruption are protected? How?
17. What is the contribution of TI-Rwanda in enhancing the culture of reporting corruption?
18. To what extent the TI-Rwanda's recommendations have been implemented by concerned anti- corruption actors?
19. Are you satisfied by the level of TI- Rwanda 's recommendations implementation? Why?
Do you recommend further partnerships of TI-Rwanda with partners under PPIMA III and IV.



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