ANTI-CORRUPTION POLICY AND GOOD GOVERNANCE BASED LEADERSHIP IN RWANDA

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Master of Arts in Conflict Resolution and Peace building

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DECLARATION A

"This thesis is my original work and has not been presented for a Degree or any other academic award in any University or Institution of Learning".

NDACYAYISENGA Emmanuel

Name and Signature of Candidate

Tuesday September 4th 2012

Date

DECLARATION B

"I confirm that the work reported in this dissertation was carried out by the candidate under my supervision".

Anyama
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Name and Signature of the Supervisor

05. 09. 2022

Date

APPROVAL SHEET

This thesis entitled " Anticorruption Policy and Good Governance based Leadership in Rwanda " prepared and submitted by NDACYAYISENGA Emmanuel in partial fulfillment of the requirements for the degree of Master in Conflict Resolution and Peace Building has been examined and approved by the panel on oral examination with a grade of PASSED.

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DEDICATION

To each and every one whose support has made this work a success.

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LIST OF ABBREVIATIONS

ADB	:	African Development Bank
AU	:	African Union
CSOs	:	Civil Society
CVI	:	The Content Validity Index
EAC	:	East African Community
EEC	:	European Economic Area
GoR	:	Government of Rwanda
KIU	:	Kampala International University
NACAC:		National Anti Corruption Advisory Council
NGOs	:	Non Governmental Organizations
OO	:	Office of the Ombudsman
PCCB	:	Preventing and Combating Corruption Bureau
RGB	:	Rwanda Governance Board
RNP	:	Rwanda National police
RPPA	:	Rwanda Public Procurement Authority
SPSS	:	Statistical Package for Social Sciences
TI	:	Transparency International
UN	:	United Nations
UNDP:		United Nations Development Programme
WB	:	World Bank

ABSTRACT

This study "Anti Corruption Policy and Good Governance based leadership in Rwanda" was aimed at finding out the extent to which corruption control policy influences a country's governance as previous studies have covered the same study but emphasizing on other components of corruption control other than the anti-corruption policy. Therefore, the research was carried out in Rwandan institutions with corruption control and governance in their attributions. Respondents were asked on the above issues through the three components of anticorruption policy which are indirectly reflected to good governance and these components were based on accountability versus corruption control, the rule of law versus corruption control and interinstitutional collaboration of anticorruption bodies vis à vis the corruption control exercise. Sampling of these respondents was based on Sloven formula, and through the university research tools final results have proved the extent to which inadequate anticorruption strategies through lack of accountability, impartial rule of law and weak interinstitutional collaboration of anticorruption bodies lead to failure to achieve on good governance based leadership. As far as Rwanda is concerned, it was revealed that the country is currently being influenced by inadequate anti-corruption policy thus the country is in a need of an improved anti-corruption policy especially by enforcing the principle of the rule of law and enhancement of accountability is recommended as well so as to meet a good governance based leadership.

CHAPTER ONE

INTRODUCTION

Background

In the last twenty years, the concepts of "governance" and "*good governance*" have become widely used in both the academic and non academic areas and this is due to the emphasis placed on governance in achieving the set country's goals. Therefore, the fact that governance is the very first pillar that the country's achievement is built on underlines the importance given to governance policies as being the catalyst for a serious economic and social transformation of every country.

Rwanda according to its history, has known different regimes which made the country to considerably experience different governance style as per the time when the county was taken from the 1994 genocide, governance as well as the socio- economic sector, saw a big change as the new country policy was all about to re-formulate and implement a governance style which was quite different to the previous one whose negative fruit was the well planned and organized 1994 genocide. The same historical background clearly indicates how Rwanda has been characterized by a bad governance based leadership since the colonial period up to the recent pre genocide period. In his interview with Al-Jazeera in February 2011, the Rwandan president Paul Kagame mentioned that good governance depends on a range of factors that include administrative capacity, country's stage of development, the external conditions that it faces, and the state of information and technology available to it for taking decisions.
However, it appears in both developed and developing countries that the achievement of a good governance based leadership has some serious obstacles that seem to be barriers toward sustainable governance. A country does not have to be rich in natural resources to be prosperous in term of good governance, nor does a wealth of natural resources guarantee prosperity and a high quality of life, but much of these depend on

good governance (Faruqui, 2011).

Among the elements that threaten good governance worldwide and Rwanda as a developing country in particular, is corruption seen by the donor states as among the most destructive element. Corruption and mismanagement cripple economic growth and development (*The European Economic Area Financial Mechanism Report, 2004-2009*). Therefore, the lack of an adequate anti-corruption policy seems to be a great ingredient of the leading team of all factors that weaken good governance based leadership.

The current National Anti-corruption Policy represents Rwanda's commitment under Vision 2020 to achieve good governance through preventing and fighting corruption. It focuses on people, systems and organizations and on building a culture where integrity is valued and corruption rejected. It seeks to support national development that will for the future to be able to sustain a better quality of life for people, a strong competitive economy, effective and efficient public services.

This policy sets an ambitious agenda to achieve a public service that appreciates and embraces integrity, accepts the need for transparency and accountability, ensures full compliance with regulatory and legal requirements. It seeks to achieve a well informed public that demands high standards from public officials and a private sector that operates on a level playing field and acts as a partner in the fight against corruption.

The National Anti-corruption Policy is set within the overall policy framework of Zero Tolerance and national planning and seeks to support the implementation of government policies in the area of good governance. It is set with the institutional framework that includes law enforcement and oversight institutions under the umbrella of the National Anti-corruption Advisory Council that provides a key coordination mechanism for all anticorruption institutions. The legal framework is provided by a wide range of legal instruments listed within the document and this framework continues to grow and deepen.

Anti-corruption action cannot succeed if it is isolated within the anti-corruption institutions. It must also be the responsibility of the society including public institutions and the political leadership to ensure that accountability is a primary concern and corruption prevented and tackled wherever it arises. The policy that follows places the emphasis on a broad national effort while identifying specific institutional responsibilities as they apply.

Before 1994, the government of Rwanda had been characterized by corrupt practices, such as embezzlement of public funds and fraud in the procurement process, despite the existence of the penal code of 1977 which emphasize the punishment of the crime of corruption. However, after 1994, with the new government, the political will to combat corruption has prevailed. As a result an anti-corruption law was adopted and anti-corruption agency was established. The Rwandan parliament adopted the law on prevention and suppression of corruption in 2003, and in 2004, the Office of the Ombudsman of Rwanda was established with the mandate of preventing and curbing injustice, corruption and related offences in both public and private institutions.

Moreover, various governance indicators indicate that Rwanda performs relatively well in terms of control of corruption, compared to many African countries as per the recent Transparency International (TI) Report 2010 where Rwanda is graded on a 4th place in combating corruption. The country has also achieved significant progress over the last years in terms of governance effectiveness and transparency of the institutional regulatory framework. In spite of these efforts, corruption remains prevalent in the country and there have been instances of tax and public funds embezzlement, fraudulent procurement practices, judicial corruption as well as high ranking officials involved in corrupt practices. According to the recent Transparency International report 2011 on a national basis, sectors most affected by corruption include the judiciary, public finance management, public administration and public procurements.

On the other hand, back in 1997, government has undertaken a number of anti-corruption measures, focusing on strengthening the legal and institutional framework against corruption. Major reforms have taken place between 1997 and 2004, with the

establishment of a number of government institutions particularly focusing on corruption-related issues. These include the Office of the Ombudsman, the Anti Corruption Unit in the Rwanda Revenue Authority, National Anti- Corruption Advisory Council (NACAC), the Office of the Auditor General (OAG), and the Rwanda Public Procurement Authority (RPPA). These institutions identify corruption cases but the police and national prosecutor's office prosecute the actual acts of corruption. However, the institutional framework is now in place in the country and no major new developments have been mentioned by the various sources consulted since 2005.

Informations from East African neighbor countries proves that the extent of their governance style corresponds to the big or less effort they put in building weak or strong anti-corruption policy through their respective anti-corruption bodies. In Tanzania, the Government is committed to good governance as the key requirement for attaining big strides on promoting good governance and accountability which have been made since 2001 (*Report on the Implementation Status of Brussels Plan of Action, 2010*) .Various measures and reforms towards strengthening good governance have focused on the areas of democracy and human rights, legal and institutional systems, thus by building human and institutional capacities, the Government of the United Republic of Tanzania has undertaken institutional reforms to strengthen various institutions in the country, including the national Prevention and Combating Corruption Bureau (PCCB) plus legal institutions, and reviewed and improved curriculum including anti corruption studies in tertiary education, and university levels to make curricula relevant to current and future needs

A serie of definition on the key term of this work could be too long accordingly to their complexity. During her research thesis, Gashumba (2010) said that corruption is a complex problem which exists in all countries, regardless of whether they are developed or not, and it has a negative impact on the economic and social development of those countries. However, different sources have given standard meaning whereby the Oxford Unabridged Dictionary defines **Corruption** as "*a perversion or destruction of integrity*

in the discharge of public duties by bribery or favor." whereas the Merriam Webster's Collegiate Dictionary defines it as "*inducement to wrong by improper or unlawful means (as bribery).*" But on the other hand the succinct definition utilized by the World Bank (WB) is the "*the abuse of public power or position for personal advantage*". This definition is similar to that employed by Transparency International, the leading Non Governmental Organization (NGO) in the global anticorruption effort.

All of these definitions attributed to the term 'Corruption' tend to the one this research is intended to be based on as a working definition that emphasis on the fact that Corruption is "*abuse of public power for private gain*" Therefore anti corruption policy could be understood as the official measures against corruption taken either on the national or international level so as to stand strong against corruption and the related offences. Various international bodies explain "**Governance**" accordingly to their concept. The *United Nations Development Programme* (UNDP) defines "Governance" as the exercise of political, economic and administrative authority to manage a nation's affairs. It is the complex mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights and obligations, and mediate their differences whereas African Development Bank (ADB) consider it as the exercise of political authority and the use of institutional resources to manage society's problems and affairs.

Governance is hence seen as "the way those with power use that power", but on the other hand the WB reflects its view as Governance's issue as "the traditions and institutions by which authority in a country is exercised for the common good. This includes (i) the process by which those in authority are selected, monitored and replaced, (ii) the capacity of the government to effectively manage its resources and implement sound policies, and (iii) the respect of citizens and the state for the institutions that govern economic and social interactions among them. Therefore, the globalised definition of Governance refer the one targeted throughout this research which involves the manner in which power is exercised in the management of a

country's social and economic resources for development.

The concept of "governance" is mostly used in several contexts such as corporate governance, international governance, national governance and local governance. Good governance has 8 major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

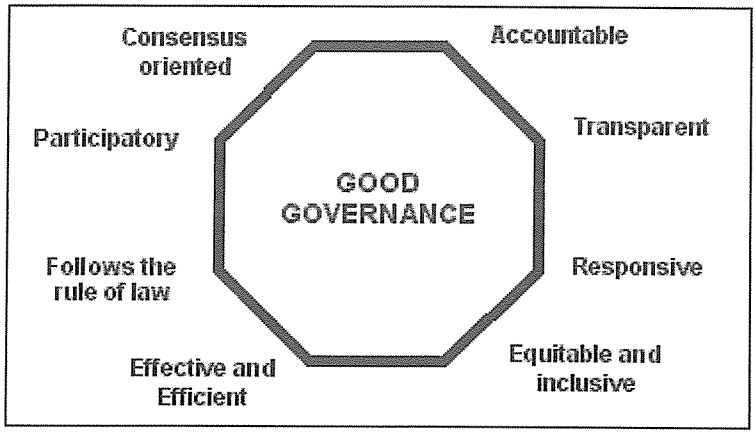


Figure 1: Characteristics of good governance

Therefore, it should be clear that good governance is an ideal which is difficult to achieve in its totality. Very few countries and societies have come close to achieving good governance in its totality. However, to ensure sustainable human development, actions must be taken to work towards this ideal with the aim of making it a reality.

Since governance is the process of decision-making and the process by which decisions are implemented, an analysis of ensuring good governance focuses on the formal and informal actors involved in decision-making and implementing the decisions made and the formal and informal structures that have been set in place to arrive at and implement the decision.

Problem Statement

Various researches have pointed out the breaking elements of the achievement of a good governance based leadership on either the national or international level or mentioned corruptions on top of the leading barriers to good governance. In Rwanda as well, many researchers carried out descriptive studies on corruption as the key barrier to good governance but targeting on other causal issues of corruption such the ignorance of people who do not know the right they deserve, or lack of leader's integrity. However, the research gap has been always the "*negligence*" of the extent to which weak anti corruption strategy is a strong contributor of the high rate of corruption, thus easily weaken the good governance based leadership. Therefore, as a new contribution, this research comes in to point out in which ways and to what extent the anti corruption policy contributes to the rate of good governance in a country like Rwanda whose main challenges include corruption as in all developing countries as well as a meticulous analysis of the ways and causes of such barrier to good governance.

Purpose of the study

The purpose of this research is to explore the relationship between the failures to achieve good governance based leadership with the corruption control strategies. In this regard, a general mental picture of the anti corruption measures within the context of national policy in Rwanda shall be created and new ideas, conjectures and hypotheses shall be generated.

Research Objectives

General objective

The study is aimed to find out on how the anticorruption policy influences a good governance based leadership.

Specific objectives

i. To investigate the role of the anticorruption policy through leader's accountability in promoting a good governance based on leadership.
ii. To relate the anti corruption policy via rule of law to the promotion of good governance based leadership.
iii. To relate the anticorruption policy on public and non public institutional collaboration with promoting good governance based leadership.

Research questions

Bearing in mind the research objectives, the following research questions have guided this research:

i. What is the role of leader's accountability in promoting good governance based leadership?
ii. Is there a relationship between rules of law and promotion of a good governance based leadership?
iii. Is institutional collaboration linked to the promotion of a good governance based leadership?

Scope

There are a number of influential factors of corruption which lead to the failure to achieve on a good governance based leadership and many of them fall under different forms such as social, economic, and politico-administrative.

The predominant *principal-agent model* theory of corruption within both political science and economics today, popularized especially by the work of Susan Rose-Ackerman (1978) and Robert Klitgaard (1988) has been proved at the end of this study. However this study has only covered the politico-administrative concept by emphasizing on anti corruption policy and it was carried out in a period of three months starting in early February up to early may 2012.The concerned site was the district of Gasabo, in the Kigali City of the Republic of Rwanda plus institutions with governance and corruption control in their attribution.

Significance of the study

This study is of great importance most especially to all institution whose attribution includes that of enhancement of good governance. Below is the way it will serve as per different categories:

(i). **The government**: since it somehow monitors and evaluates all governmental institution whose attribution include that of preventing and/or fighting against corruption such as the Office of the Ombudsman, Rwanda National Police (RNP), General Prosecutor's Office therefore this will reveal gaps that needed to be overcome

(ii). **Scholars/Other researchers**: On the other hand, scholars interested in research in this area will also find this study useful for consultation. This study will be beneficial to other researchers by providing necessary knowledge and information to be used as a basis for further research about the anti corruption or governance related studies.

(iii) **International community/Civil Society**: Various international community, especially those close to the countries of this region such as the East African Community (EAC), African union (AU) and the United Nation (UN), plus civil society organization shall also much benefit from this study since it shall know how the policy in this matter is being challenged in its setting or implementation.

(iv) **The citizens**: taking in consideration that the citizens are the very first victims of the bad governance resulting from the failure of corruption control, then they should much more benefit from this research so as to know the right they deserve.

Operational definitions of key terms

The major terms which are mostly used in this study are hereunder defined. Such key terms are corruption, anti corruption policy and governance.

Anti corruption policy: this shall be understood as basic strategic measures taken by the government to enforce not only the fighting but also the preventing of corruption and its related offences.

Corruption: across the whole of this study, corruption shall be understood or will be understood as any abuse of public power for private or personal gain.

Governance: the meaning of governance in correspondence to this study is likely to be the process of political, socio-economic and administrative authority to manage a nation's affairs.

CHAPTER TWO
REVIEW OF RELATED LITERATURE

Introduction

This section on literature review is an account of key issues in the existing materials both published and unpublished pertaining to the topic. The key issues for which literature has been reviewed concern the concept and practice of anti corruption policy with regard to the impact on a good governance based leadership in Rwanda as well as on the general overview of the international level.

Concepts, Opinions, Ideas from Authors/ Experts

Issue of anti-corruption policy has touched the willing of several researchers for long. The country's anticorruption efforts fared with respects to the pillars of developing effective and transparent system for public service, strengthening antibribery action and promoting integrity in business operations (Vinay and Bolongaita, 2004). These same authors underlined a set of strategies that include enhancing state capacity and public sector management, strengthening political accountability, enabling civil society and increasing economic competition and hence concluded that they are considered in the context of a fair governance environment.

A research carried out by WK in 2006 on anti corruptions measure in Philippine revealed that undeniably, given a fair governance environment the Philippines will not have the capacity to pursue reforms in all of these areas at the same time; therefore a selection and sequencing of reform priorities devoted to the particular of corruption in the country is needed. According to the same research, the anti corruption campaign is like a group of long-distance relay runners passing the baton thus many activities provide the impetus for the next set of activities and each successive phase dependents on the outcome of preceding actions.

Equipped with understanding about a country's governance environment and its pattern of corruption, policemarkers can choose from the global menu of anticorruption measures the instruments that are likely to be appropriate and effective in their country. An anticorruption strategy does not have to be a comprehensive one in all cases. In some countries there may be enough resources, political commitment and civil society support to launch an attack on all fronts. However this may not be the case, so as more focused approach may be very advisable.

The analysis of a country governance environmental is crucial for making that choice because the effort of anticorruption measures in part on the governance environment in which they are applied. Without sufficient knowledge of conditions policymakers are more likely to make mistakes in committing to ill-informed and poorly advised projects. The study, researcher, and author present the effects of specific anticorruption measures assessed relative to the quality of a country's governance environment and suggests that the choice of measure must be calibrated according to that environment.

A particular policy that is effective is one setting may be ineffective if not counterproductive in another. (Ades and Tella, 1996) explained that some of well known anticorruption policies or programs are unlikely to have many impacts in "weak" to "fear" governance environment. Those policies and program would include approach such as conducting seminars to raise public awareness, creating anticorruption agencies and ethics offices, and increasing public sector wages. For them policies and programs such as instituting economic reforms, improving media and judicial independence , reducing the size of the public sector, and strengthening the rule of law would have greater effects against corruption in ""weak" to "fair" governance environment .In such circumstance a target approach focused on promising areas may be more effective. However, it is not sufficient simply to base the choice of anticorruption instrument on broad assessment of the quality of governance, it is also critical to look at the nature of corruption in the country.

Although East Asian countries have long declared their intent to control corruption, their plans have not produced results, (Anwar, 2000). For most countries, corruption control has not improved, for some it has clearly worsened. The lack of progress in controlling corruption is not far from lack of government organization or regulation focusing on anticorruption policies and program. In most cases the laws and the agencies created to fight corruption may already have become part of the problem. The poor progress among Asian government in combating corruption despite various anti corruption policies and programme testifies to the capabilities and cunning of corrupt interest. (Munyazikwiye, 2005) has made an analytical framework highlighting the importance of crafting anticorruption measures according to a country's governance and operating environment. Therefore, as per his study, understanding the nature of a country's governance helps explain why some anti corruption measures are making headway while others are not showing the results. More important, using analysis of country governance to shape anti corruption strategies is critical for making the programs more effective.

In turn success in anticorruption contributes to improving the governance environment. No success against corruption, no improvement in governance (Margit and Kiiza, 1999). In their same analytical framework, they consider both the broader rating of governance and the particular assessment of patterns of corruption in choosing and crafting anticorruption strategies .They use the governance quality rating with state capture and administrative corruption assessment as guiding indicators to select and prioritize anticorruption instrument. In this regard we differentiate countries beyond a broad three-tiered categorization of governance .The approach allows them to capture some of the complexity among countries within the same category of governance quality. There are serious implications, according to (Anne 1998), for policymaking when one considers both governance quality and particular pattern of corruption.

Theoretical perspective

This study is based on the *principal-agent model* theory of corruption within both political science and economics popularized especially by the work of (Susan Rose-Ackerman, 1978) and (Robert Klitgaard, 1988). The principal-agent theory says that the analysis of corruption in the interaction and interrelations that exist within and without public bodies and is based on two key assumptions: : (i) that a goal conflict exists between so-called *principals* (who are typically assumed to embody the public interest) and *agents* (who are assumed to have a preference in favor of corrupt transactions insofar the benefits of such transactions outweigh the costs), and (ii) that agents have more information than the principals, which results in an *information asymmetry* between the two groups of actors(Klitgaard,1988). More specifically, according to this view, a collective body of actors is assumed to be the principal who delegate the performance of some government task to another collective body of actors.

As in any situation where authority is being delegated, the problem from the perspective of the principal is that the agents may acquire specific information about the task at hand that they are not willing to disclose to the principal, or that they have private motivations other than the goal of performing the delegated task. Thus, in short, from the perspective of the principal-agent framework, corruption occurs when an agent betrays the principal's interest in the pursuit of his or her own self-interest. This betrayal is in turn made possible by the information asymmetry between the two groups of actors. Depending on perspective, who is the agent and who is the principal in the principal-agent model may differ. In the classical treatment which refers to situations of bureaucratic corruption rulers are the principal and the bureaucracy the agent (Becker & Ourania, 1974). The problem here arises when the ruler cannot perfectly observe which law enforcers behave honestly since they do not possess all the relevant information that the agents have. For example, tax collectors are often better informed about the revenue potential of a particular tax base than is the top

management of the treasury which in turn, opens up for the opportunity for bribery.
In line with the less classical perspective, on the other hand, it is not primarily the bureaucrats who need to be controlled, but the ruling elite. In this model which mainly refers to situations of political corruption, rulers are hence modeled as agents and citizens as principals (Persson & Tabellini, 2000). High-level government officials represented by legislators or elected public officials may institute or manipulate policy and legislation in favor of particular interest groups (representing private sector interests and entities or individual units of public bureaucracy competing for higher budgets) in exchange for rents or side payments.

In the end, still according to the above authors, this less classical model resembles the classical principal-agent framework in every respect with the exception that, instead of assuming benevolent principals "on the top", it takes another attribute for given namely the presence of benevolent principals "on the bottom" in the form of ordinary citizens . Regardless of how the principal-agent relationship is modeled, the policy implications following from this framework hold that, in order to reduce corruption, the principal should aim at negatively affecting the agent's motivations to engage in corrupt behavior. This could most effectively be done through control instruments that decrease the level of discretion among agents; limit the monopoly of agents, and; increase the level of accountability in the system (Klitgaard, 1988).

In the end, important to note is that, when applying the principal-agent perspective, analysts assume that the problem of corruption lies exclusively with the agent. As such, the principal-agent model always rests on the assumption that the principal will take on the role of controlling corruption (Klitgaard, 1988). By implication, if the supposed principal(s) are also corrupt and do, as such, not act in the interest of the public good, the principal-agent framework becomes useless as an analytical tool since there will simply be no actors willing to monitor and punish corrupt behavior (Johnston ,1983).

Related studies

The efforts of previous studies were most especially focused on the war on corruption that has been demonstrated by the ratification of international and regional anti-corruption laws, the criminalisation of corruption and related offences by national laws, and the establishment of anti-corruption institutions capable of enforcing anti-corruption laws. (Gashumba, 2010), through her comparative study analysis on anti-corruption agencies in Rwanda, Sierra Leone and Malawi, has found that the effective anti-corruption regime requires a comprehensive anti-corruption legal framework which not only punishes all forms of corruption but also capacitates anti-corruption institutions. In the countries covered by this work, the anti-corruption laws contain detailed provisions on corrupt practices, their punishment, protection of whistle-blowers and informants, false information, asset recovery and co-operation. However, the Rwandan anti-corruption law was found to be very limited and does not provide for certain forms of corruption such as embezzlement, conflict of interest of all public officials, protection for whistleblowers, and asset recovery, thus preventing corruption before its occurrence could be an effective approach in the fight against corruption if it is organised and implemented successfully.

Carrying out a study on the powers and techniques used by the anti-corruption agencies in investigating and detecting corruption through their domestic anti corruption bodies, (Rothstein, 2005) has underlined that a strong anti-corruption agency is a crucial requirement and part of a country's strategy for a successful anti-corruption programme. However, due to the clandestine and complex nature of corruption and the absence of direct witnesses and victims which render it difficult to investigate and detect, (Alan and Stephen, 2007) have argued in their study on corruption and anti-corruption strategies, issues and case studies from developing countries, that it is important for any anti-corruption agency to be allowed the use of special investigative techniques, such as the deployment of undercover agents, surveillance, interception of communication and entrapment to detect and obtain viable evidence.

Moreover, it was noted that the anti-corruption agencies under his study use normal investigative techniques and their investigations usually depend on information from and allegations by individuals through reporting. (Gbenga, 2007) said that the failure or the success of both national and international anti-corruption bodies depends on a variety of factors, such as powers and means to detect, investigate and prosecute corruption and related offences. The lack of sufficient and trained staff, as well as the lack of adequate material resources, also affects the effectiveness of an anti-corruption agency. Further, collaboration and cooperation with other states, the public, media and civil society play an important role.

During a study carried out by (Strandberg, 2005) of the University of Copenhagen, Institute of Political Science, he found that there is a strong correlation between excellence in corporate governance and excellent corporate performance. According to his study, leadership is about relationships, about working with and guiding people in new directions , about integrity and trust and finally about achieving the most positive interaction between customers, employees, shareholders and vendors-whomever. (Abiodun, 2006) stated that the importance of Value Based Leadership and Corporate Governance to organizational performance cannot be overemphasized. However, the approach and strategies for achieving a value-driven organization deserves zero tolerance to corruption, good governance and value based leadership.

There is both theory and empirical evidence to suggest that value based leadership has a substantial effect on organizational performance. Waldman and his associates reported two studies of values based leader behavior as an antecedent to organizational profitability. In these studies values based leadership accounted for between fifteen and twenty five percent of firm profitability over the three years following the time at which values based leadership was assessed. Whereas (Gatera , 2008) in his citation on the gender equality, good governance, and peace in the Rwanda and region in general, leadership began with the willingness to embrace responsibility.

The reason that leaders emerge out of circumstance is that leaders embrace the idea of accepting responsibility. (Mc Convill, 2002) has concluded in his survey on leadership and human right that though we wouldn't consider it a trait of leadership, good leadership generally improves the level of human dignity of the group being led.

CHAPTER THREE
METHODOLOGY

Introduction

Under this section, the research process that was used is presented. It includes where the study was carried out, study population, instruments used, the research methods, how data were analyzed and the limitations.

Research design

This study has logically used a descriptive design which brought about quantitative and qualitative research method. As far as quantitative design is concerned, the questionnaire was used. For the qualitative research design, interview, observation, and documentation have played a key role in data collection process.

Research area and population

The population for this study was obtained from the staff of the institutions whose attributions include that of fighting against corruption and those from institution with governance in their duties plus respondents from both public and private media sector in Kigali, Rwanda. Thus, the total population was made of 240 respondents.

Sampling framework, procedure and techniques

The sample for this study was 150 respondents chosen from all concerned officials of the Office of the Ombudsman ,RGB, NACAC, Local leaders of all sectors of Gasabo district, Journalists from both public and private sector, Officials of the RNP, Anticorruption department. The simple random sampling method was used with a view of selecting respondents and the Sloven's formula was used to determine the sample size. The procedures that was used to select the samples was that of judgmental and stratified random sampling procedures since the study itself specifies the range in terms of respondents to be involved as shown in Table 1.

Sloven's formula:

$$n = \frac{N}{1+N\,e^2}$$

With n = number of sample

N = total population

e = level of significance 0.05

Table 1: Sampling frame

Population category	Population	Sample size
Staff of the Office of the Ombudsman (OO)/Rwanda (Staff form the anticorruption department and the department of promoting governance)	70	42
Participant of the National Anti Corruption Advisory Council (NACAC)	18	12
Experts from the Rwanda Governance Board (RGB)	12	8
Local leaders of all sectors of Gasabo district	40	26
Journalists from both public and private sector	80	46
Officials of the RNP, Anticorruption department	20	16
Total	**240**	**150**

Sloven's formula was used to determine the sample size to be pointed in the whole population and purposive sampling to pick the key respondents for interview. As the study's main goal was to sick for the information on how anti corruption policy influences the governance, the selected respondents from institution with fighting against corruption in their attribution as well as judicial organs were much concerned across this study.

To conduct a stratified random sampling, the researcher has first prepared an exhaustive list (sampling frame) of all members of the population of interest. Therefore, from this list, the sample has been drawn in each selection round. In this regard, the members of the population have been grouped into relatively homogeneous subgroups (strata) before sampling. Then random sampling has been applied within each stratum. All this was done in response to the issue of realistically covering the population from the large geographical area of the territory of the Gasabo district, as well as to the issue of an academically acceptable and representative sample.

Research instruments

(i). Questionnaires: According to the nature of this study, various instruments were used. The questionnaire was used as a main instrument in collection of data along the research and it was used to obtain views and opinions of individual selected respondents in order to get the required information.

(ii). Interview: Taped interview is another important instrument that was used in obtaining data from the field. Interview was intended to add quality to the information provided by the questionnaire. Interview guide questions were asked and answers have been carefully recorded. However, in addition to these data comes also information from published and unpublished documents like books, reports and policy papers.

Sources of data

Information from the questionnaires were considered as the primary data across the whole of this study whereas those from the interview were considered as the second data plus the information from the documentation and published reports of the institutions that were in contact of this research.

Validity and reliability of the instruments

The validity of a research instrument is the extent to which it measures what it is supposed to measure, while its reliability is the degree to which it consistently measures

whatever it is measuring (Amin, 2005). A pre-test was conducted in order to test and improve on the validity and reliability of the questionnaire and interview guide. The panel of five previous postgraduate in different field was used to evaluate whether each question has provided ample information; this panel has evaluated questionnaires and interview guide. The Content Validity Index (CVI) was calculated from the formula below:

$$CVI = n/N$$

With **n:** number of items declared valid in the questionnaire

N: total number of items

Data gathering procedures

Before the administration of the questionnaires

i. An introduction letter was obtained from the School of Post Graduate Studies and Research for the researcher to solicit approval to conduct the study from respective respondents in selected institutions
ii. When approved, the researcher secured a list of the qualified respondents from the institutions' authorities in charge and select through systematic random sampling from this list to arrive at the minimum sample size.
iii. The respondents were explained about the study.
iv. The researcher has reproduced more than enough questionnaires for distribution.

During the administration of the questionnaires

i. The respondents were requested to answer carefully the questionnaire and to leave every question of the questionnaires for which they were in doubt on their position

ii. The researcher emphasized on the retrieval of the questionnaires within five days from the date of distribution.
iii. On retrieval, all returned questionnaires were checked if all were answered.

After the administration of the questionnaires

The data was gathered, collated, encoded into the computer and statistically treated using the Statistical Package for Social Sciences (SPSS).

Data Analysis and interpretation

The data processing has been conducted scientifically and systematically. The data collected were coded and presented by using statistical tabulation through SPSS. To interpret the responses of the respondents, the following values and interpretation were used:

Mean range	Response mode	Interpretation
4.00- 5.00	Strongly Agree	High
3.00- 4.00	Agree	Moderate
2.00-3.00	Disagree	Low
1.00-2.00	Strongly Disagree	Very low

Ethical Considerations

To ensure confidentiality of the information provided by the respondents and to ascertain the practice of ethics in this study, the following activities were implemented by the researcher:

i. The respondents from the involved institutions were coded instead of reflecting their names.
ii. Solicit permission through a written request to the concerned officials of the institutions included in the study.
iii. Request the respondents to sign in the *informed consent form*
iv. Acknowledge the authors quoted in this study and the author of the standardized instrument through citations and referencing.
v. Present the findings in a generalized manner.

Limitation during research work

It was difficult to collect required information from respondents because of the lack of sufficient time to respond properly to the questionnaire since all respondents have responsibilities at their jobs; so it was quite hard to make appropriate schedules for proper information gathering. In addressing this problem, the researcher sought the help of research assistants. The researcher is therefore sure that the above constraint did not compromise the research exercise and the findings of the study in any way.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND DISCUSSION OF FINDINGS

Introduction

The study's main goal was focused on how the anticorruption policy influences a country's governance; the results were generated from the views of respondents involved in politico-governance sector on the questions they were asked to answer through questionnaires and interviews. Hence the extent to which anticorruption policy influences a nation's governance has been detected by analyzing and interpreting the opinions that we obtained. The meaning and practical implications of the findings were illustrated and discussed in tables.

Initial data that were the starting point of all the finding

In all institutions where the research took the sources of information, the respondents were found to be all educated up to the extent the less educated across all of them was at the undergraduate level. However, though they were recorded, the remaining personal identification data (classification of respondents based on their age group and sex) were ignored by the researcher as the information on the research variable can neither be influenced by the fact that the respondent belongs to a certain gender category or a given group age.

The accountability in promoting good governance a corruption control

The respondents were asked the role they find that accountability should play in enhancing good governance based leadership and their responses were recorded and interpreted by the researcher as follow:

Table2: Respondents' views on the accountability versus governance and corruption

Measurement items	Mean	Interpretation
Are you in agreement that leaders accountability in Rwanda is good enough to be a foundation of the corruption control?	**3.0**	Moderate
"*Unaccountable leaders in Rwanda are the sources of the failure to fight against corruption*"	**3.1**	Moderate
Successful anticorruption policy should be based on a full and improved leaders accountability	**4.8**	High
Local leaders are the vehicle through which political accountability is exercised	**4.0**	Moderate
Leaders should be continuously trained on the values and outcomes of being accountable	**1.1**	Very low
Sub –Total	**3.2**	**Moderate**

Source: primary and data, 2012

According to table 2 the results indicated that the respondents rated the extent to which the leader's accountability promotes good governance based leadership to be moderate. The respondents' views globally clarify how leaders are the vehicle through which political accountability is exercised along with Civil Society (CSOs) organizations and the mass media. On the other hand, the interview with some of the respondents mainly those in the media sector, taking in consideration that this is one of the main participant of the civil society, journalists revealed that accountability in good governance involves the existence of serving the needs of the public, thus, governance, according to the views of most of journalist exists to ensure those needs are served efficiently, effectively and fairly. "*Sustainable governance is fueled by my factors including accountability among the main ones*" added one journalist of the public media sector during interview.

Respondents in institution with governance as their main attribution such as the Office of the Ombudsman, RGB and local leaders strongly emphasize in their views on both answered questionnaire and interview that leader's accountability, being the acknowledgment and assumption of responsibility for actions, decisions, and policies including the administration is a key element for every nation willing to achieve a good governance based leadership. The same views but on the other side, respondents from institution with anticorruption as their main attribution such as the Office of the Ombudsman, RNP, NACAC clearly indicate their stand point on the role of accountability whoever is concerned by the issue of corruption (personnel of anticorruption bodies, central and local governance officer, civil society, citizens etc) is supposed to play.

However, though they agree that leaders accountability is of great importance in fighting against corruption, respondents on this issue have approved, to the extent of "***moderate***",that the lack of accountability in Rwanda is among the real causes of the failure to fight against corruption and through the interview, the same respondents clearly agreed that a successful anticorruption policy goes hand in hand with a fully improved accountability of whoever is accountable on a given responsibility most especially in governance sector when it comes to fight against corruption. Furthermore, the respondents have also stated their stand point on the issue of enhancing accountability through continuous training whereby, according to the respondents, it does not necessarily require a reminder to someone on the responsibilities s/he is accountable for. Therefore, the majority of the respondents (83%) have denied this assumption.

In short, the respondent have globally pointed on the poor accountability, found to be moderate, as a key factor of the current corruption prevalence in Rwanda though there were some other different opinions that the enforcement of accountability should go together with some feature including leadership code of conduct, enough managerial skills, etc. Therefore, according to the same finding, the outcomes of a such achievement will positively influence the rate of corruption control.

The rules of law in promoting good governance and corruption control

The respondents were asked the role they find that rules of law should play in enhancing good governance based leadership and their responses were recorded and interpreted by the researcher as indicated below:

Table3: Respondents' views on the Rules of law versus good governance and corruption

Measurement items	Mean	Interpretation
"*The rule of law principle in Rwanda is quite enough to lead on a corruption free leadership*"	**2.8**	Low
Rules of law is a key element in promoting a good governance based leadership	**1.8**	Low
Any governance style based on rules of law at low risk of facing corruption	**4.1**	High
Anticorruption institutions should be given more competence to be able to fight against corruption to the required extent	**4.8**	High
Sub-Total	**3.3**	**Moderate**

Source: primary data, 2012

As it is shown in the table 3, the respondents were asked whether the rule of law's effectiveness is strong enough to improve a governance style and enhance the corruption control as well. The respondents rated its implication in these issues to be moderate (mean 3.3)

For this case, respondents from anticorruption institutions, most especially staff from the Office of the Ombudsman, members of the NACAC and RNP have emphasized more on a serious application of rule of law in matter of corruption control and this was characterized by the way they (respondents) have strongly supported the idea that anticorruption institutions should be competent enough and hold all juridical power so as to stand strong against corruption and its attached offences.

Journalist as well have proved their standpoint on this issue in that they support the efficiency anticorruption bodies should have while fighting against corruption once given the maximum of juridical competence such as prosecution power. Moreover, in this same concept of enforcing the anticorruption bodies, interviewed respondents have shown an almost same opinion on the issue of achieving a strong anticorruption policy on which a good governance based leadership is built, thus, according to them, there should be establishment of the particular anticorruption court specifically aimed at taking action against corruption and its related offences as investigated and reported by the anticorruption institution and thereafter prosecuted by these same institutions. "*How can a judge suspected on a given corruption case be taken to the same court s/he used to be member of judging committee? There should be a specified anti-corruption court like in our neighbor's country Uganda*"reacted one NACAC staff member during the interview. However, respondents have raised an issue of inefficiency of the rule of law principle in corruption control in Rwanda whereby they have criticized it to be not applied equally on both small and heavy corruption cases and, according to their same views, it is rare to find a high ranking official suspected on corruption cases being investigated on it!

Institutional collaboration in promoting governance and corruption control

The respondents were asked the role they find that institutional collaboration, should play in enhancing collaborative governance, defined by (Ansell and Gash, 2008) as the process of establishing, steering, facilitating, operating, and monitoring cross-sectoral organizational arrangements to address public policy problems that cannot be easily

addressed by a single organization or the public sector alone. Their views and responses were recorded and interpreted by the researcher as below:

Table 4: Respondents' views on the institutional collaboration versus good governance and corruption

Measurement items	Mean	Interpretation
The collaboration of anticorruption institutions in Rwanda is strong enough to fight against corruption	3.2	Moderate
An adequate collaboration between anticorruption institutions is the engine of the battle against corruption	4.0	High
The achievement of a good governance based leadership does not necessarily need institution to collaborate since each institution has its own duties/attributions	1.8	Very low
"*Having ONE but strong anticorruption institution in a country is better than having many but weakened anticorruption institutions in a country*"	4.8	High
Sub –Total	**3.4**	**Moderated**

Source: primary data, 2012

As it is shown in the table 5, the respondents were asked to give their views on the collaboration of all the anticorruption bodies on the issue of enhancing the corruption control so as to achieve a good governance based leadership. This research being in touch to both sides, respondents from both governance institutions were contacted also so as to have a general picture the institutional collaboration is given when the involved institutions on a given issue put their effort together focusing on their aim.

As far as anti corruption measures are concerned, across this research, respondent have generally rated through the interview and answered questionnaires, the need of different institution involved in the exercise of promoting good governance and corruption control to be moderate (mean=3.4). Moreover, respondents share the same understanding that an adequate collaboration between anticorruption institutions is the engine of the battle against corruption. This opinion was found to remain constant through the interview whereby the respondents from anti corruptions bodies have much more emphasized on the effectiveness the corruption control would have if all anticorruption counterpart act as a unit regardless on their own attribution. "*Some institutions are being selfish in this matter* (...)" claimed a staff of the anti-corruption special unity at the Office of the Ombudsman. This same view justifies the way respondents have completely rejected, with the rating of ***very low***, the idea of not having necessarily the cooperation of other institutions since each of them has its owns attributions.

In brief, respondents have globally qualified the need of all concerned institutions in corruption control issue to be of great importance. However, as far as Rwanda is concerned, this collaboration was found to be in a need of further enforcement though there are some efforts undertaken, there is still a long way to go. This was revealed during the interview whereby respondents have urged the collaboration of not only anticorruption institution, but also the contribution of other stakeholders in this matter such as the CSOs, the media sector and local religious bodies for a successful accomplition of this exercise. Some arguments as to why this collaboration is needed are hereunder explained:

i. **Information exchange**: according to the various views from the respondents, once there is a urge collaboration within all of these institutions, then there will be exchange of the information on the corruptions and bribery acts which are then handled to the institutions holding more competence on the revealed issue to be processed judicially.

ii. **Gathering together institutional strength:** Different institutions having corruption control in their attribution do not hold the same competences most especially that of investigation and pursuing the corruption cases in court and this due to the fact that they have been established with specific objectives. Therefore, with a successful collaboration within all involved bodies, each of them can performs up to its limits to handle the case to its superior counterpart for further follow up as per its competences.

A typical example is when institutions with no criminal investigation competence on corruption or its related offences (e.g. local leaders) receive the information on corruption and bribery acts, then handles them to the upper counterpart such as the Office of the Ombudsman or the RNP to carry out investigation on these allegation, after which they are now taken to anticorruption institution with prosecution power.

CHAPTER FIVE

SUMMARY OF THE MAJOR FINDINGS, CONCLUSION AND RECOMMENDATIONS

Introduction

This chapter presents a brief summary of what has been discovered and discussed in the previous chapters. It concludes with recommendations pertaining to the requirements of a successful anti-corruption agency and gives others areas of furthers researches.

Summary of the major findings

Accountability and good governance

As per the results from both the interview and answered questionnaire, and taking in consideration that this research was all about to study the influence the anticorruption policy may have on the country governance which governance is centered on several components whereby three of them were based on across this research were (i) the leaders accountability, (ii) the of rules of law and (iii) the institutional collaboration, the research, basing on the above mentioned interpretations, has revealed that all of the three components are required to be achieved but on different level and this depends on number of reason which include the fact that the respondents were from different institutions with different perception on the corruption control and governance as well. Therefore, it was revealed that the achievement of a good governance based leadership requires an improved level of account giving of whoever is accountable on his or her responsibility.

However, back to our concern, political accountability which is the accountability of the government, civil servants and politicians to the public and to legislative bodies such as a congress or a parliament was found to be ,once enforced and implemented in all governing institutions, the real engine of a sustainable governance which by then leads to a corruption free nation as the corruption perpetrators will be aware that they will face a need of clarification which is in the most of case a legal act, on their responsibilities.

Rule of law and good governance

According to the above views and their interpretation, it was found that good governance involves far more than the power of the state or the strength of political will. In addition to this, the research has revealed the extent to which the rule of law is a strong and key element in whatever form of governance in that any governance style where rule of law is strong, people upholds the law not out of fear but because they have a stake in its effectiveness. Furthermore, the fact that respondents see the currents juridical competence of anticorruption institutions not enough on the battle of combating corruption and increasing good governance, plus the idea of creating a new and specific anticorruption court shows the value the rule of law is given so as to enhance a sustainable governance on which a strong corruption control is built. It was underlined across the whole of this research, especially during the interview that the rule of law is not far from the accountability and that both are complementary toward strong governance therefore, well functioning legal institutions and governments bound by the rule of law and accountable leaders are, in turn, vital to good governance. On the other hand, according to the same views from the contacted respondents, it was underlined that weak legal and judicial systems where laws are not enforced non-compliance and corruption are the norms undermine respect for the rule of law, engender environmental degradation, and undermine progress towards sustainable development

Institutional collaboration and good governance

The finding according to our respondents as interpreted above proves that beside the two above mentioned components of a good governance , all effort put together by enforcing rule of law base governance with accountable leaders would be meaningless if there is little or no collaboration of the involved institutions in governance issue. It was clearly found that governance institutions and public anticorruption bodies have different but complementary missions, thus their achievement requires a certain gathered effort and the same spirit of all counterparts by either exchanging information on corruption and briberies acts as explained above. However, as we talk of governance and corruption control, it was found across this research that the institutional collaboration is much more required in corruption control issues than it is on the governance point of view since corruption control is a complex exercise whose accomplishment necessities not only all these institutions' efforts but a serious rule of law coupled with the transparent linked leadership. Furthermore, the fact that across all of these institutions , some hold more juridical power than their counterparts , this implicates the obligation of the inter-institutional hand over of corruptions related dossier when one institution has handled it up to where its competences is limited.

Conclusions

From the above analysis, it appears that corruption is a widespread problem which affects all societies, whether developed or not. It is detrimental to good governance and the well-being of the citizen and has a corrosive impact on the sustainable economic development of a country. This research has ascertained that though the governments of Rwanda is committed to build a good governance based leadership, one among the greatest challenges this commitment faces is a spread of corruption prevalence , which in turn is resulted from different causal factors including that of inadequate anticorruption policy that the research has revealed to be inadequate in that leaders in Rwanda are not providing the maximum of accountability and the principle of the rule of

law is only being applicable to small corruption crimes and not to the heaviest ones and in the most of time committed by the higher ranking officials holding the big post.
However, in spite of the above shortcomings, the researcher found that this component of the rule of law saw an improvement in that the Office of the Ombudsman, a specialised institution with the sole task of preventing and combating corruption countrywide plus an additional mandate of preventing and combating injustice, is being re-structured and empowered judicially by enrolling the prosecution so as to handle by its self the corruption cases until they are taken to court. Furthermore involved institutions are highly cooperating hand in hand through the NACAC which in fact made the country to be graded on 4th place in the continent in combating against corruption during the recent TI classification.

To sum up this, one can estimate that the rate of anti corruption policy Rwanda is experiencing today is indirectly affecting the country's governance on both negative and positive perspectives. Though corruption control and governance in Rwanda were found to have achieved on a certain appreciable level, but there are some weaknesses that induce the need of changes in strategies toward corruption free governance. As far as Rwanda is concerned, it was clearly revealed by this research that the sources of the weakness in the corruption control issue results from insufficient leaders accountability plus inadequate principle of rule of law whereby it was found to be not equally applied for all corruptions cases which by then lead the country to governance whereby some individuals are above the law. Therefore the next section provides a set of recommendations in respect of the powers and strategies needed for a successful achievement of the adequate governance based on a strong anticorruption policy.

Recommendations

Considering the above findings, some efforts should be put in consideration so as to turn the Rwanda anticorruption strategies into a form that leads toward a sustainable and good governance based leadership. Therefore, below are the recommendations as per different stakeholders:

i. The government of Rwanda

Taking in consideration that Rwanda was the focal point of the present study, and the fact that the found information on governance and corruption control are from this same country, this implicates oviously the Rwandan government to be the first actor in this matter as this study's keys elements are the among the pillars of the governance style the country is heading to.

Therefore, as the overall problem encountered to be the barrier toward the set goal is the inefficiency application of the principle of the rule of law and the lack of accountability to some leaders, the government should emphasize much more on the empowerment of this principle of the rule of law to be equally applied with no little exception and regardless on the whatever military, political, or civil status the suspected individual in corruption acts is holding. It is in this regard that the government should avoid the well known bad culture which has expended in many African countries, Rwanda included, of relying on strong personalities instead of strong institutions. To achieve on this, the government needs to emphasize enhancing both anti-corruption and governance institutional capacity buildings in terms of powers and/or competences with no little exceptions.

The government should also establish a specific anti-corruption court with adequate judicial capacity to which the anti-corruption institution holding the prosecution powers should take the corruption cases they have investigated, hence this will reduce the worries these institutions are used to have of taking corruption cases to ordinary courts.

Moreover, it is a government responsibility to inject more efforts in sensitizing the citizens which are the very first victims of the corruption on the inconvenient this brings to their country's governance, which therefore inhibits their developments. Once these citizens will be educated on the corruption harmfulness on their livings, then they will help in reporting it to the concerned institution whose main challenge include that of not having sufficient information on this threat.

ii. Local community and Civil society

Bearing in mind that in Rwanda the local community and the civil society are a very good channel that always the government use whenever there is a need to contact the entire population on a given issue due to the opportunity they hold of having access on both citizens and government, therefore, the local community and civil society should benefit from this chance by making aware to the government on their citizen's opinions on corruption and the impact it has on the way they are led. More emphasize is on the local religious organization plus the media sector as they both hold "*great opportunity*" of being in a permanent contact with the citizens which opportunity should be explored by rising awareness in the public of the threat and the way it destroys their right. In addition to this, both of these partners are easily and frequently in collaboration with the government which could help them rising their views and those of the citizens

iii. International community:

Being the main partners of the achievement of the set government goal in various sectors, the giants international community should massively contribute under whatever form so as to overcome the challenges met in the exercise of the corruption control so as to get on good governance. Their contribution may be under any of the different forms such as financial support, material support, capacity building of the involved institutions or even individual, monitoring and evaluation etc. Furthermore, taking in consideration that some other countries have reached on a higher level of corruption free governance, and then there should be learning from the efforts and strategies they have adopted in order to achieve their level.

Areas for Further Research

Other researchers can take opportunities to research on:

- "Gender and good governance based leadership in Rwanda"
- "Democracy and good governance based leadership in Rwanda"
- "Development and good governance based leadership in Rwanda"

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APPENDICES
APPENDIX I: INTRODUCTION LETTER.

KAMPALA INTERNATIONAL UNIVERSITY

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OFFICE OF THE COORDINATOR, BUSINESS AND MANAGEMENT
COLLEGE OF HIGHER DEGREES AND RESEARCH (CHDR)

January 27, 2012

RE: REQUEST FOR NDACYAYISENGA EMMANUEL MCR/33254/102/DF TO CONDUCT RESEARCH IN YOUR ORGANIZATION

The above mentioned is a bonafide student of Kampala International University pursuing a Masters of Conflict Resolution and Peace Building.

He is currently conducting a field research of which the title is '**Anticorruption Policy and Good Governance Based Leadership in Gasabo District, Kigali Rwanda."**

Your organization has been identified as a valuable source of information pertaining to his research project. The purpose of this letter is to request you to avail him with the pertinent information he may need.

Any information shared with him from your organization shall be treated with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,

Dr. Mwaniki Roseanne

Associate Dean Social Sciences, CHDR

KIU
KAMPALA INTERNATIONAL UNIVERSITY
PRINCIPAL'S OFFICE
P.O. BOX 20000, KAMPALA
KIU RISING THE HEIGHTS

APPENDIX II: LETTER TO INSTITUTIONS

NDACYAYISENGA Emmanuel

Monday, February 6th 2012

C/O Office of the Ombudsman

P.O.Box.: 6269 Kigali

To:

- The Permanent Secretary of the Ombudsman's Office

  P.O. Box: 6269
- The Inspector General of the Police

  P. O. Box 6304 Kigali
- Executive Secretary of the Rwanda Governance Board

  P.O Box: 6819 Kigali
- The Mayor of Gasabo District
- Executive Secretary of the Media High Council
- The Chairman of the National Anticorruption Advisory Council

Dear Sir/Madam,

Re: Requesting for a permission to carry out a research in your Institution

I am a student in Kampala International University, in a masters programme under the course of "**MA. Conflict Resolution and Peace Building**" whereby I am supposed to conduct a research entitled "**Anticorruption Policy and Good Governance based leadership in Rwanda**"

Your institution was found to be much helpful on a successful conduction of this research as per your contribution and experience in this matter, therefore we kindly request you to allows us to conduct this research by getting some informations through questionnaires to some of your staffs and having an interview with them.

Attached is the introductory letter from the University.

Hopefully waiting for your positive reply.

Sincerely,

NDACYAYISENGA Emmanuel

APPENDIX III
RESEARCH INSTRUMENTS

I. QUESTIONNAIRE CHECKLIST

Dear respondent,

I am carrying out a research on the "***Anticorruption Policy and Good Governance based leadership in Rwanda***". I kindly need your attention and cooperation as this research is basically for academic purposes and I will maintain high confidentiality on the information you will give.

May I retrieve the questionnaires 2 weeks after you receive them

Thank you for your cooperation.

Instructions:

- Tick with "x" in the case which correspond to your answer for the first phase of these questionnaires
- The scoring system to be used for the following phases are as follow

  Strongly Agree (SA), Agree (A), Disagree (D) Strongly Disagree (SD)

i. Personal Information

Gender

- ☐ Male
- ☐ Female

Age Group

- ☐ 16 - 25
- ☐ 25 - 59
- ☐ 60 - and above

Educational level

- ☐ None
- ☐ Primary
- ☐ Secondary
- ☐ University

Current occupation (Mention in Blanket your institution)

- ☐ Civil servant
- ☐ Other

ii. Accountability and good governance

i. Are you in agreement that leaders accountability in Rwanda is good enough to be a foundation of the corruption control ?

- ☐ SA
- ☐ A
- ☐ D
- ☐ SD

ii. "*Unaccountable leaders in Rwanda are the sources of the failure to fight against corruption*"

- ☐ SA
- ☐ A
- ☐ D
- ☐ SD

iii. Successful anticorruption policy should be based on a full and improved leaders accountability

- ☐ SA
- ☐ A
- ☐ D
- ☐ SD

iv. Local leaders are the vehicle through which political accountability is exercised

- ☐ SA
- ☐ A
- ☐ D
- ☐ SD

v. Leaders should be continuously trained on the values and outcomes of being accountable to the citizens they represent

- ☐ SA
- ☐ A
- ☐ D
- ☐ SD

iv. Anticorruption institutions should be given more competences to be able to fight against corruption to the required extent

- ☐ SA
- ☐ A
- ☐ D
- ☐ SD

iv. Institutional collaboration and good governance

i. An adequate collaboration between anticorruption institutions is the engine of the battle against corruption

- ☐ SA
- ☐ A
- ☐ D
- ☐ SD

ii. The collaboration of anticorruption institutions in Rwanda is strong enough to fight against corruption

- ☐ SA
- ☐ A
- ☐ D
- ☐ SD

II. INTERVIEW QUESTIONS FOR THE RESPONDENTS

Note: In order to add quality to the information provided by the questionnaire, below are some open questions reserved to both staff/officer in anticorruption and governance institutions.

1. What is your job title/position/post?
2. What do you think weaken first the achievement of a good governance based leadership in Rwanda?
3. Do you find the set measures against corruption in Rwanda are strong enough comparatively to the current corruption prevalence/rate? What should be done? (If No)
4. According to you, how should leader's accountability contribute to the achievement of sustainable governance?
5. To which extent does the rule of law influence the fighting against corruption as per your institution?
6. Does the presence of other anticorruption counterparts institution help that of yours in fulfilling its missions?
7. According to you what does your institution needs to achieve a corruption free governance?
8. How do you rate the current anti corruption measures? Why do you rate it so?
9. In your view, what is the major cause of corruption in the society in general and in Rwanda in particular?
10. In your personal thinking, how can you link the anticorruption policy to a good governance based leadership in general and Rwanda in particular?

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