



INSTITUTION OF ENGINEERS RWANDA

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WORLD FEDERATIONS OF ENGINEERING ORGANIZATIONS (WFEO) POLICY IMPLEMENTATION COMMITTEE ON ANTI-CORRUPTION (CAC)

PROPOSED STRATEGIC PLAN FOR 2020-2023

1. Introduction

The Institution of Engineers Rwanda is a Professional Regulatory Body that was established by law n° 26/2012 of 29th June 2012 that governs the profession of engineering in Rwanda and establishing the Institution of Engineers Rwanda (IER). In the context of its mandate, IER was established to achieve the following goals;

- i. To guide and to regulate activities of all those practicing engineering profession in the Country to ensure that engineering services delivered conform to and are in compliance with established engineering standards of service delivery and best practices.
- ii. To raise awareness on engineering profession in the Country to ensure that its importance and value in the Country's social economic development process is well understood and appreciated at all levels of society (community, education and training Institutions, workplaces and professional associations).
- iii. To enhance technical capacities and professional competencies of its members to enable them to become more competent and competitive in the National, Regional and International engineering job markets.

The Institution of Engineers Rwanda was officially admitted as a National member of WFEO early 2017 and since then, the Institution has actively participated in various WFEO events and meetings and has greatly contributed at increasing the visibility and relevance of WFEO particularly in Africa.

It's in this regard that the Institution of Engineers Rwanda submitted its bid and a Strategic Plan Proposal to host the WFEO Policy Implementation Committee on Anti-Corruption for the next 4 years and has now been approved for implementation by the General Assembly effective from November 2019.

2. Commitment to WFEO Rules of Procedures

The Institution of Engineers Rwanda recognizes that WFEO has a Strategic Plan that was approved and adopted in 2015. In line with WFEO Rules of Procedures 3.2 to 3.4, the

Institution of Engineers Rwanda will fully support the Committee Leadership to participate in the WFEO key events and to make all the necessary publications aimed at effective implementation of the Committee's envisaged Strategic Plan.

The Committee Leadership commits to address various social, economic and other non-technical issues with an objective of implementing projects that are expected to have a positive impact on the engineering profession and the larger community. In line with *Annex C Clauses 2.1 to 2.4*, the Institution of Engineers Rwanda commits to support the Committee Chairperson to oversee the administration of the Committee and the Secretariat activities and will ensure availability of adequate funds to cover related expenses that include; Committee events and projects, office facilities and adequate travel funds for the Chair to attend appropriate meetings. This will enable the Committee to deliver outcomes that are relevant to the federation and satisfactory performance of the Committee.

This Strategic Plan was prepared to provide a roadmap and guidance to the committee chair, members and other interested stakeholders in the Policy Implementation of Anti-Corruption activities contained in the main WFEO Strategic Plan Document and will provide tangible outcomes.

3. Alignment of the Strategic Plan with Sustainable Development Goals(SDGs)

In the next four (4) years, the Committee Strategic Plan will be aligned to Sustainable Development Goal (SDG) n° 16 and 17. Key priority interventions and implementable Activities will aim at “Promoting peaceful and inclusive Societies for sustainable Development, providing access to justice for all and building effective, accountable and Inclusive Institutions at all levels”. Priority interventions to achieve this alignment to SDG n° 16 will target the following;

- i. Promoting the rule of law at the National and International levels and ensuring equal justice for all.
- ii. Developing effective, accountable and transparent Institutions at all levels.
- iii. Ensuring responsive, inclusive, participatory and representative decision making at all levels
- iv. Broadening and strengthening the participation of developing Countries in the Institutions of Global Governance
- v. Ensuring public access to information and protecting fundamental freedoms in accordance with National Registration and International agreements
- vi. Promoting and enforcing non-discriminatory laws and policies for sustainable development

4. PROPOSED WORK SCHEDULE

In the next four years the committee shall strive to sustain the achievements of the previous leadership and will conduct necessary consultations with all the stakeholders in order to make the required improvements. Priority interventions and planned activities will address transitional issues as well as long-term strategic transformation of the Committee all aimed at building peace, justice and strong Institutions for a sustainable, stable and safer future for the mankind.

4.1. Consultations with other Stakeholders

Several anti-corruption initiatives at the international level in construction and engineering are in place and the implementing Agencies will be approached and consulted from time to time. Proposed Agencies to be consulted and not limited to include:

- i. ACET - Global Anti-Corruption Education & Training Project
- ii. CIECI - Construction Industry Ethics & Compliance Initiative
- iii. CoST - Construction Sector Transparency Initiative
- iv. FIDIC - International Federation of Consulting Engineers
- v. GIACC - Global Infrastructure Anti-Corruption Centre
- vi. UK Anti-Corruption Forum
- vii. WEF PACI - World Economic Forum – Partnering against Corruption Initiative.
- viii. TI Rwanda – Transparency International Rwanda
- ix. Ombudsman – Rwanda Office of the Ombudsman
- x. RGB – Rwanda Governance Board

4.2. Proposed Key Themes for 2019-2023

- i. Enhanced collaborations between local, regional and international Anti-Corruption players for Sustainable Partnership
- ii. Advocacy for enhancement of Integrity Pacts in Infrastructure Projects as a game changer to Eradicate Corruption
- iii. Anti-Corruption Awareness campaigns, Education and Training of Stakeholders
- iv. Anti-Corruption Publications (webinars, newsletters, magazines)

4.3. Themes Implementation Strategy

NO	THEME	LEADERS	OBJECTIVE	GOAL
1	Enhanced collaborations between local, regional and	Europe - FEANI	Encourage and promote information sharing for	Engage strategic players in the anti-corruption research,

	international Anti-corruption players for sustainable partnership		eradication of corruption acts	campaigns, education and training
	Advocacy for enhancement of Integrity Pacts in Infrastructure Projects as a game changer to eradicate corruption	Africa - FAEO & Middle East - FAE	Encourage national members to Bridge all the gaps and loopholes identified and deemed to favor corruption	Engage stakeholders from initiation to final stages of implementation in the projects cycles and phases
3	Anti-corruption Awareness campaigns, Education and Training of Stakeholders	Asia – FEIAP & FEISCA, Australia & New Zealand	Encourage national members Identify and customize modules for different audiences among stakeholders	Conduct educational talks/lectures, workshops and seminars every quarter
4	Anti-Corruption Publications (webinars, newsletters, magazines)	North & South America - UPADI	Encourage national members to have documentations of what is taking place	Disseminate anti-corruption research findings in the media and academia

4.4. Implementation Approach

4.4.1. The strategy is to have objectives implemented by the WFEO member Institutions using the dual approach of:

- (a) Raising awareness on corruption by providing or promoting anti-corruption trainings; and
- (b) Working with government, funders, project owners, construction and engineering companies, and other professional institutions and business associations to encourage the implementation of anti-corruption measures as an integral part of government, corporate governance and project management.

4.4.2 This strategy shall be pursued in a non-confrontational manner by the member institutions. No blame will be allocated or accusations transacted. The Institutions could adopt the following non-confrontational approach:

- (a) It is now widely accepted that corruption is one of the greatest obstacles to national development, and is a major cause of poverty and death. There is an increasing desire by ethical people and organizations to take action to stop it.
- (b) There is also growing acceptance that it is vital to raise awareness of corruption by effective training, and to implement anti-corruption management systems as

- an integral part of government, corporate and project management. Anti-corruption management should play a similar role to safety and quality management. Providing training and implementing these systems should now be regarded as international best practice. These systems exist, and have been shown to work in cases where they have been effectively implemented.
- (c) Professional engineers should support and implement these measures, within their organizations and projects, as part of their professional duty and for the benefit of society.
 - (d) Member institutions, as representatives of professional engineers and/or engineering businesses in their territories, shall therefore play leading role in helping promote these actions.

5. SPECIFIC ACTIONS:

The following are actions which may be taken by the member institutions in order to implement the objectives. Institutions may choose these actions to undertake, and may adapt them according to the circumstances. In addition, the institutions may as well identify additional actions which they could take and are not listed below:

- **Anti-Corruption Leader:**

Each institution may appoint an Anti-Corruption Leader (or similar title) who will be a senior member of the institution, and who will lead the implementation of the institution's anti-corruption strategy. The Anti-Corruption Leader should possess the following qualities:

- Considerable experience of the infrastructure sector
- A commitment to the anti-corruption agenda
- Enthusiasm and energy, and
- A belief that corruption can be materially reduced if necessary action is taken.

- **Anti-Corruption Statement:**

The institutions may publish an Anti-Corruption Statement which calls for anti-corruption measures to be implemented as an integral part of government, good governance and proper project management in the infrastructure sector, and which commit each member institution to work with stakeholders in their respective infrastructure sector:

- i. To raise awareness of corruption by promoting and/or providing anti-corruption training; and
- ii. To promote the implementation of anti-corruption measures.

Publishing this Anti-Corruption Statement publicly will declare the leadership and commitment of the institutions. As such, it will help to raise the public profiles of our institutions, and demonstrate to the institution members and to the public that leadership is being shown and that action is being taken.

- **Anti-corruption strategy:**

Each member institution may develop its own anti-corruption strategy. This will include the actions which it is aiming to take and the timetable and budget for these actions.

- **Meetings with key stakeholders:**

Member institution may hold meetings with key stakeholders in the infrastructure sector at which the importance of implementing anti-corruption measures is discussed, and recommended measures are suggested:

- Possible attendees at this meeting are senior representatives of government departments, business associations, professional institutions, project owners, funders, construction companies and consulting engineering firms.
- Meetings could be held jointly with the above participants, or separately according to category of participant.
- Possible topics for discussion at these meetings could include:
 - Explaining the collaborative strategy of the institutions to tackle corruption.
 - Explaining which actions the institutions are proposing to implement (e.g. a conference, training, etc.).
 - Discussing with other participants how government, funders, project owners and construction companies and consulting engineering firms can be encouraged to implement anti-corruption management programs in their organizations.
 - Obtaining support from the other participants for some or all of these proposed actions.
 - Agreeing with other participants how the strategy/actions can be implemented, who is willing to assist this implementation, and how.

- **Anti-corruption conferences:**

Each member institution may organize an anti-corruption conference. Prominent speakers from key stakeholders, government, industry and civil society could be invited to speak, and to express their support for anti-corruption initiatives in the infrastructure sector. The press could be invited to raise public awareness. The member institutions could use the occasion of the conference to highlight its own actions in this area.

- **Anti-corruption training:**

Each member institution may promote and/or provide anti-corruption trainings. Training should in any event be provided or promoted to the institution members, but

can also be provided or promoted to the government and other organizations involved in the infrastructure sector and could be provided in a number of ways:

- **Training workshops:**

- The member institution may provide a training workshop or series of workshops.
- The training would be led by the Anti-Corruption Leader, or other appropriate senior representatives of the institution.
- The length of the training will depend on the requirements of the institution, and the availability of participants, but would normally be a half day, one day or two days.
- Training material. GIACC will provide free of charge to its alliance partners training materials which can be used by each member institution to provide training
- The member institutions could also use for its training, instead of or in addition to GIACC's material, its own training materials, or other publicly available materials such as the "Ethicana" training DVD and material published by the Global Anti-Corruption Education and Training Initiative (ACET) project.

- **Training Manual:**

- GIACC has also published a free Anti-Corruption Training Manual. Member institutions may put this on its web-site for its members, or circulate it to members to help them provide training in their own organizations.

- **On-line training module:**

- GIACC has also published a free on-line training module which helps users:
 - Achieve a better understanding of corruption in the infrastructure sector
 - Avoid corruption
 - Identify corruption
 - Deal with corruption appropriately if confronted with it.

The module may be used by individuals and also by institutions and organizations as part of their formal training for their members and employees.

It is aimed primarily at middle and senior management, particularly those involved in procurement, tendering, sales and marketing, design, project management, claims management, commercial management, financial management, legal, compliance, and internal audit. The institution may suggest to their members that they can carry out this training. A link to this training module may be included on the institution's web-site.

- **Anti-Corruption Programs:**

Corruption can be prevented if the key stakeholders in the industry implement anti-corruption management systems as an integral part of government, corporate and project management. Anti-corruption management should play a similar role to safety and quality management. Therefore, just as death and injury on construction sites is minimized through effective implementation of safety training, safety management, inspection and enforcement, so can corruption be minimized through implementation of effective anti-corruption training, anti-corruption management systems, inspection and enforcement. GIACC has developed anti-corruption management programs for:

- **Government departments:** <http://www.giaccentre.org/governments.php>
- **Funders** (aid agencies, multi-lateral development banks, commercial banks, export credit agencies, guarantors and insurers which provide funding, insurance or guarantees for infrastructure projects).
<http://www.giaccentre.org/funders.php>
- **Project owners** (public and private sector organizations which develop, own and operate infrastructure projects).
http://www.giaccentre.org/project_owners.php
- **Companies** (contractors, consulting engineering firms, sub-contractors, and suppliers etc. which provide the equipment, materials, works or services for infrastructure projects).
http://www.giaccentre.org/project_companies.php

These programs are available free of charge on GIACC's website at the above links. These programs should be adapted according to the size of the organization and the nature of the projects which it undertakes.

As part of its anti-corruption implementation strategy, the institution may recommend to government departments, funders, project owners and companies that they adopt systems of the type described on GIACC's website, or equivalent systems developed by the institution.

- **Certification of anti-bribery programs:**

In November 2011, BSI Standards published BS 10500 Anti-bribery Management System. BS 10500 is intended to help an organization to implement an effective anti-bribery management system. It can be used both in the UK and internationally. BS 10500 is likely to be useful to organizations in the following way:

- It will help provide assurance to the board and shareholders of an organization that their organization has implemented best practice anti-bribery controls.

- A project developer or project funder may require the contractors, suppliers and consultants which are constructing a project to provide certification to BS 10500 as evidence that they have implemented anti-bribery controls in their organizations.
- Organizations may require their major sub-contractors, suppliers and consultants to provide evidence of certification to BS 10500 as part of their supply chain approval process (on a similar basis to their requiring evidence of certification to ISO 9001 etc.).

As part of its anti-corruption implementation strategy, the institution may recommend to government departments, funders, project owners and companies that they require companies bidding to them for major projects or major scopes of work to be independently certified to BS 10500.

- **Corruption Score Card:**

GIACC has developed a Corruption Scorecard which is designed to measure a number of factors relevant to the prevention of corruption in public sector construction in a country. These factors include perceptions of the extent to which effective systems are implemented by government and the private sector which are designed to prevent corruption, and perceptions of the extent to which corruption takes place in the sector. Weighted ratings are given to each factor, and the cumulative score is derived from all the individual factor scores to give an overall country score. This is a subjective tool, and is open to different opinion. It is not a perfect measure. However, it is designed to identify actual or perceived deficiencies in a country's anti-corruption processes in relation to the construction sector, and therefore to encourage improvement to take place in these areas.

6. THE PROPOSED BUDGET AND SOURCES:

The total CAC annual budget is estimated at € 75,000.00 which imply that within four years' period of the term of office over € 300,000.00 is required. The host IER, will mobilize this budget from its own sources and engagement of her strategic partners. The IER's Governing Council and Secretariat will coordinate and manage all activities and expenses for this budget as per the existing procedures manual. This budget consists of the costs for:

- Office furniture and equipment
- Support staff salary, rentals, utilities and consumables
- Workshops, seminars and attending conferences that are organized locally or internationally and co-hosted by the Committee held outside the host member country, as this is an international committee

- Participation in WFEO major events such as the annual conference with a session on the Committee's work and papers presented
- Publication of Position Papers, Codes of Practices or Technical reports relating to the work of the Committee and that advance the UN Sustainable Development Goals

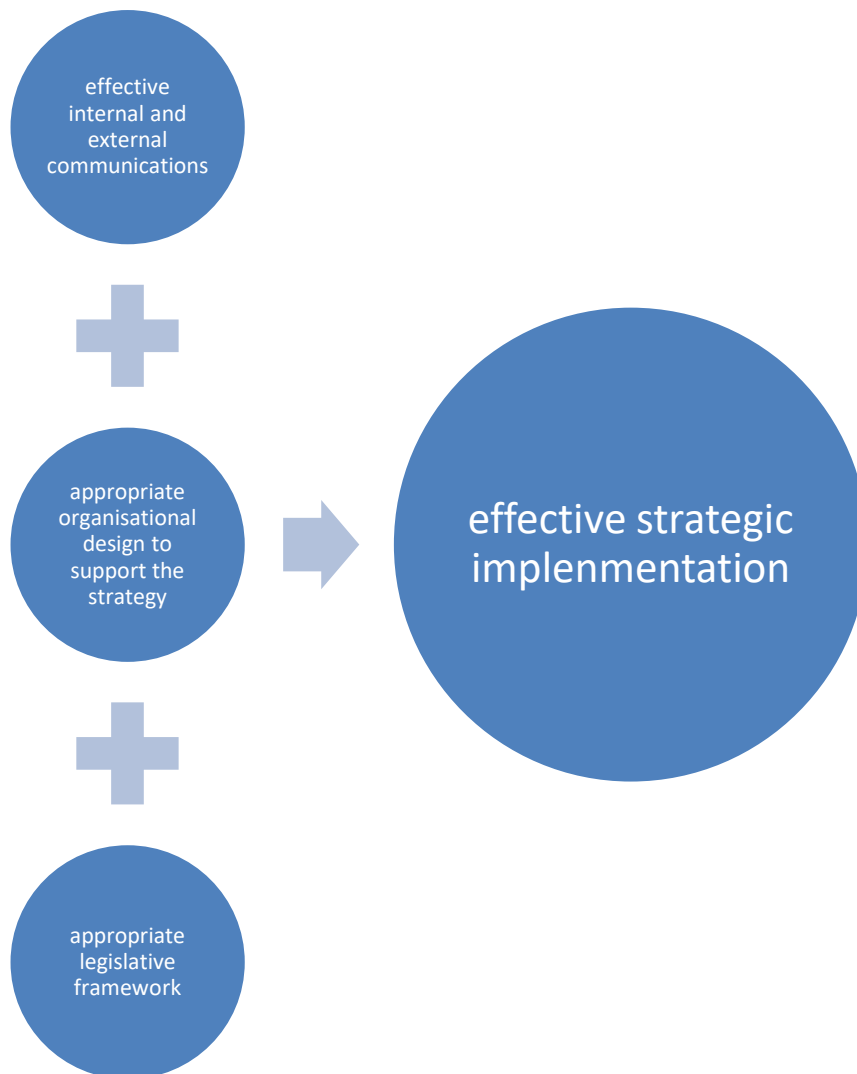
The CAC will disclose the overall funding and staff support from host country in the budget. Each theme area is expected to provide volunteer resources that include a Chair and a committee of volunteers from the CAC membership and additional subject matter experts and other professionals engaged in the work.

The host country Rwanda has taken over the chairmanship of the Committee as was approved at the WFEO Melbourne General Assembly. This plan includes the task to secure the trust and commitment of CAC members and stakeholders to give confidence to the Governing Council of IER and KAZAWADI Papias Dedeki as the competent host and chair respectively of the committee for a period 2019-2023.

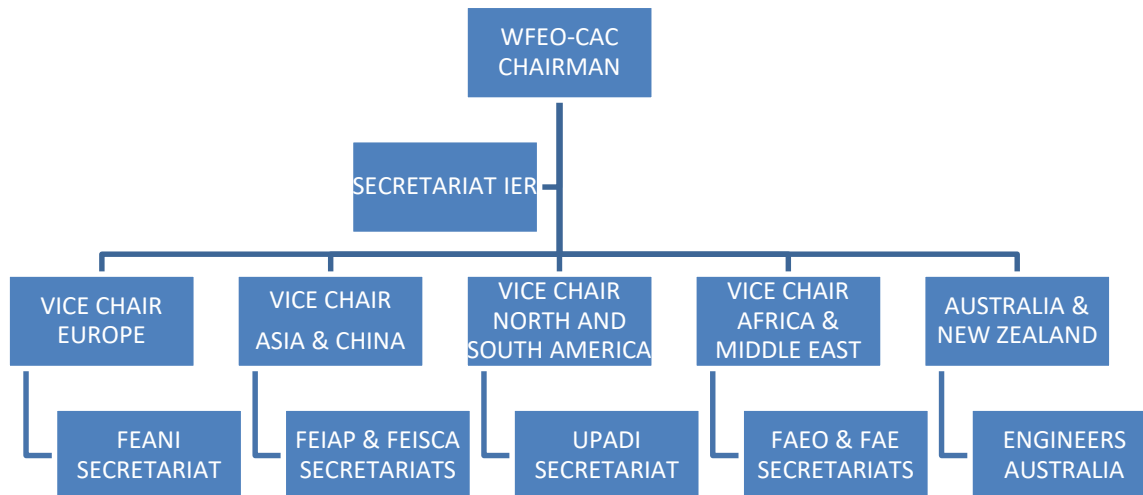
7. KEY STRATEGIC PLAN ACTIVITIES COORDINATORS:

- Federation of Africa Engineering Organizations (FAEO)
- Pan American Federation of Engineering Societies (UPADI)
- European Federation of National Engineering Associations (FEANI)
- Federation of Arab Engineers (FAE)
- Federation of Engineering Institutions of Asia and Pacific (FEIAP)
- Federations of Engineering Institutions of South and Central Asia (FEISCA)
- China Association of Sciences and Technology (CAST)
- World Council of Civil Engineers (WCCE)

8. CAC KEY STRATEGIC IMPERATIVES:



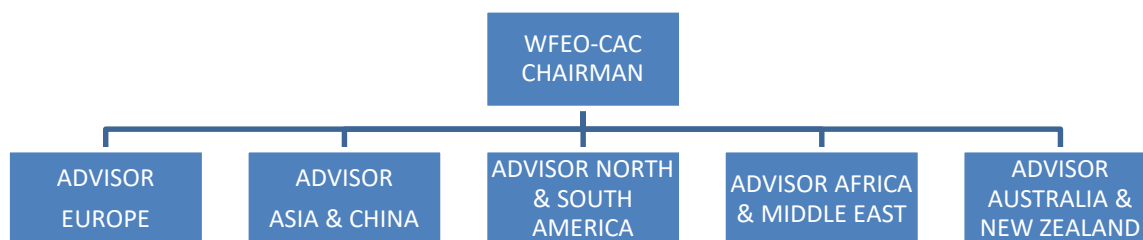
9. CAC PROPOSED LEADERSHIP & MANAGEMENT ORGANIGRAM:



It contains suggestions as to how the Institution can promote and implement anti-corruption actions in its home territory.

Note that these are only suggestions and they are adopted at the discretion of the member Institutions. Member institutions may adapt or add these suggestions to its program in the manner which best suits the Institution and the territory in which it is operating.

10. CAC PROPOSED ADVISORY TEAM SET UP:



ROBERT KLITGAARD CORRUPTION FORMULA:

$$\text{MONOPOLY} + \text{DISCRETION} - \text{ACCOUNTABILITY} = \text{CORRUPTION}$$

