

GENDER BASED CORRUPTION AT THE WORKPLACE IN RWANDA



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Table of Contents

LIST OF TABLES.....	4
LIST OF FIGURES.....	4
EXECUTIVE SUMMARY	5
THE LIST OF ACRONYMS	8
1. BACKGROUND	9
2. OBJECTIVES OF THE SURVEY	10
2.1. General Objective.....	10
2.1.1. Specific objectives.....	10
2. LITERATURE REVIEW	13
3.1. Corruption and gender in the workplace.....	13
3.2. Gender-based corruption in the workplace	14
3.3. Gender-based corruption at the workplace among men or women	15
3.4. Gender based corruption in the workplace in Rwanda.....	17
4. METHODOLOGY.....	18
4.1. Approach and Research methods	18
4.1.1. Desk review.....	18
4.1.2. Data collection	18
4.1.3. Sampling Techniques.....	18
4.2. Data analysis.....	19
4.2.1 Quantitative data analysis.....	19
4.3. Quality control	20
4.3.1. Training of enumerators	20
4.3.2. Supervision.....	21
4.4. Ethical Considerations	21
5. PRESENTATION AND DISCUSSION OF THE KEY FINDINGS	22
5.1. Demographics.....	22
5.2. Awareness and attitudes towards gender-based corruption in the workplace in Rwanda.....	23
5.2.1. Awareness about forms of GBC	25
5.3. Acceptability of some forms of GBC.....	27
5.4. Awareness of causes of GBC in the workplace.....	30
5.5. Awareness of potential consequences of GBC in the workplace	33
5.6. The levels of GBC in selected institutions	36
5.7. Personal experience with of Gender-based corruption in the workplace	38

5.8. The most common causes of gender-based corruption in various institutions operating in Rwanda.....	41
5.9. The proportion of authors of Gender Based Corruption.....	43
5.10. Employee’s reactions to cases of gender-based corruption encountered in the workplace	46
5.11. Reasons for not reporting Gender-based corruption at workplace.....	48
6. CONCLUSION	50
7. RECOMMENDATIONS.....	51
REFERENCE	53

LIST OF TABLES

Table 1: Indicator framework 11

Table 2: Gender differences in corrupt behavior 16

Table 3: Recommendations 51

LIST OF FIGURES

Figure 1: Sample size 19

Figure 2: Demography 22

Figure 3: Awareness of gender-based corruption in the workplace (n=1200) 24

Figure 4: Respondent’s awareness about forms of GBC 25

Figure 5: Respondents’ perceptions of the acceptability of certain GBC behaviors in the workplace: 28

Figure 6: Respondent’s awareness of the causes of GBC in the workplace 31

Figure 7: Perception of the respondents on awareness of potential consequences of GBC in the workplace 33

Figure 8: Perceptions of the levels of GBC in selected institutions 36

Figure 9: Personal experience with the gender-based corruption in the workplace 39

Figure 10: Respondents’ perceptions of potential victims of gender-based corruption between males and females 40

Figure 11: The most common causes of gender-based corruption in various institutions operating in Rwanda 42

Figure 12: Respondents’ identification as authors or target of GBC in the workplace 43

Figure 13: Work relationship between victims and authors of GBC 45

Figure 14: Employee’s reactions to cases of gender-based corruption encountered in the workplace 47

Figure 15: Reasons for not reporting Gender-based corruption at workplace 48

EXECUTIVE SUMMARY

Rwanda has made significant progress in governance, particularly in the promotion of gender equality and the fight against gender-based violence and corruption. Regarding the fight against corruption, an impressive institutional and legal apparatus has been put in place with the goal of preventing, combating, and promoting transparency. Nonetheless, despite the impressive legal and institutional environment against gender-based (GBC) corruption, this form of corruption still persists in workplaces. Various studies indicate that this form of corruption does exist in Rwanda and its scale cannot be overlooked. It is in this context that Transparency International-Rwanda (TI-RW) conducted a survey on gender-based corruption in the workplace. TI-Rw analyzed the current state of the issue and developed evidence-based advocacy messages while also informing policymakers in an effort to reduce GBC in the workplace.

The general objective of this survey was to shed light on the state of gender-based corruption in the workplace in Rwanda while its specific objectives as follows:

- Contextualize and understand the interrelationship between corruption and gender in the workplace in Rwanda;
- Determine the state of conscience and knowledge about gender based corruption in the workplace in Rwanda;
- Investigate personal perceptions of, and/or experience with, gender based corruption in the workplace in Rwanda;
- Identify the causes, forms and consequences of gender based corruption in the workplace in Rwanda;
- Identify strategies (if they exist) of prevention and reporting of gender based corruption in the workplace in Rwanda;
- Formulate actionable recommendations to prevent and fight against corruption at workplace

In terms of methodology, the study adopted both qualitative and quantitative methods for this particular assignment. The qualitative methods were used in reviewing various related documents, focus groups discussions, and interviewing key informants. In terms of the quantitative approach, a structured questionnaire was distributed to employees from public and private institutions and CSOs. The questions were developed in accordance with the study's objectives.

The triangulation was used to supplement the data gathered by each approach. The study involved a total of 1,200 respondents who include 405 employers from public institutions, 629 employees from private institutions, and 166 employees from CSOs/NGOs.

The findings of the study show that GBC is present in the workplace in Rwanda. For example, when asked if they had heard about gender based corruption in the workplace in the previous 12 months, a large number of respondents (more than 60 percent) confirmed that they had. On the other hand, approximately 34% of respondents indicated that they have never heard of gender based corruption in their workplace. The majority of respondents in the Focus Group said that they understand what Gender-based corruption (GBC) means, confirmed its presence in their workplaces and pointed out the various gender based corruption behaviors that are common in their workplace.

According to the statistics, a sizable proportion of respondents (more than 90%) believe that gender based corruption behaviors that are prevalent in their workplace are inappropriate and unacceptable, while less than 10% believe that such behaviors do not matter and are acceptable. Moreover, a large number of respondents believe that when they see a case of gender based corruption they can report it to the relevant anti-corruption body while others have indicated that they can report such misconduct in their respective companies. A small percentage (15 to 20%) of respondents testify that they can report such cases to relatives or close coworkers, rather than reporting to relevant bodies or officials with the authority (for example the Office of the Ombudsman) to investigate corruption cases, while some indicated that they can ignore the cases. Some reasons why some people fail to report gender-based corruption in the workplace include the fear of retaliation, lack of sufficient evidence used by victims to file complaints to the appropriate authorities, the perception that reporting the case would change nothing. Therefore, people still fear reporting cases of gender based corruption for further investigations.

The respondents also identified the primary causes of gender-based corruption in the workplace. Many people point to causes such as lack of transparency in recruiting and promoting employees and providing other staff benefits, lack of self-confidence and poverty or difficult family living conditions of vulnerable groups with a higher risk of GBC. Some other causes identified by respondents include lack of or limited knowledge about employers' rights and labor law, and lack of transparency in evaluating staff performance. The findings also show that GBC affects the victims in different ways depending where they work. In addition, employees in the private sector are more likely to be victims of gender based corruption than employees in government institutions, CSOs, or NGOs.

With reference to the rate of GBC prevalence in workplace, the majority of respondents perceived that gender-based corruption in the workplace is at a very low level, in public, private and CSOs. This was confirmed by respondents ranging from 40% to 50% of both public and private institutions, and slightly more than 58 percent of those in CSOs. According to statistics, the private sector has the highest number of respondents perceiving that gender-based corruption is present in their workplace (more than 50%). Higher learning institutions come in the second place (42.6%) while 20% perceive that gender-based corruption behaviors are present in CSOs, judicial organs, secondary schools, local governments, and other ministries-affiliated institutions.

In the same view, the number of respondents who indicated that they personally experienced gender based corruption is very low and a small number of respondents reported knowing peers who experienced gender-based corruption in the workplace. A comparison of the views of respondents from the three employment sectors considered in this survey shows that employees working in CSOs experienced GBC to a least extent compared to those working in public and private institutions. . As per the statistics, majority of respondents believe that specific forms of gender-based corruption are initiated by others rather than themselves. They even testified that they were targeted rather than being the authors of gender-based corruption in the workplace.

According to the findings, those who have attempted or perpetrated gender-based corruption in their workplace are mostly coworkers. However, one of the most serious concerns is that statistics show that some of the top managers are being finger-painted by respondents for gender-based corruption in the workplace. At the same time, some of the company's executives and subordinates have been reported in such sexual misconduct in the workplace.

According to survey findings, some respondents reported cases of gender based corruption to various institutions and agencies, while others chose to remain silent rather than report. Some respondents even admitted to having accepted such sexual misconduct. Some of the institutions where respondents reported Genderbased corruption cases encountered include, for example, the Office of the Ombudsman and other anticorruption bodies, the institution's management, and some who have reported this to their coworkers as well as their families.

Respondents in this survey cited some reasons for failing to report gender-based workplace corruption. Fear of retaliation and other consequences were among the factors identified as barriers that prevent victims from reporting gender-based in the workplace. Other constraints identified include a lack of sufficient evidence used by victims to file complaints to the appropriate authorities. There are also respondents who believe that reporting gender based corruption would change nothing, so they choose to remain silent when confronted with cases of gender-based corruption in the workplace

THE LIST OF ACRONYMS

TI-RW: Transparency International Rwanda

OSIEA: Open Society Initiative for Eastern Africa

UNDP: United Nations Development Programme

OECD: Organization for Economic Co-operation and Development

FGD: Focus Group Discussions

CSOs: Civil Society Organizations

APEC: Asia-Pacific Economic Cooperation

UNODC: United Nations Office on Drugs and Crime

ILO: International Labor Organization

SIDA: Swedish International Development Cooperation Agency

NST: National Strategy for Transformation

MIGEPROF: Ministry of Gender and Family Promotion

GMO: Gender Monitoring Office

USAID: United States Agency for International Development

GBC: Gender Based Corruption

TI: Transparency International

NGO: Non-profit Organization

MIFOTRA: Ministry of Public Service and Labor

OoO: Office of Ombudsman

RIB: Rwanda Bureau of Standards

RNP: Rwanda National Police

1. BACKGROUND

Transparency International Rwanda (TI-RW) is a Non- Governmental Organization (NGO), registered in Rwanda as a non- profit organization according to the Rwandan law. It was created in 2004, with a mission “To contribute in the fight against corruption and promote good governance through enhancing integrity in the Rwandan society”. TI-Rw is a leading anticorruption actor in the civil society of Rwanda. It is increasingly being seen as a reliable partner by the Government of Rwanda, the private sector, development partners and other fellow CSOs. Furthermore, since 2011, TI-RW became a national chapter of Transparency International, a global movement fighting corruption with over a hundred national chapters worldwide and a coordinating secretariat located in Berlin, Germany.

In its endeavor to fight against corruption, TI-RW’s areas of intervention range from education, justice, media engagement, promotion of transparency and accountability in public financial management using different social accountability tools including the integrity pact, the citizens’ report card and the public expenditure tracking survey, just to name a few. Rwanda has made enormous efforts in the field of governance, particularly in the promotion of gender and fight against corruption (OoO, 2012; TI-Rwanda, 2009). With regard to the fight against corruption, an impressive institutional and legal apparatus has been put in place, with the aim of preventing and fighting corruption and promoting transparency. On the institutional perspective, there is an institution which is specifically in charge of fighting against corruption, the Office of the Ombudsman. Four other institutions also play an important role in the fight: the office of the Auditor General of State Finance, the National Public Procurement Authority, Rwanda Revenue Authority and the National Commission of the Public Service. A number of other organizations contribute to strengthening a favorable environment to fight against corruption, including the National Examination and School Inspection Authority (NESA), the National Human Rights Commission, High Education Council, and the Media High Council just to mention but a few (OSIEA, 2017). The same progress has been recorded in the legal sphere and this is testified by a number of legal texts, from the Constitution to different decrees, that have been put in place in order to fight corruption (UNDP, 2018).

As far as gender is concerned, significant progress has also been made on both institutional and legal perspectives, illustrating the will of the Rwandan state to promote Gender equality (OECD, 2019;GMO, 2018). Despite this impressive legal and institutional environment, it appears that “gender based corruption” has not attracted the legislator’s and researchers’ while yet Gender-based corruption is widely believed to be the main type of corruption in the workplace . The

findings from the last Gender Based Corruption survey conducted by TI-RW (TI-RW, 2017) indicate that this form of corruption does exist in Rwanda and its scale cannot be overlooked. The research also provided interesting details behind this practice, including that young women searching for a job are most affected and the majority of victims do not report their cases due to different reasons such as fear of losing their jobs. TI-RW decided to conduct a survey, putting an emphasis on gender-based corruption at the workplace. This enabled TI-Rw to analyze the current status of this issue, formulate evidence based advocacy messages and informing policy makers in a bid to mitigate GBC in the workplace.

2. OBJECTIVES OF THE SURVEY

The survey on gender-based corruption in the workplace in Rwanda pursues one general and several specific objectives.

2.1. General Objective

The general objective of this survey is to provide the light on the state of gender-based corruption in workplace in Rwanda.

2.1.1. Specific objectives

From the above general objective the following specific objectives are derived::

- ✓ Contextualize and understand the interrelationship between corruption and gender in the workplace in Rwanda;
- ✓ Determine the state of conscience and knowledge about gender based corruption in the workplace in Rwanda;
- ✓ Examine the level of personal perceptions of, and/or experience with, gender based corruption in the workplace in Rwanda;
- ✓ Identify the causes, forms and consequences of gender based corruption in the workplace in Rwanda;
- ✓ Identify strategies (if they exist) of prevention and reporting of gender based corruption in the workplace in Rwanda;
- ✓ Formulate actionable recommendations to prevent and fight against corruption at workplace

Table 1: Indicator framework

OBJECTIVE	INDICATOR	SOURCE OF DATA	METHOD
Determine the extent state of conscience and knowledge about gender-based corruption in the workplace in Rwanda	Proportion of employees who are aware of gender-based corruption in workplace (disaggregated by gender)	Civil servants, Private sector and CSOs	Questionnaire
	Proportion of employees who are aware of various forms of gender-based corruption in workplace	Civil servants, Private sector and CSOs	Questionnaire
	Employees' attitudes vis-à-vis various forms of gender-based corruption in workplace	Civil servants, Private sector and CSOs	Questionnaire , FGDs
	Proportion of employees who are aware of causes (at least 3) of gender-based corruption in workplace (disaggregated by gender)	Civil servants, Private sector and CSOs	Questionnaire , FGDs, Interviews, Desk
	Proportion of employees who are aware of consequences (at least 3) of gender-based corruption in workplace (disaggregated by gender)	Civil servants, Private sector and CSOs	Questionnaire , FGDs, Interviews, Desk
	Proportion of employees who have heard of gender-based corruption in workplace in Rwanda over the previous 12 months (disaggregated by gender)	Civil servants, Private sector and CSOs	Questionnaire , FGDs, Interviews, Desk
Examine the level of personal perceptions of, and/or experience with, gender based corruption in the workplace in Rwanda	Level of perceived gender-based corruption in the workplace in Rwanda (disaggregated by form of corruption)	Civil servants, Private sector and CSOs	Questionnaire , FGDs, Interviews, Desk
		Civil servants, Private sector and CSOs	Questionnaire , FGDs, Interviews, Desk
		Civil servants, Private sector and CSOs	Questionnaire , FGDs, Interviews, Desk
		Civil servants, Private sector and CSOs	Questionnaire , FGDs, Interviews, Desk
	Prevalence of gender-based corruption in workplace in Rwanda	Civil servants, Private sector and CSOs	Questionnaire , FGDs, Interviews, Desk
		Civil servants, Private sector and CSOs	Questionnaire , FGDs, Interviews, Desk
Identify the causes, forms and consequences of gender based corruption in the work placesworkplace in Rwanda	Causes of gender based corruption in workplace in Rwanda	Civil servants, Private sector and CSOs	Questionnaire , FGDs, Interviews, Desk
		Civil servants, Private sector and CSOs	

	Forms of GBC in workplace in Rwanda	Civil servants, Private sector and CSOs	Questionnaire , FGDs, Interviews, Desk
		Civil servants, Private sector and CSOs	Questionnaire , FGDs, Interviews, Desk
	Consequences of GBC in workplace in Rwanda	Civil servants, Private sector and CSOs	Questionnaire , FGDs, Interviews, Desk
		Civil servants, Private sector and CSOs	Questionnaire , FGDs, Interviews, Desk
Identify existing mechanisms (institutional) for preventing/fighting and reporting gender based corruption in the workplace in Rwanda	Existence of mechanisms (institutional) in charge of preventing, fighting and reporting GBC in public workplace in Rwanda	Key informants	Desk, Questionnaire, FGDs, Interviews
		Key informants	Desk, Questionnaire, FGDs, Interviews
		Key informants	Desk, Questionnaire, FGDs, Interviews
		Key informants	Desk, Questionnaire, FGDs, Interviews
		Key informants	Desk, Questionnaire, FGDs, Interviews
Formulate actionable recommendations to curb gender based corruption in the workplace in Rwanda	Actions to be taken to prevent and fight GBC in the workplace in Rwanda	Key informants	Desk, Questionnaire, FGDs, Interviews

2. LITERATURE REVIEW

Corruption is a multi-faceted problem that threatens democracy and the rule of law. It hampers development and affects the realization of human rights, particularly those of the most vulnerable groups, as well as transparency (TI Zimbabwe, 2021). Corruption has long been regarded as one of the biggest impediments to societal growth, which is why it has been included in governments' reform agenda all around the world. Although corruption affects society as a whole, its influence on different social groups differs (UNDP, 2016). Corruption is described as persons in positions of power engaging in dishonest or fraudulent behavior, most commonly involving bribes, which is often unlawful or manipulative. With reference to gender, there is patriarchal power in all aspects of women's daily lives, which might expose vulnerable women to corruption (TI, 2021b).

3.1. Corruption and gender in the workplace

As has been shown in various studies, corruption disproportionately affects people living in poverty and those with marginalized voices, the vast majority of whom are women. Thus, women are more vulnerable to the effects of corruption at the workplace due to unequal power relations between men and women at work (OXFAM, 2018). Workers in the most precarious work settings are particularly exposed to violence and harassment because they lack access to labor rights such as collective bargaining, decent employment, non-discrimination, and access to justice. In a particular way, women are disproportionately affected by workplace violence due to unequal power dynamics, low pay, precarious working conditions, and other workplace abuses. The female workers who are most vulnerable to workbased violence include hotel workers, barmaids, waitresses, social care workers, and shop workers (ILO, 2017). As revealed in the study by TI (2016), due to power disparities, women are more subjected to corruption in different ways than their male counterparts. Corruption also affects women's work opportunities, adding to the roadblocks on their way to economic emancipation.

As was repeatedly pointed out in various studies, with women occupying relatively lower level positions in the workplace compared to men, the number of women is high among the workers who have vulnerable jobs in many companies (UNDP, 2018). As a result, women are more exposed to corruption risks since they are struggling to survive at work and make a living for their families. Similarly, women account for a higher proportion of the world's poor, making them increasingly reliant on free or low-cost services. Women make up a substantial portion of the labor in the informal sector in many low- and middle-income nations, making them more vulnerable to various forms of corruption (TI, 2021a).

Women and girls are routinely requested for sex in exchange for fundamental services, education, work, economic opportunities, healthcare, justice, and life-saving humanitarian help or immigration assistance, according to mounting evidence. Although sexual exploitation is not a novel kind of corruption, anti-corruption initiatives have rarely tackled sexual bribes, leaving legal gaps. Nonetheless, the anti-corruption paradigm is better adapted to dealing with a variety of situations, offenders, and sexual demands in sextortion cases than the gender-based violence framework. Anti-corruption legislation sometimes uses broad terms like 'undue advantage' to cover all sorts of bribery and power abuse. However, recognizing and combating sextortion as a kind of corruption is the first step toward putting in place effective countermeasures (GIZ, 2021).

3.2. Gender-based corruption in the workplace

People in positions of authority and public trust have misused their power for millennia, attempting to take advantage of others who rely on their favor. When an abuse of power takes the form of a demand for sexual favors, it is referred to as "gender-based corruption". Gender-based corruption was experienced by coworkers in the form of sexual harassment and exploitation by refusing to pay sexual bribes, and/or use sex as a form of "payment." (UNDP, 2016). As reported in various studies, gender based corruption against women at the workplace is very silent and remains a highly secretive kind of harassment and, sadly, often goes unreported matters. This may be because corruption has traditionally been associated with the payment of monetary bribes and other financial rewards by society, policymakers, and institutions. Yet lurking beneath the surface of petty corruption lies another type of currency which corrupt individuals seek to extract: sex. It occurs when persons in positions of power utilize that power to sexually exploit those who are not entrusted with that power (TI, 2020) and employers have bribed job seekers or employees, particularly women, with employment and promotions in exchange for sex (ILO, 2017).

However, women's empowerment is a powerful weapon for reducing corruption because it complicates the social networks and systems that enable it to thrive. For example, it aids in the delivery of public services and exposes hidden kinds of corruption, such as when sex is used as a medium of exchange. Women are less likely to be exploited as a result of these two outcomes, and they are in a stronger position to demand accountability from those in positions of authority (APEC, 2021). Gender based corruption is one of the most pernicious types of sexual harassment in the workplace. Employees might be traumatized by sexual corruption, leaving them feeling guilty and bewildered with nowhere to turn. Gender based corruption is most common between managers and subordinate employees, although it can also happen

between coworkers in exchange for a favor, such as a good review or recommendation. Both men and women can engage in sexual bribery, but male bosses are more likely to so initiate it. Promotions, job advantages, wage hikes, a good reference, better working conditions, or any other opportunities for progress can be used as gender based corruption. As revealed in a study by Transparency International, favoritism and nepotism may influence recruitment decisions, resulting in the selection of unqualified personnel (TI, 2021b) and sexual favors can be a basis for these practices.

3.3. Gender-based corruption at the workplace among men or women

Around the turn of the millennium, the World Bank commissioned a research that revealed linkages between the number of women in positions of authority in various countries and anti-corruption measures in those countries, concluded that more women in power meant less corruption. Women in leadership positions, on the other hand, have been proven to be more motivated and committed in resolving issues of corruption that are more personal to them (UNODC, 2020). Corrupt agents could further exacerbate inequality by engaging in discriminatory behaviors that favor or target specific groups. The power imbalance, which is also manifested in terms of gender, makes the impact of corruption on men and women differ. Traditional conceptions such as gender roles and work division, for example, may limit women's economic options, leaving them more vulnerable to abuse (APEC, 2021).

In addition, women are disproportionately concentrated in unskilled and labor-intensive activities in commercial agriculture, with few chances for skill advancement. They also constitute a major proportion of contract employees in commercial agriculture, where they are recruited for a variety of duties related to the production (for example, planting, cultivating, and harvesting) of various agricultural goods and crops. It should be noted that these agricultural laborers, many of whom are women, are frequently excluded from national labor laws, rules, and safeguards due to their non-standard employment status, which may include third-party labor contractors. Moreover many of them are underserved due to high costs and the difficulties of monitoring agricultural activity (eg. contracted production, temporary workforce, remote locations, spread-out workplaces) (ILO, 2018).

Corruption and gender inequality are inextricably linked in many ways. When looking for work or starting a business in both the formal and informal sectors, women face corruption, which inadvertently limits their opportunity to make money or sustain their businesses (SIDA, 2017). According to a study by UNDP, having more women in parliaments and public positions reduces overall corruption and makes it more likely for corruption to be reported (UNDP-SIWI Water,

2017). This could confirm a widespread belief among development professionals that women are less corrupt than men. In terms of attitudes, various studies indicate that women tolerate corruption to a lesser extent than men (U4 brief, 2015). According to several studies, women are the social category most exposed to corruption (Basel Institute on Governance, 2017) and they have been identified as particularly vulnerable to corruption since men in rural settings may subject them to 'gender-based corruption.'

Table 2: Gender differences in corrupt behavior

Attitude towards corruption	Accepting bribes	Offering bribes
Women have a lower tolerance for corrupt behavior.	With the exception of a few outliers that appear to be influenced by the environment, there is no discernible difference between men and women.	Bribes are more likely to be offered by men.
This appears to be true exclusively in democracies, not in autocracies or circumstances where corruption is widespread and tolerated.	Women are more opportunistic in their behavior: they may accept a bribe but do not reciprocate it with a corrupt favor.	Bribes offered by men have a larger value than bribes offered by women.
	When there is a threat of fines, women are less inclined to take bribes than males.	Men are offered bigger bribes than women by both men and women.

Source: (U4 brief, 2015).

With regard to understanding of corruption, the way women perceive and understand corruption differs from how men do. As revealed in a study conducted by UNDP, (2016), a large number of women compared to their male counterparts believe that the following events do not constitute instances of corruption: relying on influential friends for getting favors at the work place (26.9% women compared to 25% men), use of work time and service computers for their own needs (41.5% women compared to 40% men), non-declaration of the conflict of interests when awarding a contract (10.9% women compared to 5% men), non-declaration of the conflict of interests in the process of recruitment/offering a job (12.7% women compared to 5% men), offering or accepting sexual favors to be promoted or to receive money (12.3% women compared to 10% men); but in the same time asking for unjustified remuneration in different situations (7.1% women versus 10.5% men), having close relationships (relatives, friends, etc.) as superiors or subordinates (21.8% women versus 42.1% men), failure to work the number of hours stipulated in the labor contract (56.6% women versus 63.2% men).

3.4. Gender based corruption in the workplace in Rwanda

Rwanda continues to be one of the world's leading anti-corruption nations. It has enacted a new anti-corruption law (2018) that takes a more active approach to preventing and eliminating corruption in order to achieve good governance (UN/Human Rights Council, 2020). Gender and Family Promotion is one of the cross-cutting themes of the National Strategy for Transformation (NST1), which focuses on interventions aimed at improving women's access to finance, gender mainstreaming in the workplace, and job creation strategies (MIGEPROF, 2021). Additionally, in its Visions 2020 and 2050, the Rwandan government re-affirms its commitment to gender equality and the eradication of gender-based violence in the workplace (GMO, 2018). Gender mainstreaming is a method for assisting governments in making better policy and financial decisions in order to achieve gender equality (OECD, 2021), in order to create mechanisms that empower women to take active roles in decision-making and leadership. However, sexual harassment in the workplace is still prevalent in Rwanda, in the form of sexually suggestive language, sexual extortion by superiors, and pressure to perform sexual favors in return for promotions and opportunities (OECD, 2019). In Rwanda, sexual harassment by a supervisor to their subordinates is prohibited by Article 8 of the Labour Code, which does not apply for sexual harassment by another employee who is not a supervisor at the workplace (UPR, 2020). According to a large body of previous scholarly works, sextortion is frequent in the education sector and at workplace for achieving various career prospects, job opportunities or training (Mumporeze et al., 2019).

Rwanda has ratified the Equal Remuneration Convention of 1951 and the Discrimination (Employment and Occupation) Convention of 1958 of the International Labor Organization. The Law Regulating Labor guarantees non-discrimination on the basis of gender in the workplace, as well as equal compensation for equal effort. The right to choose one's own employment and occupation is protected by the Constitution, and women are not prevented from working in specific professions or shifts (day or night). Women are entitled to three months of paid maternity leave under the Law on Prevention and Punishment of Gender-Based Violence, and protects pregnant women from being fired as a result of their pregnancy (OECD, 2019). Though Rwanda is making progress toward gender equality through public and private sectors initiatives, the transformative potential of policies aimed at achieving gender equality is limited by deeply rooted social norms, traditional gender norms/roles, and cultural perceptions and practices that perpetuate inequalities and exclusion (USAID, 2019). As a result, women are unable to advance in the workplace, leaving them exposed to gender-based corruption, especially since they are really few in positions of decision-making. As has previously been

mentioned, women mainly work in low-wage agricultural or informal jobs, where they do not have access to the same benefits or pay levels as males (OECD, 2019).

4. METHODOLOGY

4.1. Approach and Research methods

The study analyzed both qualitative and quantitative methods for this specific assignment. We conducted qualitative research by reviewing various related documents. Focus Group Discussions (FGDs) and Key Informant Interviews (KIIs) were used to collect Qualitative data, allowing researchers to gather various opinions from respondents. In terms of the quantitative approach, a structured questionnaire was distributed to employees from public and private institutions and CSOs. The questions were developed in accordance with the study's objectives.. The triangulation was used to supplement the data gathered by each approach.

4.1.1. Desk review

The study reviewed various documents about gender-based corruption in the workplace to gain in-depth knowledge about the concept and shed more light on it in the Rwandan context. It also assisted in compiling the literature review chapter for this report and find a place for the findings of this study in the existing gender-based corruption literature.

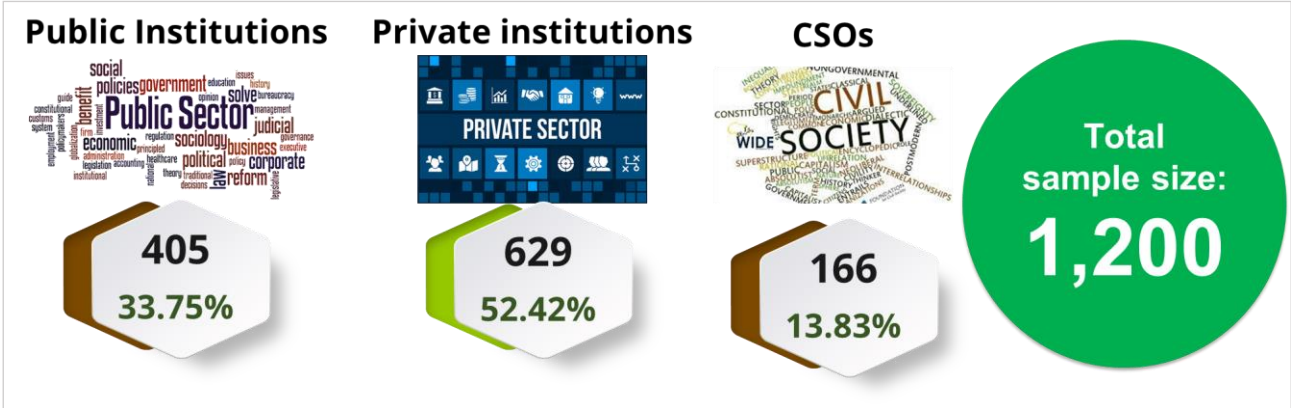
4.1.2. Data collection

Qualitative data was collected through Focus Group Discussion (FGD), which is a group in-depth interview that permits richness and flexibility in data collection that are not normally possible when using an instrument with individual respondents. It also allows for spontaneity of interaction among the participants. Interviews were also held with resource persons, including managers from public and private entities, as well as representatives of anti-corruption CSOs.

4.1.3. Sampling Techniques

The list of employees provided by human resource managers in the selected institutions served as the sampling frame for this study. Respondents were purposively selected from the available list of employees. Because this study is about gender-based corruption, both sexes had to be represented in data collection. As a result, when selecting respondents, care was taken to ensure that both males and females were included. The following is how the sample size was distributed:

Figure 1: Sample size



Moreover, purposive sampling was utilized to pick persons from institutions that have employee rights and corruption as part of their mandate. These include members of trade Union (CESTRAR), Women’s Associations, GMO, Anti-corruption bodies, MIFOTRA, CSOs, and PSC.

4.2. Data analysis

4.2.1 Quantitative data analysis

Quantitative data was analysed using Statistical Package for Social Science (SPSS) and the IT professional created a data set based on a tabulation plan elaborated by the researchers., Frequencies and crosstabs were used to generate tables, which were then evaluated throughout the report writing process. This was done to make the analysis easier.

Formula used to calculate questions’ score:

A weighted average mean was used to calculate the questions score which is an average in which each quantity to be averaged is assigned a weight. These weightings determine the relative importance of each quantity on the average, as indicated in the formula below:

$$\bar{x} = \frac{\sum_{i=1}^n x_i w_i}{\sum_{i=1}^n w_i}$$

Where x1, x2... xn are quantitative scores (0, 2, 3, 4) and

w1, w2... wn are frequency scores corresponding to respective qualitative scores.

Formula used to calculate indicator's score

The first step in the scoring process is to construct a score for each question using the above-mentioned formula. As a second step, question scores are aggregated into a score for each sub-indicator. The sub-indicator score is computed as a simple mean of associated question scores (Qscores). The same process is used to calculate the indicator score and the overall score as indicated in the following formula:

$$\text{Sub - Indicator Score } X_i = \frac{\sum Q \text{ Score } X_i}{n}$$

$$\text{Indicator Score } X_i = \frac{\sum SI \text{ Score } X_i}{n}$$

$$\text{Overall Score } X_i = \frac{\sum I \text{ Score } X_i}{n}$$

where SQ : sub-question

Q : question

SI : Sub-indicator

I: indicator

n: number of questions, sub-indicators and indicators

4.3. Quality control

Quality control refers to the efforts and processes put in place by survey researchers to ensure the quality and accuracy of data acquired using the methodology chosen for a particular study. In this study, the following strategies were used to ensure the trustworthiness and correctness of the data collected.

4.3.1. Training of enumerators

The enumerators were trained through implementation exercises (questionnaire test) whereby the trainer explained the questionnaire to the enumerators, answering both theoretical and practical questions. The trainer employed "the fill in questionnaire" technique, in which one enumerator performed the interview while the other pretended to be a respondent, in order to provide enumerators with practical skills and familiarize them with the questionnaire. During the planning phase of the survey, the enumerators were trained alongside their supervisors and were taught how to fill in the questionnaires as well as well as the sampling strategy.

4.3.2. Supervision

Enumerators were in charge of all steps of the data collection process, including assessing perceptions and recognizing observable changes. A team of supervisors with advanced research skills was in place to guarantee that enumerators were effectively covering all aspects of the data gathering process. The enumerator handed in each day's questionnaires and interview recordings to his/her team leader, who checked each of them to verify if it had been completed correctly. In the event of a mistake, the supervisor had to send the enumerator back to the field, either to repeat the interview or to complete the questionnaire correctly. Last, the questionnaires and interview recordings were delivered to the supervisors when the enumerators covered a given area and after the initial control by team leaders. The supervisors also had to review these and ensure they reach the research team.

4.4. Ethical Considerations

Our search of knowledge must not contradict some ethical principles including the obligation to avoid hurting or embarrassing the respondents as well as respecting their privacy. According to some scholars, we, as researchers, must first ask ourselves the ethical relevance of any research with reference to the values and actions that we undertake in order to complete it. For this purpose, the researchers have observed a set of measures to comply with ethical standards during the whole process of research. These are:

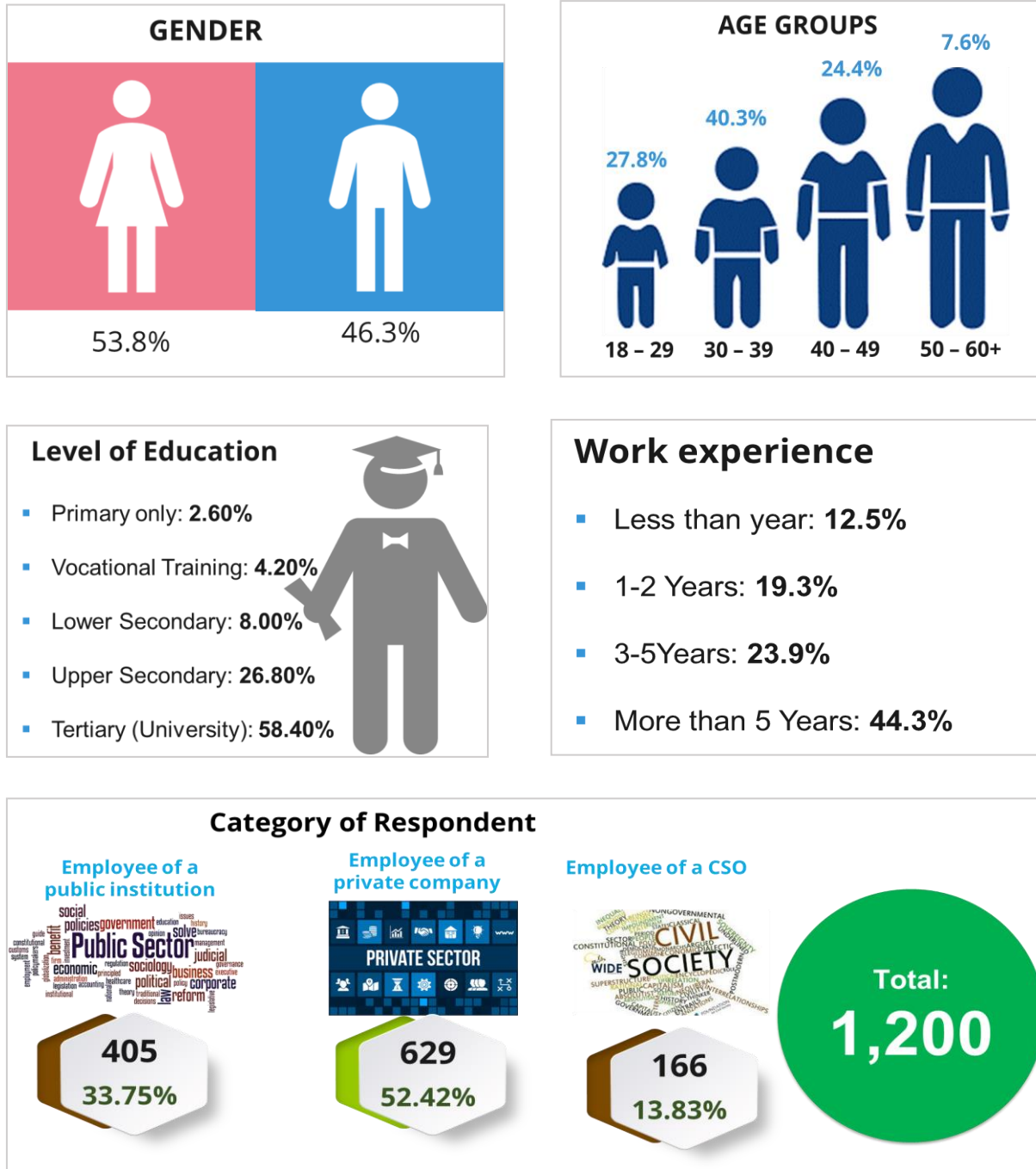
- Enumerators during the survey hold a recommendation letter from Transparency International Rwanda justifying the relevance of the study they are involved in and introducing them to various potential informants as well as local authorities;
- They have sought and obtained formal consent from each informant before interviewing him/her or engaging in discussions;
- They have informed respondents that they have the right to refuse any participation in the study;
- Guaranty confidentiality regarding any given information and promised to use it exclusively for the research purpose. Such a measure is intended to gain cooperation and to build trust between information seekers and information givers.

5. PRESENTATION AND DIDCUSSION OF THE KEY FINDINGS

5.1. Demographics

This section highlights some respondents' characteristics, such as gender, age, current job position, and their highest level of education.

Figure 2: Demography



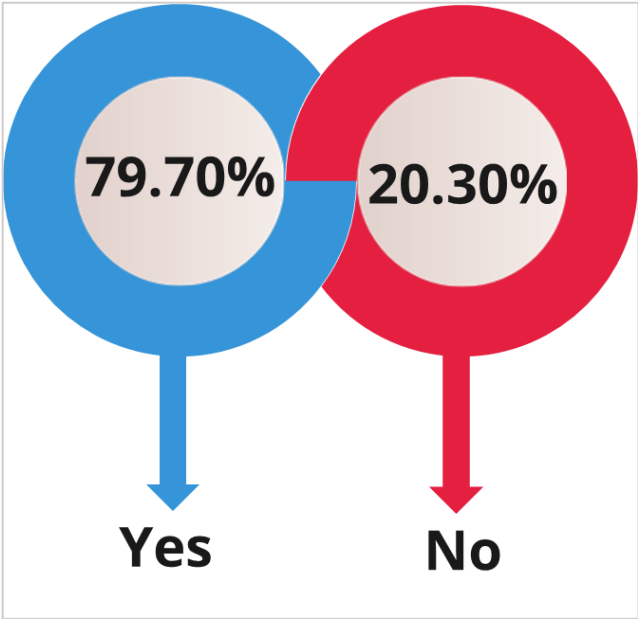
Source: GBC survey, 2022

According to the findings, the number of female respondents (53.8%) is slightly higher than that of their male counterparts (46.3%). As has been reported in various studies, women are often targets and victims of gender based corruption in the workplace. Therefore, it is critical that victims and targets are adequately represented when collecting data on gender-based corruption. Thus explaining why female respondents are the majority in this survey. On the other hand, the majority of respondents (21%) are between 35 and 39 years old. There are also quite a few others between the ages of 25 and 29 and those between the ages of 30-34. As per the principles of this study, none of the respondents were under 18 years of age. With regard to education of respondents, the findings show that a large number (more than 50%) have attended university, while another small number (26.8%) have attended secondary education. It is encouraging that the number of university graduates at work is high, reflecting Rwanda's ongoing educational efforts. With regard to the category of respondents, statistics show that the largest number of respondents are employees of private companies, followed by employees of public institutions and employees of civil society organizations. It is commendable that this survey attempted to invite employees from various sectors to gather opinions in order to achieve the objectives of the study. In terms of work experience, statistics show that a large number of respondents have more than five years of experience, while another significant number have work experience ranging from three to five years. It is useful to see that the respondents who took part in this survey have considerable work experience in their respective companies, in which puts them in a good position to provide the kind of information sought by this study.

5.2. Awareness and attitudes towards gender-based corruption in the workplace in Rwanda

As revealed in various studies, it is vital to have appropriate knowledge and positive attitudes about corruption in order to communicate behavioral change. This is particularly true in the drive to fight against corruption in general, and gender-based corruption in particular. Thus, this section provides an assessment of respondents' awareness of, and attitudes towards, gender-based corruption in the workplace.

Figure 3: Awareness of gender-based corruption in the workplace (n=1200)



Source: GBC survey,2022

When respondents were asked if they had heard about gender based corruption in the workplace in the previous 12 months, a large number (79.7%) confirmed that they had. On the other hand, about 20.3% of respondents reported not having heard of gender based corruption in their workplace. The fact that many respondents indicated that they have heard of gender based corruption in the workplace demonstrates that this bad behavior is still prevalent in various job-related activities in Rwanda. This was also confirmed by some respondents during interviews and FGDs as follows:

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

“Gender-based corruption is still evident, especially in high schools in our district, and some teachers have recently been fired for sexual misconduct, after being convicted of sexually abusing students or fellow teachers. Some presneted being away from their families, and the resultantdifficulty to meet their wives or husbands as an excuse for such misconduct”. (Interview with a senior staff, District)

“At construction sites, there are cases of women who are impregnated by site managers or supervisors. After working hours, female construction workers are sometimes found socialising with supervisors, which can results in gender-based corruption.” (A construction worker in one district in this survey testified during a FGD)

5.2.1. Awareness about forms of GBC

Gender-based corruption in the workplace can take various forms and some victims are not aware of them. This leads to some sexually corrupting behaviors are normalized, and victims do not regard them as crimes against them. A co-workers or a leader can request for sexual favors in exchange for services or job benefits. Some of the corrupted leaders are granting jobs or fairer contracts to those who accept to have sexual relations with them, and some people take this as normal. . Thus, this study sought to determine if respondents are aware of the various forms of gender-based corruption that may occur in the workplace.

Figure 4: Respondent’s awareness about forms of GBC

Promise of promotion of subordinate staff of different sex against sexual returns	92.40%
Actual promotion of subordinate staff of different sex against sexual returns	90.70%
Sending a colleague of different sex on a mission into induce him/her into sexual intercours	90.30%
Unfairness in the performance appraisal (subordinate staff of different sex)	90.00%
Illegal protection of subordinate staff of different sex in order to induce him/her into sexual intercours	87.40%
Providing or facilitating in getting a job to someone of different sex against sexual returns	87.30%
Harassment towards a subordinate of different sex in order to induce him/her into sexual intercours	80.80%
Harassment towards a workmate of different sex in order to induce him/her into sexual intercours	79.40%
Offering a gift to a line manager of different sex against sexual returns	66.30%
Offering a gift to a workmate of different sex against sexual returns	60.60%

Source: GBC survey,2022

According to the findings, the majority of respondents (more than 80%) indicated that they are already aware of some types of gender-based corruption, such as providing or facilitating the hiring of someone of a different sex in exchange for sexual favors, unfairness in performance appraisal (subordinate staff of different sex),promising of promotion of subordinate staff of different sex in exchange for sexual returns, actual promotion of subordinate staff of different sex in exchange for sexual favors, Illegal protection of subordinate staff of different sex in order

to induce him/her into sexual relations and Sending a colleague of the opposite sex on a mission to induce him/her into sexual relations.

On the other hand, 79.4% of the respondents agreed that they already know that harassment towards a workmate of different sex in order to induce him/her into sexual intercourses is one of the behaviors that lead to gender based corruption in the workplace. Surprisingly, less than 70% of respondents agreed that giving a gift to a coworker or line manager of a different sex in exchange for sexual favors is a form of gender-based corruption. Although the majority of respondents believe that these practices lead to gender-based corruption, there are still a significant number of respondents who do not believe that these behaviors are indicative of gender-based corruption. For example, more than 30% of respondents were unsure whether offering a gift to a workmate or linemanager of different sex against sexual returns is gender based corruption.

During interviews and focus groups, respondents commented on inappropriate dressing by girls / women to seduce their bosses, demonstrating that these behaviors are still prevalent in their workplace. Some respondents elaborated on this:

"I work in a hotel in Kigali city; we are often seduced by our bosses and when you refuse you get fired. There are also girls who dress up to seduce their bosses in order to gain favors at work. Gender based corruption, although committed in secret, we often witness it, especially as we work with them". (An interview with a staff working in a hotel)

According to the public service commission, cases have been reported cases showing that some officials are involved in gender-based corruption as confirmed in the following excerpts from interviews with some officials:

"We hear GBC cases, but gathering facts is challenging. Employees from various government institutions have filed complaints to the commission alleging that their bosses/managers harass them because they refuse to have sex with them. In the Southern Province, for example, we received three cases but were unable to obtain facts. The fourth case is currently being investigated by the Rwanda Investigation Bureau (RIB). " (Interview with an official from the National Public Service Commission - NPSC)

We have received numerous cases of gender-based corruption, including allegations of involvement of district hospital senior officials, and we frequently refer them to the RIB despite the fact that most of them lack factual evidence. (Interview with a senior staff, District)

The situation is a cause for concern if the leaders themselves are involved in such malpractices that fuel inequalities. Therefore, efforts are required to completely eradicate all gender based corruption behaviors in the workplaces to protect the vulnerable group of people who have been deprived of development opportunities because of gender-based corruption.

A growing body of research shows that men are more likely to misinterpret sexual intent in a variety of situations than women. Men, for example, have been shown to mistake friendliness and gregariousness for sexual interest to a much greater extent than women (Moor, 2010). If such innocuous behaviors are misinterpreted by men as expressing sexual intentions, it stands to reason that sexualized clothing, which is more closely related to sexuality to begin with, may be viewed as an invitation to sexual advances to an even greater extent, regardless of the women's actual intent. Various studies have shown that improper dressing can attract people to sex, which is why it is considered as another form of gender-based corruption that is not widely known in the workplace.

On the other hand several studies have highlighted that offering or receiving a gift can be called corruption depending on the circumstances in which the gift was given or received. In fact, a gift is something of value given without expecting anything in return while corruption is essentially the same thing but with the expectation of influence or benefit. According to a report by the United Nations Office on Drugs and Crime, various people have been giving gifts to help them secure their positions (UNODC, 2011). Sometimes, an employee may give a gift to a coworker or line manager of the opposite sex in order to seduce him or her and once sexual intercourse has occurred, various job favors or benefits are granted without going through the legal recruitment process. The respondents in interviews and focus groups, reiterated and confirmed the presence of gender based corruption in various workplaces as evidenced by the following testimonies:

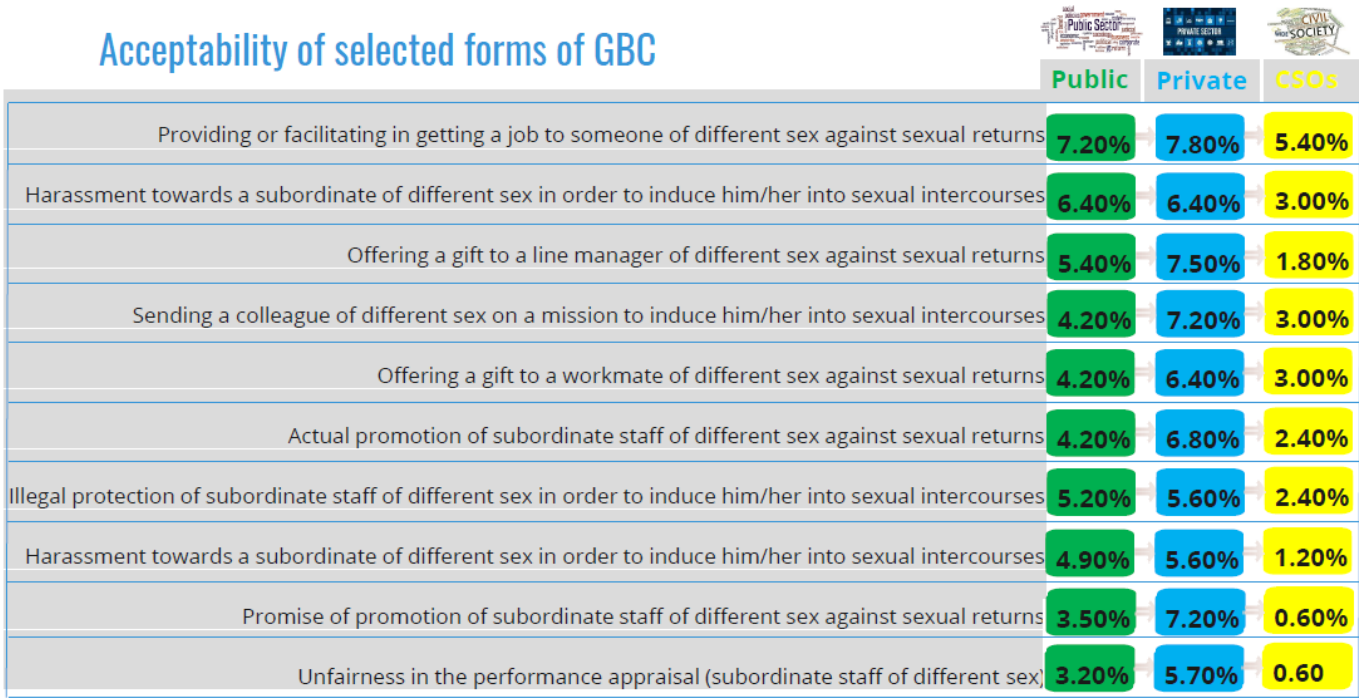
As a sector accountant, I was repeatedly asked to have sex with my boss (the sector's executive secretary), but I refused. As a result, my appraisal performance began to suffer; later, I was invited by the district's human resource director and, after extensive explanations, I was transferred to another sector. (Interview with a sector employee)

"There is corruption in the construction sector especially among site managers. For example, when female construction workers come to the site asking for a job, a site manager sometimes selects the one who accepts to have sex with him. It happened to one of our site managers who was caught in a ghetto with a female construction worker during working hours. The manager came to the site, gave us tasks and then left with that very beautiful girl." (Interviewed with a staff working in construction site)

5.3. Acceptability of some forms of GBC

Gender-Based corruption (GBC) and harassment is unquestionably one of the most prevalent types of human rights violations. A number of studies revealed that gender based corruption is a growing trend in the job market. Job seekers report losing potential employment opportunities because of refusing to have sexual relations with employers. Thus, this survey also sought to determine whether employees accept some of the most common forms of gender based corruption in the workplace.

Figure 5: Respondents' perceptions of the acceptability of certain GBC behaviors in the workplace:



Source: GBC survey,2022

As per the statistics, a large number of respondents (more than 90%) believe that the sexual corruption behaviors presented in above figure are inappropriate and unacceptable. On the other hand, a small proportion of respondents (less than 8%) believe that the sexual corruption behaviors listed in the figure are acceptable in their workplace. It is worth noting that some of these forms of GBC are common in the workplace, as pointed out during interviews and focus groups by some respondents, including the following:

My colleague was taken on a mission by her boss, and they had to travel together, agreeing to have sex on arrival; when they arrived, however, the employee refused. Thereafter, the employee was harassed severely and eventually fired. It's a serious issue that should be reported, but gathering enough evidence to back it up is difficult. (An interview with a senior staff, Ministry)

There are even some cases reported to the Public Services Commission about female employees trying to seduce their leaders to involve them in gender-based corruption. There are also cases where performance evaluation are improperly conducted in order to entice employees into sexual relations with their managers.

"Several cases have been reported whereby female employees attempt to seduce leaders and, in some cases, lying that their bosses tried to coerce them into having sexual relations." In one of the public

institutions, for example, a woman texted her manager asking him to spend the night with her in a hotel in Rubavu district despite the manager's refusal. (Interview with an official from the National Public Service Commission - NPSC)

"We have a case where an employee received a 70% on performance evaluation but her boss later instructed that she be given 54%; the employee reported that it was because she had refused to have sex with him." This caused strife in the institution; fortunately, the boss left the institution for other reasons." (Interview with an official from the National Public Service Commission - NPSC)

"In bars and hotels, there are some girls who wear very short dresses just to attract their bosses and managers. Sometimes, it leads to corruption because they end up having sex with them. Those girls do it just to make sure that they are admired and loved by their bosses". (FGD, Female bartender in Kayonza District)

In security companies, line managers are sometimes accused of some of behaviors that lead to gender-based corruption in the workplace. Surprisingly, the punishments given to perpetrators of gender-based corruption are very light compared to the seriousness of these crimes.

We received a case from one of our stations in which a line manager favored a female employee in order to involve her in sexual relations. We pursued it, and the perpetrator admitted to it and was even punished by being transferred to a different security post in another location. (Interview with a CEO of one of a security company operating in Rwanda)

However, based on these statistics and findings from qualitative data as discussed in the previous paragraphs, it is clear that gender based corruption behaviors are still prevalent in the workplace. Following are some testimonies from respondents who took part in both the interview and the focus groups discussions about their own experience with gender-based corruption in the workplace.

"We always witness cases of owners and managers of bars and hotels who sleep with their employees. I myself got employed in a bar but, a few weeks later, I was dismissed because my cousin refused to have sex with our boss while the later had given her so many gifts. I came to realize that the bar owner had employed both of us targeting sex with my cousin and we were all sacked when she refused." (Interview with a waiter in hotel in Huye District)

"Some female housekeepers in hotels are requested to have sex with managers so that they can be selected to work in VIP rooms. This is because the clients in those rooms and provide tips". (FGDs, a hotel worker)

The study also found that some employees surrendered to their employers/supervisors' advances and accepted gender-based corruption in order to protect the benefits they gain from their jobs. They explained it in the following terms:

"I know a bartender who accepted to sleep with her boss and she was awarded a good salary. Some days later, the boss recruited a new additional female bartender but it caused jealousy and serious conflicts among those two young ladies because both had accepted to be like the wives of

the boss. The boss decided to fire the old one in favor of the new one.” (A participant in a FGD in Musanze)


“I have been involved in three cases of gender-based corruption where I accepted to sleep with bosses. For the last experience, I got a job in a bar in Burera district and boss terrified me that he could dismiss me unless I accepted to have sexual intercourse with him. I accepted but, a few days later, he informed me that I had to continuously keep on sleeping with him or else lose a job. He rented a house for me, furnished it with so many things and made it beautiful.” (A participant in a FGD in Musanze).

These testimonies show that, although society as a whole suffers from corruption, the impact on various social groups varies. In the above cases, mostly women are victims, which corroborates what other studies have highlighted: low-income people and women are thought to be the most common victims (UNDP, 2016). Women have a weaker voice to demand accountability, are less aware of their rights and less likely to report abuse, which makes them easier targets for gender-based corruption (TI, 2016). Therefore, it is critical that measures continue to be taken to protect vulnerable workers, especially women, from gender based corruption in the workplace.

5.4. Awareness of causes of GBC in the workplace

Corruption diverts talent and resources, including human resources, towards “lucrative” rent-seeking activities, such as defence, rather than productive activities (TI, 2016). Gender-based corruption is recognized as one of the most significant development challenges in less developed countries, where women are most vulnerable to it. According to (TI, 2021a), women are more vulnerable to gender-based corruption due to their sex and social norms that encourage men's aggressive sexual behavior. In addition, women may have less access to financial resources, thus, when confronted with a coercive corruption situation, they could be unable to pay bribes in cash and be forced into sexual activities as currency in order to obtain essential services or opportunities. Thus, the purpose of this survey is to identify potential causes of gender-based corruption in the workplace.

Figure 6: Respondent’s awareness of the causes of GBC in the workplace



Respondent’s perception on the causes for GBC in the workplace	Public	Private	CSOs
Lack of transparency in staff performance appraisal	82.00%	91.60%	82.40%
Lack of transparency when sending employees in a mission	85.90%	91.00%	86.50%
Lack of transparency in staff capacity building	82.00%	89.20%	81%
Poor performance (of Corrupt staff member)	82.50%	81.90%	81.40%
Lack of transparency in staff promotion	71.10%	74.70%	71.40%
Lack of knowledge of employees’ rights or labor law	81.50%	73.50%	83.90%
Poverty/Difficulty family living conditions	77.50%	68%	73.40%
Lack of self-confidence (Victims)	53.30%	49.40%	58.50%
Lack of transparency in staff recruitment	45.20%	43%	47.40%

As the findings show, the respondents identified the root causes of gender based corruption in their workplace. Where the respondents indicated that, lack of transparency in recruitment and lack of self-confidence among employees are less serious causes of gender based corruption in the workplace compared to other causes. This is supported by the fact that only 40 to 54% of respondents believe those behaviors are the root cause of GBC in their workplace. However, on the other hand, the majority of respondents (more than 70%) pointed to lack of transparency in promoting employees and other staff benefits, poverty / difficult family living conditions of vulnerable groups, lack of knowledge about employers' rights or labor law and lack of Transparency in evaluating staff performance as some of the behaviors that fuel gender-based corruption and even contribute to its persistence in the workplace. Some of these causes were also mentioned in FGDs and KIIs, where participants discussed their experiences with gender-based corruption in various ways.

I work in a supermarket in Kigali. I attended a job interview because I wanted to change my current job. I later received a call from a recruiter informing me that I had passed the interview but that I needed to have sex with him to get the job, which I refused. He immediately hired another person. (An interview with a staff working in a supermarket)

I applied for a job, I did exams and passed all of them. Later, I was called to collect work uniforms. When I was getting ready to start the new job, I received a call from one of the company's top executives asking me to have sex with him but I refused. I was later called and told that I had to wait to be called later, when

a new staff will be needed. Up to now they haven't called me and I have learned that the position was given to another person. (Interview with staff working in a hotel)

Given that people with power at the workplace use it to harass workers of a different sex in exchange for employment and/or promotion, it is critical that institutions/ Feminists/Government bodies work to empower vulnerable groups, such as women and girls, to increase their confidence in reporting GBC cases in the workplace. In fact, it has been shown that lack of confidence can contribute to gender-based corruption in the workplace. Indeed, data from interviews and FGDs show that there are victims, particularly women and girls, who have been sexually abused at times due to lack of confidence to say NO and/or report the cases or limited understanding of their rights or laws that protect them in the event of such violence. Following are some of their thoughts:

“Bar attendants are not only dismissed because they refuse to have sex with their bosses, but also because they did not accept to sleep with customers. In a bar where I work, we make sure that clients do not report “our misconduct”. When a client shows you signs that he needs sex, you should not directly disagree; you give them the impression that you have accepted but at the end of the day you make sure you wisely escape them.”

I work in the district general secretariat, and one of my bosses frequently asks me for sex, which I have refused. He has now been harassing me for days, telling me that I am an incompetent employee and that I will be fired. However, I was afraid to report it because it could harm me, and especially make me lose my job. (Interviewed with a staff at district)

A high unemployment rate is another cause of gender-based corruption, as it forces vulnerable groups, particularly women and girls, to engage in gender-based corruption in order to support themselves and their families.

“For me, one of the root causes of GBC is the high unemployment rate especially among youth. Some job seekers are tricked and promised to get jobs which they don't get even after having sex with potential bosses or recruiting officials. This is due to lack of adequate information on the recruitment procedures in government. Moreover, some are involved in GBC due to fear of losing jobs.” (An official from the National Public Service Commission - NPSC)

During interviews and focus groups, respondents frequently mentioned lack of transparency in the job process, specifically pointing to hotels where managers engage junior staff in gender-based corruption in various ways in exchange for job benefits.

Before the COVID19 pandemic, my boss used to seduce me; he wanted me to have a sex with him because he had power at work, which I repeatedly declined. While in COVID-19 there was a layoff

because the business was not working properly. I was fired first, despite the fact that my position was critical. (Interview with a staff working in a hotel)


I was working in one of Kigali's largest supermarkets. I was then asked for sex by my boss, which I refused. I was later harassed and eventually fired. As the perpetrators of these crimes are often leaders, they try to fabricate accusations and end up firing you. (Interviewed, a staff working in a supermarket)

In the absence of a long-term solution to GBC, its victims will continue to suffer from its negative effects, including sexually transmitted diseases, trauma, and family conflicts. Therefore, adequate efforts are needed to eradicate sexual violence in the workplace.

5.5. Awareness of potential consequences of GBC in the workplace

Corruption is known for its negative impact on economics such as financial markets, businesses, income, services and social and psychological life at both global and individual levels. Therefore, this study also examined some of the consequences of gender-based corruption in the workplace. The respondents' perceptions of these consequences are summarized in Figure 7 below:

Figure 7: Perception of the respondents on awareness of potential consequences of GBC in the workplace



	Public	Private	CSOs
Salary decreases	85.40%	81.90%	82.70%
Unfair transfer of employees	82.50%	86.75%	78.10%
Unfair staff performance appraisal	79.80%	88.65%	78.70%
Unfair staff promotion	72.10%	74.70%	67.10%
Psychological violence	71.10%	65.70%	71.50%
Being denied the opportunity to attend training /study	70.10%	79.50%	72.00%
staff demotivation	64.00%	60.20%	71.10%
Trouble in marriage for involved employees	62.00%	66.90%	73.90%
Psychological trauma	61.00%	60.20%	70.30%
Unfair/illegal dismissals	39.30%	38.60%	35.10%

Salary reductions and unfair employee transfers, according to the findings, are at the top of the list of the various consequences of gender-based corruption in the workplace, which is, of course, a kind of revenge against those who oppose or refuse to accept gender-based corruption. This was confirmed by more than 80% of respondents from public and private institutions, as well as more than 70% of

respondents working in CSOs. Psychological violence, being denied the opportunity to attend training, unfair staff performance appraisal, and unfair staff promotion are some of the consequences that frequently affect victims of gender-based corruption in the workplace, as more than 70% of total respondents testified. A third group of respondents, accounting for more than 60%, stated that trauma, marital problems, and staff demotivation are some of the other consequences of GBC in the workplace. In short, it is clear that victims of gender-based workplace corruption face a variety of consequences. This was also confirmed by respondents who took part in focus groups and KIIs.

“I worked in a Hotel but a family relative of my boss always threatened me that, as my supervisor, he could pour scorn on me and report me to the boss and get me sacked unless I accepted to sleep with him. He once came to my room and tried to touch me. When I refused, he beat me up and the boss did nothing when I reported him.” (FGDs, a staffin a hotel)

“I lost my job due to harassment hinged on gender-based corruption. A cooperative made of 40 male members recruited me to manage their newly established bar but I was always harassed by my supervisor. He used to call me iatn night asking me to meet him and make a daily report with him in the bar. He tried all his best to engage me in sexual intercourse with him but I did not accept. He then started harassing me and tried to rape me. When I reported to cooperative that I did not want him at all, they changed my supervisor but the one who came later was worse. When he failed to convince me to have sex with him, he started persuading other customers to come, disturb me and have sex with me. I chose to say good bye to the cooperative and lost my job”. (Interview with a staff working in a bar)

“My friend applied for a job in a hotel in Rubavu District but the hotel manager requested to meet her personally. When they met, he asked for sex before employment and promised to increase the expected salary. She disagreed and went back home. The next day, the manager called her on phone and asked her if she was ready for sex and she refused again. He then decided to recruit her but the manager used so many traps and finally had sex and impregnated her. After giving birth, he denied to support her. (FGDs, a hotel worker)“GBC undoubtedly causes low productivity due to poor performance of the workers. Moreover, it also causes conflicts at the workplace which definitely affects the reputation of the company/institution. In the end, it results in total loss and failure of the company. “(Interview with a senior staff, Rwanda National Police)

The consequences of GBC are not just economic but also social and psychological. Statistics also show that there are GBC victims who suffer from depression, as well as trouble in their family And the respondents confirmed this during interviews and FGDs.

GBC is stillprevalent, particularly at the local administrative level, with obvious consequences. One of the district's top leaders was divorced by her husband amid allegations that she was having sexual affairs with one security officers who allegedly assisted her in getting the job. (Interview with a senior staff, District).

“Most of construction site managers trap female workers at the final stages of construction because only few workers are needed. It happened to me and I was raped by construction manager who had called me

to make some final works. When I was in a room mixing a cement concrete, he requested me to have sex with him and refused. He immediately closed the door, raped and impregnated me. I kept quiet and gave birth later on, but he has refused to admit our child who is now 11 years old (Interview with a female construction worker in Musanze)

We received a case of a junior employee who accused the head of the hospital of having sexual relations with his wife (who also works in the hospital). It even brought the employee to resign. In another cases, a senior official has been accused of having sexual relations with his secretary and providing her with various job benefits in the district hospital. (Interview with a senior staff, District)

Power imbalances between men and women create gender and social roles that expose women to power abuses. The likelihood of women becoming direct victims of gender based corruption, can be explained by either the level of corruption risk or by gender characteristics (GIZ, 2021). Any time that a woman's welfare and opportunities hang in the balance, she may be confronted with demands for sex. If a woman refuses, she risks being denied the means to protect her welfare and that of her family, achieve her aspirations, and assure her full and equal participation in social, economic, and political life. If a woman accedes to the sexual demand, any benefit she receives comes at the cost not only of her human dignity but also result in shame, stigma, health consequences, psychological impact, and other harms associated with sexual abuse. The same holds true for other categories of people who are vulnerable to gender based corruption. The following examples were given by respondents during the FGDs testifying to the direct impact that gender based corruption has had on victims.

"A friend of mine applied for a job in a bar and accepted to have sex with her boss. Finally, the boss impregnated her. She left the city and is now living with her parents in the countryside". (FGDs, a staff in a hotel)

"I have a friend who was recruited to work in a hotel in Karongi District after being having sex with boss. But she was dismissed a few days later and did not receive her salary. It seems that he only needed to have sex with her and reject her." (FGDs, a participant from Rubavu district)

I know a young female university student who looks traumatized due to gender-based corruption cases she went through. She got a job at university as a kitchen supervisor but she firstly had to sleep with a medical doctor who connected her with people in charge. Secondly, when she started her duties, she accepted to sleep with her supervisor who later awarded her 400,000Rwf cash excluded from salary. Now, she sleeps with whoever she thinks may help her keep the job but she is not happy with that. when you look at her and her behaviors, she looks traumatized. (A senior leader in PSF at district level)

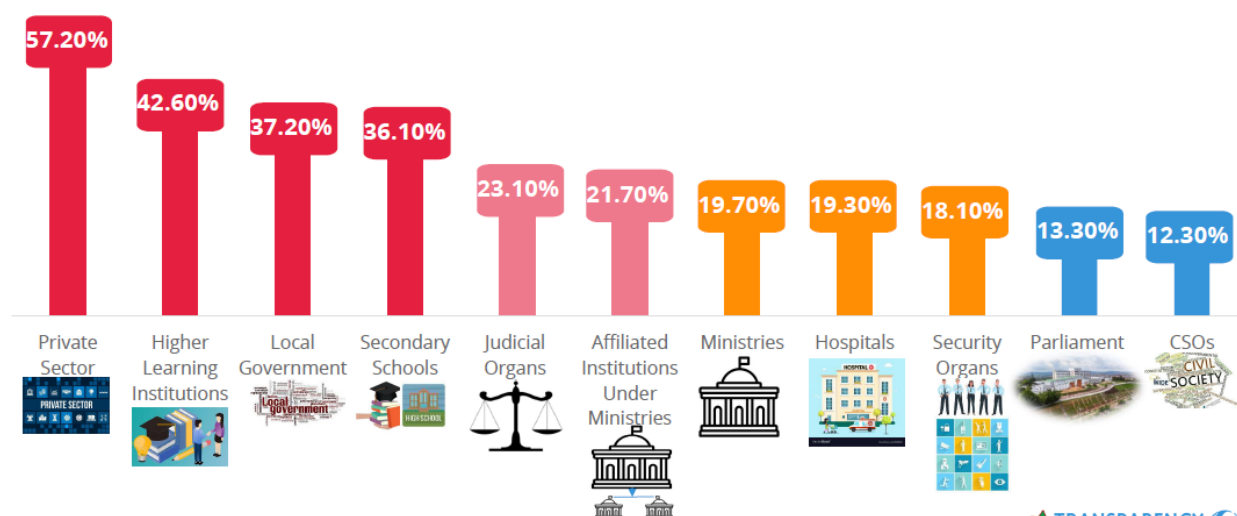
It is therefore critical that efforts be made to eradicate this kind of corruption in the workplace, particularly given that it appears to have a significant impact on individual victims and worker's productivity in general as explained in the following quote:

“Those who get jobs through to this kind of corruption really do not work hard, which affects production at workplace. Therefore, it also negatively affects country's economy.” (FGDs, a hotel staff)

5.6. The levels of GBC in selected institutions

Corruption, as reported in various studies, continues to be a major governance and development challenge for many organizations. Gender-based corruption is a complex phenomenon that jeopardizes fundamental democratic and legal principles. It stifles development and undermines human rights realization, particularly for the most vulnerable groups. Therefore, this study also sought to assess the level of gender based corruption in selected institutions in Rwanda.

Figure 8: Perceptions of the levels of GBC in selected institutions



Source: GBC survey, 2022

According to the statistics in Figure 8, the private sector is perceived to be the institution with the highest rate of GBC as confirmed by 57.2% of the respondents. It is followed by higher learning institutions (42.6%), secondary schools and local government institutions (around 30%) and judicial bodies and ministries-affiliated institutions (around 20%). . These statistics were further confirmed by the findings from focus groups and interviews, especially regarding the private sector and higher learning institutions between academic staff and students.

“The level of GBC is very high in Private sector. For instance, it seems that no one is there to hold hoteliers accountable. In this year, our organization received two GBC related cases in the private sector. One of them was reported by a female hotel worker who was dismissed after denying sex to her manager.” (Interviewed with a staff from CSOs)

"In Polytechnic Colleges, some teachers award good grades to students after sleeping with them. This happens not only to students who perform poorly, but also to students who appear attractive in the eyes of teachers. When a teacher is attracted to a certain student, he makes her fail no matter how intelligent she may be. This then gives the teacher an opportunity to begin negotiations with the student, which always results in gender-based corruption." (FGDs, A participant from one of polytechnic colleges)

"Female students are always subjected to gender-based corruption when writing their dissertations. Some supervisors delay students' work so that they can go to see them. When they meet, lecturers request for sex, and only a few female students refuse." (FGDs, a participant from one university)

"My classmate was really intelligent and all and students in our class knew that. Surprisingly, she was awarded zero out of a hundred (0/100) in quizzes and assignments while we all knew she had written all of them. When she called (on telephone) the lecturer to claim her marks, the latter gave her a rendezvous and asked for sex when they met. He threatened to fail her unless she accepted to have sex with him. The student refused and claimed to the head of the department. However, all her efforts were in vain because the lecturer confirmed the score and refused to take another look at her assignment papers for verification." (FGD, a student in one university)

These findings are also consistent with reports indicating that gender based corruption exists in Rwandan universities. In 2019, for example, an extraordinary senate meeting at the country's largest university, University of Rwanda (UR), raised a red flag against corruption in education, alleging that some of its lecturers were seeking sexual favors from students in exchange for better grades¹. In spite of this, it appears that gender based corruption persists in universities more than two years after the red flag was raised. It should be noted that the participants also stated that gender based corruption was prevalent in secondary schools. They particularly pointed out that girls are more at risk of being victims of gender based corruption by their teachers as explained below.

"My classmate in secondary was exploited by our teacher because the latter helped her in examinations. Some days before sitting for the examinations, the teacher used to give her a copy of the very exam and I helped her to to revise and memorize the answers. I was not aware that they were friends but one day she called the teacher using my phone and she forgot to delete the call details. At the end of the day, the teacher impregnated her." (FGDs, one of secondary schools student)

Thus, it can be concluded that the education sector is one of the sectors mostly affected by GBC and something needs to be done to eradicate this. Indeed, GIZ, (2021) states that evidence is mounting that women and girls are routinely asked for sex in exchange for access

¹ <https://www.newtimes.co.rw/news/ur-senate-raises-red-flag-academic-corruption>

to basic services such as education, employment, economic opportunities, healthcare, justice, and so on.

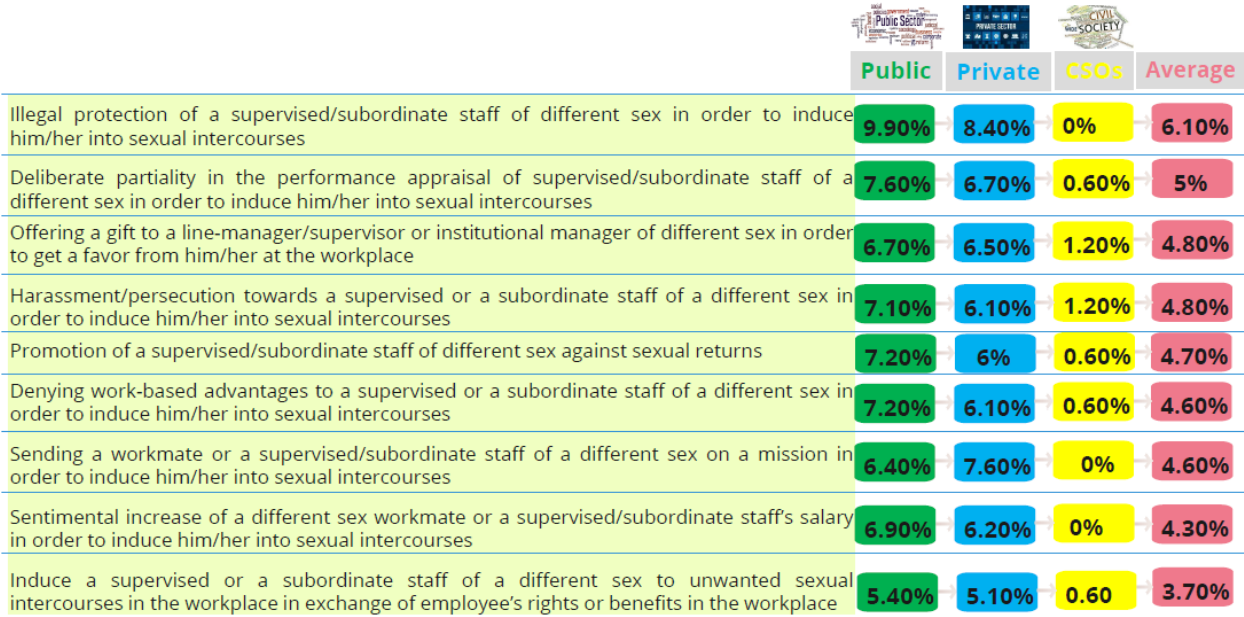
As is well known, low income people and women and girls, who are the potential victims of GBC are some of the most important service providers in Rwanda, in the sectors where many people seek essential services. Hence, in addition to these being denied basic services, such as justice, health care, education and various other important services particularly when they refuse to accept sexual relations, they also may not offer good services to their customers because they are not happy in their jobs. The fact that the private sector has a high rate of gender-based corruption is also alarming, especially given that it employs many people in Rwanda.

5.7. Personal experience with of Gender-based corruption in the workplace

Gender-based corruption occurs when someone with entrusted authority abuses that authority to obtain a sexual favor in exchange for a service or benefit that they have the authority to grant or withhold. As a result, groups in society with less power are more vulnerable to the arbitrary or discretionary use of this power, as well as the consequences of its abuse. In all aspects of women's daily lives, patriarchal power exists, which can expose vulnerable women to gender based corruption (TI, 2021a). Although women appear to be a vulnerable group at risk of gender-based corruption, studies show that women have a weaker voice when it comes to demanding accountability or reporting gender-based cases encountered (TI, 2016). In addition, sexual activities are considered taboo in Rwandan culture, so victims choose to remain silent when encountered with gender based corruption in the workplaces.

However, people who have experienced gender based corruption rarely speak about it, due to various reasons some of which have been previously mentioned in this report. Thus, investigating gender-based corruption through participant testimonies is difficult due to respondents' fear of testifying themselves. Some participants may find it difficult to report their personal experience with gender-based corruption cases to researchers, even if precautions are taken to assure anonymity or confidentiality. In addition, some victims also may not want their family or friends to know that they have been subjected to gender-based corruption. In spite of this, the study sought to hear from those who personally experienced gender-based corruption in the workplace. Given this situation, however, the numbers of the respondents admitting having experienced gender-based corruption are typically lower than perceptions of gender-based corruption in institutions as can be seen in figure below:

Figure 9: Personal experience with the gender-based corruption in the workplace



Source: GBC survey,2022

Examining gender-based corruption allows people to demonstrate how they have encountered GBC cases in their workplaces in a variety of ways. Despite its subjective nature, investigating gender-based corruption through participant testimonies is difficult due to respondents' fear of testifying themselves. Given the criminal and sensitive nature of corruption in many societies, some participants may find it difficult to report their personal experiences of corruption cases to researchers, even if precautions are taken to assure anonymity or confidentiality. In the workplace, victims may fear retaliation in the form of being demoted, being denied a promotion, or being fired. Due to culture and traditions, some victims also may not want family or friends to know that they have been subjected to gender based corruption. Thus , these reasons can be linked with the fact that statistics on personal experiences with gender-based corruption tend to be lower than perceptions of gender-based corruption in other people or institutions. Despite the fact that the number of respondents who experienced gender-based corruption appears to be low, it demonstrates that gender-based corruption is still prevalent in the workplace. During FGDs and KIs, participants stated that there are still behavioral practices that lead to gender based corruption in their workplaces.

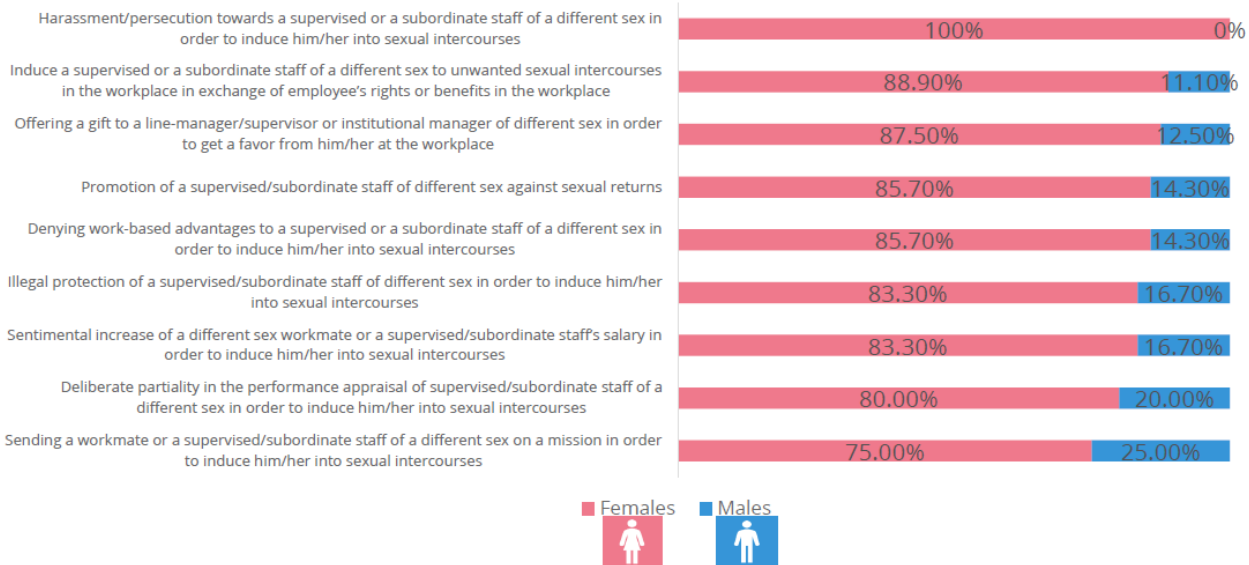
“I have a friend who was recruited in a hotel in Karongi District after being having sex with boss but the latter dismissed her a few days later and did not pay her. It seems, he only needed to have sex with her and reject her.” A testified by a FGDs participant from Rubavu district

“Some female housekeepers in hotels are requested to have sex with managers so that they can be selected to work in VIP rooms. This is because, rich clients are only in those VIP rooms and are the ones who provide tips”. A testified by a FGDs participant working in a hotel

“The level of GBC is very high in Private sector. For instance, it seems there is no one is there to hold hoteliers accountable. In this year, our organization received two GBC related issues in the private sector. One of them was reported by a female hotel worker who was dismissed after denying to have sex with her manager.” An interviewed staff from CSO operating in Rwanda

Demanding sex in exchange for access to essential opportunities are both an infringement of human rights and a significant impediment to achieving gender equality development goals. It is therefore critical that adequate efforts are made to eradicate all forms of gender-based corruption in the workplace in order to prevent its negative effects on employees, enterprise productivity, and the country in general. As long as gender-based corruption persists in the workplace, it will continue to be an economic obstacle for vulnerable workers, most notably women who face including job losses or poverty when they refuse to engage in sexual relations or various consequences like sexually transmitted infections, family conflicts and others when they accept such heinous adultery and corruption acts.

Figure 10: Respondents’ perceptions of potential victims of gender-based corruption between males and females



According to these findings, the vast majority of respondents (more than 75%) believe that women are the most vulnerable to various forms of gender-based workplace corruption. Statistics also show that men are less likely than women to be victims of gender-based workplace corruption. In another hand, Statistics (20% of the respondents) show that some men are frequently victims of GBC, particularly when their performance is undervalued in order to

induce them into sexual intercourses. Simultaneously, 25% of respondents believe that men are frequently sent on work missions in order to engage them in sexual relations with their superiors. These findings corroborate what other studies have highlighted, indicating that gender-based corruption tends to affect people differently depending on a variety of factors, including gender. Indeed, women have fewer job opportunities and are thus more likely to be targeted in sexual intercourses in exchange for job benefits.

For example, when poor women do not have funds to spare for corrupt officials or persons holding positions of power, they risk being exposed to sextortion and exploitation. The fact that women are often victims of GBC in the workplace has also been reported by some participants in focus groups and interviews as explained below.

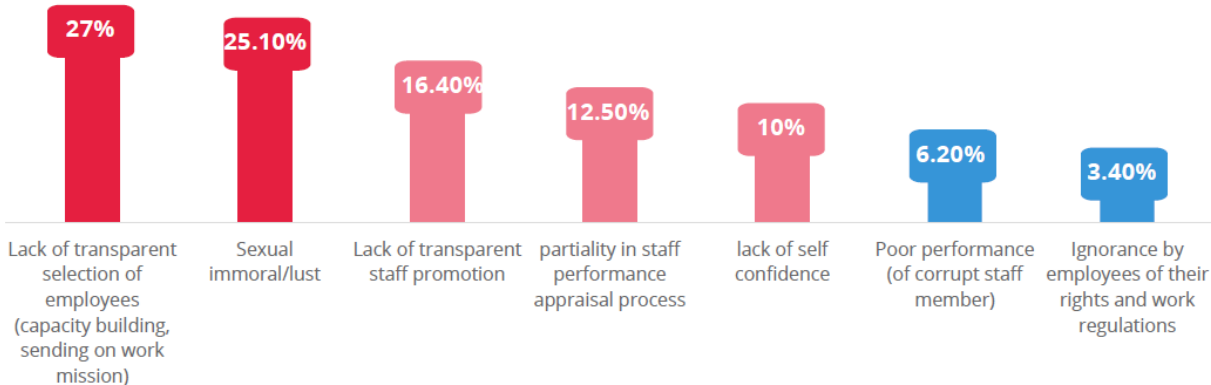
"I've been working in bars for years and I have noticed that male bosses extremely harass females subordinates. My boss used to call me in the middle of the night after closing the bar and ask me to sit with him and calculate the day's earnings. While I was counting the money, the boss would start touching and tickling me. Although I refused to have sex with him, many of the female bartenders did. Furthermore, most of the bosses with whom I worked instructed female bartenders to respect any man who would touch her, claiming that it was a method of attracting customers." (A certified bartender in Musanze District)

"My former manager (of a cleaning company at the hospital) shamelessly told me that he loved me and asked me to have sex with him but I refused. The other day, when I was very late to go home in the night, he requested me to spend a night with him and I refused again. When all his endeavors failed, he moved me from one department to another. He continued to harass me and I consequently requested to work in the night so that I could not meet him. One day when I was sick, my supervisor allowed me to take an official leave but when the manager came, he canceled my leave and demanded me to pay 4,000Rwf that had to be deduced from my salary. I went in his office to claim and he told me: You refused to make me happy. I finally had to resign. (a former cleaner in the hospital)

5.8. The most common causes of gender-based corruption in various institutions operating in Rwanda

Women have less socioeconomic power than men due to cultural norms such as gender roles. Traditional gender stereotypes may limit women's career options, and women may be excluded from potential senior positions in some professions. These factors limit women's economic opportunities and resources. Women may be perceived as more vulnerable by corrupt officers, especially when it comes to basic services. As a result, corrupt officials may target them for extortion. When women do make monetary bribes, the bribes may cost a greater proportion of their personal income (APEC, 2021). Thus, the purpose of this research also examined the common factors that lead people to engage in gender-based corruption in the workplace.

Figure 11: The most common causes of gender-based corruption in various institutions operating in Rwanda



The statistics in Figure 11 above indicate that the leading causes as reported by more than 25% of respondents include lack of transparency in employee selection (employee recruitment, capacity building, sending on work missions), and sexual immorality/lust as respectively reported by 27% and 25.1% of respondents. Others include lack of transparency in staff promotion and performance evaluation, leading to the use of gender-based corruption to obtain these employment benefits. Several studies have found that the causes of gender-based corruption stem from the fact that women, who are also vulnerable to gender based corruption, have fewer job opportunities and are thus more likely to be targeted in sexual intercourses in exchange for job benefits. For example, GIZ, (2021) stated that evidence is mounting that women and girls are routinely asked for sex in exchange for access to basic services such as education, employment, economic opportunities, healthcare, justice, and so on. In line with these arguments from the literature, some of the major causes of gender-based corruption identified by respondents in this survey include poverty and poor family living conditions. It also creates a governance gap for corrupt leaders in promoting and providing job benefits to employees with low performance capacity in the exchange of sexual relations at work. Some outliers were also mentioned by a few respondents in interviews and FGDs as causes of gender-based corruption, include poverty and poor family living conditions:

I know so many female friends and former classmates who do not get jobs just because they refused to have sex with people in power. A friend of mine passed an exam to work in a hotel in Kayonza but the hotel manager gave her an appointment to meet in Kigali only to ask for sex before officializing recruitment. She did not accept. Nowadays, without a family relative to help you, you cannot get a job unless you accept to sleep with bosses. (Female Bartender in Kayonza District)

"During the preparations for the Commonwealth Heads of Government Meeting (CHOGM), many young women were sexually exploited in order to obtain jobs in hotels. Some of them did not get the jobs even after sleeping with recruitment officers. (FGD, Waiter in hotel from Rubavu District)

"Those who get jobs due to this kind of corruption really do not work hard which affects the production at workplace. Therefore, it also negatively affects country's economy."Gender-based corruption prevails in hotels in Rwanda where some female workers get jobs after having sex with managers or bosses. It really has a negative impact on their performance because some use that power not do some tasks properly at work." A participant in FGDs from one of hotels sampled in this survey

5.9. The proportion of authors of Gender Based Corruption

Considering the limited probability of disclosing personal experience with GBC as previously explained, one can argue that disclosing one's experience with GBC as an author is more challenging. Thus, it can be assumed that data about this issue is always underreported. Nevertheless, the this research aimed at determining how many of the respondents identify themselves as authors and how many identified themselves as targets. Their answers are represented in figure below:

Figure 12: Respondents' identification as authors or target of GBC in the workplace

GBC Behaviors	Target	Author
Harassment towards a workmate of different sex in order to induce him/her into sexual intercourses	100%	0%
Illegal protection of a supervised/subordinate staff of different sex in order to induce him/her into sexual intercourses	100%	0%
Offering a job to a someone of different sex in order to get a favor from him/her at the workplace	98%	2%
Sex advance to a line-manager/supervisor or institutional manager of different sex in order to get a favor from him/her at the workplace	97%	3%
Denying work-based advantages to a supervised or a subordinate staff of a different sex in order to induce him/her into sexual intercourses	97%	3%
Denying of work-based rights to a supervised or a subordinate staff of a different sex in order to induce him/her into sexual intercourses	97%	3%
A promise of promotion of a supervised/subordinate staff of different sex against sexual returns	97%	3%
Deliberate partiality in the performance appraisal of supervised/subordinate staff of a different sex in order to induce him/her into sexual intercourses	97%	3%
Offering a gift to a workmate of different sex in order to get a favor from him/her at the workplace	96%	4%
Actual promotion of a supervised/subordinate staff of different sex against sexual returns	96%	4%
Sentimental increase of a different sex workmate or a supervised/subordinate staff's salary in order to induce him/her into sexual intercourses	96%	4%
Offering a gift to a line-manager/supervisor or institutional manager of different sex in order to get a favor from him/her at the workplace	95%	5%
Sending a workmate or a supervised/subordinate staff of a different sex on a mission in order to induce him/her into sexual intercourses	93%	7%
Granting training or further education opportunity to a workmate or a supervised/subordinate staff of a different sex in order to induce him/her into sexual intercourses	92%	8%

Source: GBC survey,2022

As per these statistics, the majority of respondents (more than 90%) agreed that gender-based corruption behaviors in their workplaces are initiated by others rather than themselves. As has been explained, some respondents may not have confirmed their involvement in gender-based

corruption as authors, can explain why only few respondents fell under this category. In fact, claiming that you have asked for a bribe yourself is very difficult, especially since corruption is a serious crime punishable by law in the country. This could explain why so few respondents admit to initiate gender-based corruption workplace. Gender based-corruption harms any country's development because it impedes the effective delivery of services, particularly to the most vulnerable segments of society. During focus group discussions, respondents also indicated that they were the target of gender based corruption in their workplaces.

“I once applied for a job, the boss admitted me but I was shocked by what happened later when I went to meet him for the first time. He requested me to go and take a look at his lodges and show me around. When we arrived, he told me that I had attracted him and that he wanted to have sex with me. Because I realized he was ready to even do it by force, I accepted but tricked him. I told him I had to pick a telephone call and come back to the room. I then disappeared.” (FGDs from one hotel staff)

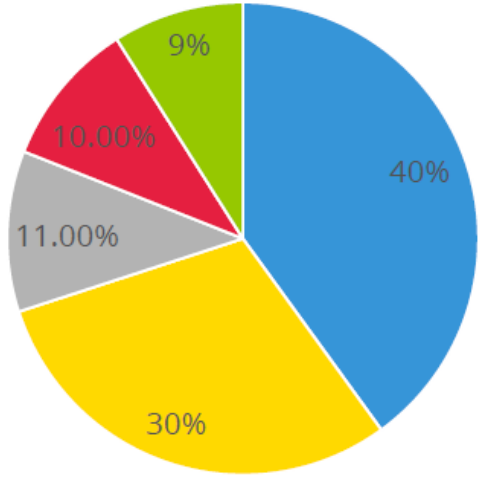
“When I was in internship while I was in secondary school, my boss told me that he loved me and started giving me some benefits that other colleagues did not have. One day on Sabbath (Saturday), when everybody was off, he called me at the office and when I turned up, he asked me to have sex with him and promised to give me good marks after completion of my internship. I did not accept but when I came back on Monday, he started harassing me and assigned me hard work and I was unable to complete my internship. When I requested for internship in another company, one of top leaders of that company also asked me to have sex with him and I refused again.” (FGDs, a participant from apolytechnic)

Gender-based corruption stifles people's development while also escalating and causing family conflict. Gender-based workplace corruption disproportionately affects poor people and those with marginalized voices, the vast majority of whom are women.

“I got a job in hotel but I was dismissed a few days after refusing to have sex with manager. There was also another colleague who had refused but she later agreed to have sex with manager to secure her job”. A participant in FGDs from one of hotels sampled in this survey

As per these findings, gender based corruption has a devastating effects on victims' health and socioeconomic status, as well as institutional productivity. It is therefore imperative that adequate efforts be made to protect the vulnerable people who are deprived of development opportunities by gender-based corruption.

Figure 13: Work relationship between victims and authors of GBC



- Same level staff
- Top manager of the company
- One of the senior managers in the institution
- Line manager/Supervisor
- My subordinate

Source: GBC survey, 2022

According to the findings, those who have attempted or perpetrated gender-based corruption in their workplace are mostly coworkers as demonstrated by 40% of respondents. However, one of the most serious concerns is that 30% and 10% of the respondents respectively indicated that top managers and line managers are responsible for gender-based corruption in the workplace. At the same time, some of the company's executives have been reported in such misconduct. These findings are consistent with the testimonies of participants who took part in focus groups conducted in this survey, explaining some cases of GBC perpetrated by people with authority.

“Female workers in lodges face so many cases of sexual exploitation and gender-based corruption. Their bosses sleep with them and force them to sleep with customers. When they refuse, they are fired right away. (FGDs in one of districts)

“When graduated from high school, the Sector Executive Secretary informed me that the district needed a worker in the secretariat and convinced me that he could help me get the job. He requested me to write a CV and a cover letter and take them to his home. When I arrived, he said he could not walk out of his room and ordered me to enter in the room. I did not accept because I thought he could force me to have sex. I moved out and my application letter remained in saloon. A few days later, he called and asked me

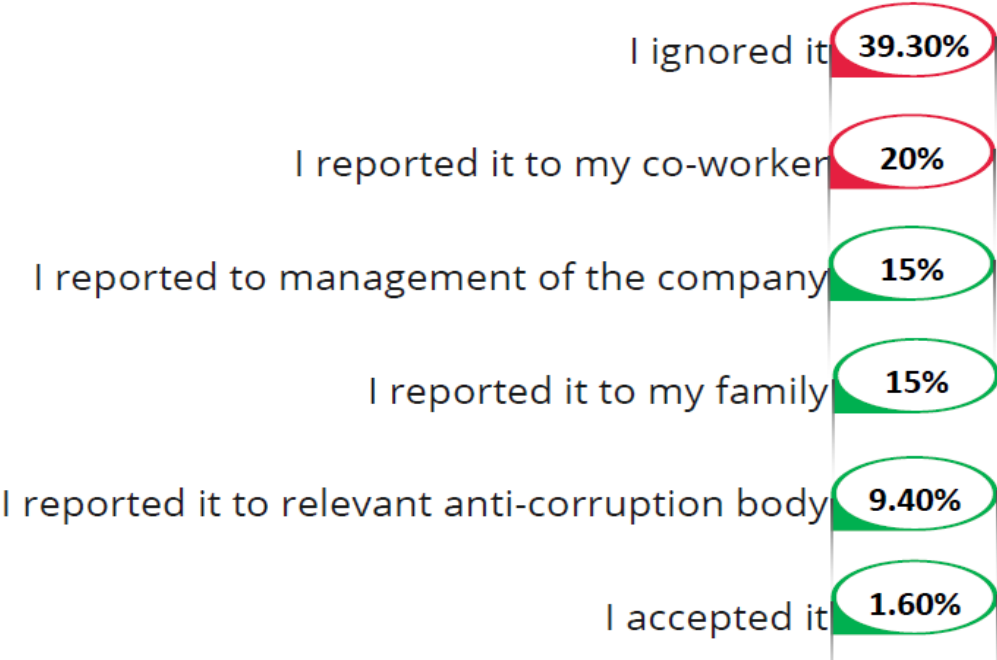
to go and collect my documents back, indicating that the district had employed another one.” (FGD, participant in one district)

It is therefore extremely worrying that some of the governing body members of the institutions are complicit in gender based corruption within their institutions. One might wonder how these bad habits will be eradicated in the workplace when some leaders are also involved in these heinous acts of gender based corruption. Gender-based corruption is regarded as the misuse of entrusted power for personal gain; however, corruption continues to exacerbate the imbalanced power dynamics between men and women. As revealed in the various studies including the current, unequal power relations between men and women make women more vulnerable to the impact of gender based corruption. Thus, in institutions prone to gender-based corruption, women face serious problems such as sexual exploitation, unplanned pregnancies and various infections, or continue to be denied various job opportunities in the workplace for those who refuse to accept sexual relations. As a result, women face extreme poverty and serious challenges, including a lack of access to essential needs for themselves and their families.

5.10. Employee’s reactions to cases of gender-based corruption encountered in the workplace

As has been shown in various studies, gender based corruption is a common but largely invisible form of corruption. The problem is exacerbated by the fact that gender-based corruption frequently goes unreported because of its secretive nature. According to TI (2020), the people who have been affected by GBC may choose to avoid the victim-blaming, revictimization, and social stigma that is frequently associated with reporting sexual abuse. They may also be afraid of retaliation or find it difficult to gather the kind of evidence required to be believed, let alone receive redress. Furthermore, appropriate reporting mechanisms are not always available. With this background, the study sought to determine how respondents acted when confronted with behaviors potential to lead to gender based corruption in the workplace.

Figure 14: Employee's reactions to cases of gender-based corruption encountered in the workplace



As per the statistics, when confronted with gender-based corruption cases, the majority of respondents (39.3%) choose to ignore it and remain silent. Other respondents report gender-based corruption cases to close colleagues at work (20%), their families (15%), their company management (15%) ant-corruption bodies (9.4%) while 1.6% accept it. These findings highlight a gap in the mechanisms for reporting cases of gender-based corruption especially because GBC is mostly perpetrated by people in positions of authority, while the victims are junior employees. As a result, victims are hesitant to report gender-based corruption cases for fear of serious repercussions as has previously been explained. In addition, the findings show that the victims of gender-based corruption are frequently women and girls, and women and girls in Rwanda rarely talk about sexual practicesfearing being blamed or accused of adultery. It is therefore necessary to improve the mechanisms for reporting gender-based corruption in the workplace, so that those who report such cases feel protected and confident that there will be no consequences for them even if they are suing their managers.

During focus groups and interviews, some respondents stated that they choose to remain silent when confronted with gender-based corruption because gathering sufficient evidence is difficult, especially because it is a highly secretive activity, while others express concern about the consequences of accusing their leaders of gender-based corruption in the workplace.

“Gender-based corruption is common among girls, particularly those working in bars, restaurants, or hotels. To apply for a job in these services, the boss will first ask you to sleep with him; if you refuse, you will lose the job, which many girls will accept out of desperation. My female relative was hired at a hotel, and the boss intended to have sex with her. She refused the boss's request to have sex with him, and the boss later decided to fire both of us. We didn't have enough evidence to report him, so we dropped the charges. A participant in FGDs from one of hotels sampled in this survey”. Testified by an official from one of districts sampled in this study

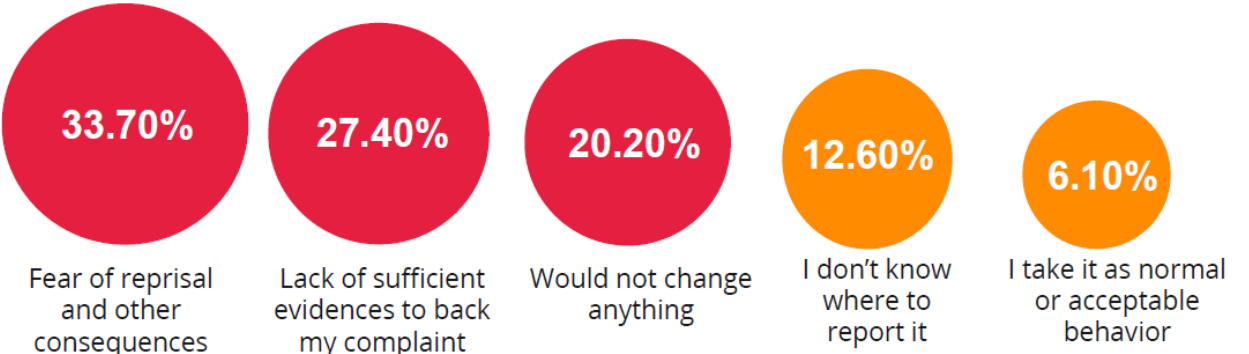
“We have a case of a school principal who was accused of hiring a secretary (on a shortterm/temporary basis due to the absence of the one hired) after sleeping with her. We made investigation but all our efforts were in vain because we did not find facts.” Testified by an official from one of districts sampled in this study

“Some employees with poor performance accept to have sexual relationship with their bosses just to retain their jobs. Others do it to get other benefits including promotion. On the other hand, those who provoke GBC is due to their immorality.” Testified by an official from one of districts sampled in this study

5.11. Reasons for not reporting Gender-based corruption at workplace

Gender based corruption has long been a silent, unnoticed form of corruption. It is more difficult to report than other forms of corruption. Survivors and victims are frequently confronted with social stigma and cultural taboos, and it is frequently difficult to demonstrate that a sexual act was coerced. There are often no safe and gender-sensitive reporting mechanisms that can provide the kind of support that survivors/victims of sexual abuse require (TI, 2020). Thus, in spite of the negative consequences of gender based corruption, the vast majority of victims choose to remain silent rather than report it. This study investigated the reasons why the employees who had encountered cases of gender-based corruption chose not to report them and their answers are summarized in Figure below.

Figure 15: Reasons for not reporting Gender-based corruption at workplace



Source: GBC survey,2022

Fear of retaliation was the main factor prevent victims from reporting gender-based in the workplace as pointed out by 33.7% of the respondents, followed by the lack of sufficient evidence (27%), the feeling that reporting will not change anything (20.2%), not knowing where to report the cases (13%) and taking it as normal (6%). The diifficulty of gathering sufficient evidence is mainly du to the fact that GBC is a highly secretive affair and the concerns about the consequences of accusing leaders of gender-based corruption in the workplace, especially when it turns out that factual evidence is missing. Some participants explained it as follws:

“Gender-based corruption is common, particularly for young girls working in bars, restaurants, and hotels. If you apply for a job in these services, the boss will first ask you to sleep with him; if you refuse, you will not get the job. Many girls will accept it out of desperation. My female relative was hired at a hotel where I worked, and the boss intended to have sex with her. When she refused the boss decided to fire both of us. We didn't have enough evidence to report him, so we dropped the charges. (FGDs, a hotel staff)

“We have a case of a school principal who was accused of hiring a secretary (on a short term to replace a temporary staff who was on leave after sleeping with her. We made investigation but all our efforts were in vain because we could not find facts.” (Interview with an official/District)

In order for the fight against GBC to be won, the victims of GBC or targeted individuals must not be afraid to report such cases, even if the perpetrators are their own bosses. To achieve this, there should be mechanisms to protect those who are willing to report gender based corruption behaviors in their workplace.

6. CONCLUSION

This study was conducted by TI-Rw and investigated gender-based corruption in the workplace in Rwanda, focusing on public and private institutions, as well as CSOs and NGOs. The researchers sought to provide new evidence of GBC in order to inform policymakers and the general public about GBC, sexual harassment, and gender discrimination in the workplace.

The findings highlight the prevalence of GBC in workplace in Rwanda as a sizable proportion of respondents confirmed that gender-based corruption occurs in their workplace. With regard to awareness, the majority of respondents (more than 80%) indicated that they are aware of the different GBC behaviors. This demonstrates that some employees are unaware of potential gender-based corruption behaviors in the workplace, which could be the reason why some of them indicated that they have not seen GBC in their workplace.

In terms of acceptability of specific forms of GBC, a big majority of respondents (more than 90%) believe that various forms of gender-based corruption are inappropriate and unacceptable and many of them would report it if it occurred to them. Nevertheless, a small number of respondents indicated that they would ignore it for fear of retaliation or feeling that it would not change anything. Many respondents point to reasons such as lack of transparency in recruiting and promoting employees, and other staff benefits, lack of self-confidence, and poverty / difficult family living conditions of vulnerable groups as the main causes of GBC. With regard to awareness of potential consequences of GBC in the workplace, the findings also show that the victims of gender-based corruption face varying consequences whether they accept or refuse to engage in GBC. It was also found that employees in the private sector are more likely to be victims of gender based corruption than those in government institutions, CSOs, and NGOs.

The findings also suggest that some institutions have a higher level of gender-based corruption than others. The private sector or private companies have the highest rate of gender-based corruption, followed by higher learning institutions, local government, secondary schools. Like many other studies on gender-based violence and corruption, the study found that women and girls are more likely to be victims of gender-based corruption in the workplace than men. The participants' views and experiences expressed FGDs and interviews also substantiate the claim that gender-based corruption is prevalent in the workplace and many cases go unreported or are reported but lack evidence from a legal perspective.

Gender-based corruption has a significant negative impact on economic development and disproportionately affects the poor and vulnerable, raising costs and limiting access to job opportunities. It diverts talent and resources, including human resources, away from productive

activities towards rent-seeking interest as a defense mechanism. In the workplace, GBC can cause serious damage including chronic illness, enslavement to adultery, family conflicts, poor employee performance among the workers and extreme poverty. Thus, promoting societal participation in the fight against gender-based corruption could be one of the most important components of a system that effectively prevents gender-based corruption in the workplace.

7. RECOMMENDATIONS

Based on the gaps highlighted by the findings of this study, the following recommendations have been formulated for relevant authorities and policy makers.

Table 3: Recommendations

Identified issue	Recommendations	Institutions
Although the statistics indicating the acceptability of gender-based corruption are small, they are still worrying considering the severity of the crime. Some even claimed to be unaware of certain forms of gender-based corruption.	Strengthen public awareness on gender-based corruption and its regulatory framework through various campaigns in the community, schools, churches and mosques, public and private institutions as well as via media and Itorero. Information should be disseminated through appropriate channels, with information tailored specifically to the target groups.	All anti-corruption bodies, particularly Office of the Ombudsman, RIB, RNP, CSOs, National Itorero Commission; MINIJUST, MINALOC
Lack of transparency in various human resource management practices is one of the root causes of gender-based corruption.	To ensure increased transparency and fairness, relevant institutions should increase their efforts to oversee the staff recruitment, transfer, promotion, training, work mission, and dismissal processes.	RMI, MIFOTRA, CESB, PSC, RDB, PSF, NPSC
The vast majority of employees who have	Strengthening existing corruption reporting tools and increasing citizens'	All anti-corruption bodies, particularly Office of the Ombudsman, RIB, RNP,

experienced gender-based corruption do not report it.	trust in them; this includes ensuring the safety of informants through confidentiality and, if necessary, physical protection.	CSOs
Gender-based corruption is highly prevalent in some institutions, including higher learning institutions and universities, the private sector, local government, and secondary schools.	Concerned institutions should organize campaigns that specifically target these institutions and sensitize them to put in place internal mechanisms that promote integrity and values.	GMO,OoO,RIB,RNP,HEC,CSOs,MINALOC
One of the root causes of not reporting gender-based corruption is a lack of sufficient evidence.	The Office of the Ombudsman, RIB, NPPA, CSOs, and RNP should devise innovative tools of gathering evidence, particularly for crimes committed in secret, such as GBC. Reinforce the human and technical capacities of gender-based corruption investigation and prosecution teams so that they can perform their duties more effectively.	NPPA,RIB,OoO,RNP,CSOs

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