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MA IN PEACE STUDIES & CONFLICTS TRANSFORMATION

**THE CONTRIBUTION OF THE RWANDA NATIONAL
POLICE CALL CENTER IN FIGHTING CORRUPTION IN
RWANDA NATIONAL POLICE**

A dissertation submitted to University of Rwanda in partial fulfillment of requirements for the award of a Master of Arts Degree in Peace Studies and Conflicts Transformation.

By

Hosianne UWAMUKIZA

Student Reg. No 220017561

Supervisor: Dr. Charline MULINDAHABI

Musanze, April, 2020

Declaration

I hereby declare that this study is my original work and has been never submitted for any award to any other University before. Where the work of others has been used, due acknowledgement has been made.

Signature:.....

Date:.....

Hosianne UWAMUKIZA

Reg. No: 220017561

Dedication

This work is dedicated to my husband Oscar NSANZABAGANWA and our four children AMIZERO GRACIELLA LINDA, NZIZA SHEMA GIFT, GWIZA IAN BRICE and GASARO UMUGANWA GAELLA for moral support and tolerance and being there for me at all times throughout my entire masters programme.

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List of acronyms and abbreviation

AT&T: American Telephone and Telegraph Company

CCTV: Closed Circuit Television

CEPT: European Conference of Postal and Telecommunication

CEU: Council of European Union

DRC: Democratic Republic of Congo

E911: Enhanced 911

NG911: New Generation 911

No: Number

PERF: Police Executive Research Forum

RGB: Rwanda Governance Board

RNP: Rwanda National Police

RoR: Republic of Rwanda

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Abstract

The study assessed the contribution of the Rwanda National Police call center in fighting corruption in Rwanda. It was guided by the following objectives: 1) To assess the contribution of communication availed by RNP Call Center used to fight corruption and public awareness towards them; 2) To determine to what extent the RNP call center is trusted to report cases of corruption

inside RNP and 3) To assess the challenges of the RNP call center in fighting the corruption in RNP. It adopted the mixed research approaches (quantitative and qualitative). Documentary, telephone interviews, observation, and telephone interviews were conducted with 33 respondents from the targeted population of 326 (RNP call center and drivers in Musanze Public transport) arrived at using Roscoe's rule of thumb of sample size determination. Data obtained was analyzed using excel.

Findings revealed that communication availed by the RNP call center is the verbal communication that uses telephone calls. The public trust towards the RNP call center is undermined by its reporting system which does not provide the feedback in the case of corruption. Among challenges, there are physical barriers and attitudinal barriers. Findings concluded showing that the contribution of the RNP call center is not effective in fight corruption in Rwanda.

The study recommended among others the Government of Rwanda to put in place the legal framework about people who abuse call center usage and Rwanda National Police to expand the call center to accommodate a maximum number of operators to respond effectively all calls.

Keywords: *Call center, communication, corruption.*

CHAPTER ONE

GENERAL INTRODUCTION

The study wanted to assess the contribution of the Rwanda National Police (RNP) Call Center in fighting corruption in RNP. This chapter presents the background of the study, statement of the problem, objectives of the study, research questions, scope of the study, the significance of the study, and outline of the study.

1.1 Background of the study

The call center stands for a workplace employed by the organization to provide customer services by handling a large number of telephone calls (Mazerolle *et al.*, 2003).

Globally, call centers were described as the basis of policing a society where any citizen in the country pick the phone and call the police and expect a direct response from it. The call centers are employed by the public for getting help for general emergency, fire, maritime, medical assistance (Mazerolle *et al.*, 2003).

The first known call center began in the United Kingdom on 1 July 1937 by British telecommunication company after a disaster occurred on 10 November 1935 that involved five women who died during a fire in Wimpole Street. The current method was to dialing zero which was the method that was summoned by the Fire department since 1927. During this incident, fellow citizens tried to dial 0 for informing the fire department but it didn't work because there was a jam (Moss, 2018).

Before the 1960s, the United States didn't have one call center for Americans to call if they wanted help from the police, a caller had to know the phone number for each department in the area they were currently in. In large cities, multiple police and fire departments were covering different areas for example in Los Angeles, had fifty different police departments, and just as many phone numbers and telephone operators would usually direct emergency calls if the caller wasn't sure which department or phone number they needed. There was a delay due to the long processes. The push for the development of a nationwide call center came in 1957 when the National Association

of Fire Chiefs recommended that a call center be created for reporting fires. The task to figure out how that project will work and which number will be used was handed over to the Federal Communication Commission which was partnered with the American Telephone and Telegraph Company (AT&T) from 1967 to 1968, In 1968, the use of call center started using one emergency number in the whole America (Dayharsh *et al.*, 1979).

The call center was first suggested by the European Conference of Postal and Telecommunication (CEPT) and Council of European Union (CEU) in respectfully 1972 and 1991 to be used as the call center of Union of Europe using one emergency number, and it was confirmed in 2002 by the article 26 of the Universal Service Directive (Universal Service Directive, 2002).

In Africa including Rwanda, most of the countries use the call center to assist persons in fire outbreaks, police emergencies, and health emergencies, among them a list but few are Egypt, Ghana, Mauritius, Nigeria, Rwanda, Senegal, and South Africa.

According to Law No 09/2000 of 16/06/2000 on the establishment, general organization, and jurisdiction of the National Police, in its title 4, among functions and duties of police, there are providing urgent assistance in preventing and protecting people from danger and intervening in disasters and calamities. It is in this line RNP established RNP Call Center under the department of command and coordination to help the institution to meet its mission of providing urgent assistance in preventing and protecting people from dangers affecting safety by using free emergency numbers.

According to the law No 54/2018 of 13/08/2018 on fighting against corruption, corruption has defined as any action done or being tried to be done in public organs, private institutions, civil society, and international organizations in Rwanda, with a view of soliciting, receiving or offering an illegal advantage to illegally obtain illegal enrichment to illegally render a service or carry out an activity whether carried on by himself or herself or through another person.

Fighting corruption in RNP requires many strategies among them, to establish good communication between the public and RNP, and being trusted by the public it requires having effective reporting from RNP call Center and responsive departments/ units. This communication has been established between the public and RNP using its call center. This study aims to assess the contribution of Call center in fighting corruption in RNP.

1.2 Problem statement

RNP 's mission is to deliver high-quality service, accountability, and transparency, safeguard the rule of law and provide a safe and crime-free environment for all. To achieve its mission requires a strong partnership with the public and according to Law No 09/2000, the law that established RNP in 2000, title four, chapter 14, paragraph 5 and the constitution of 2003 with amendments through 2015, article 160 both talking about RNP's mission as providing urgent assistance in preventing and protecting people from dangers affecting safety. To achieve this, RNP has established its call center to build a strong partnership with the public and to meet its mission of assisting.

RNP Call Center particularly was established as the tool to facilitate communication using free call lines to receive information from the public. The platform has helped the institution to meet its mission of providing urgent assistance in preventing and protecting people from dangers affecting safety. RNP Call Center helps in receiving emergency incidents, fire, traffic accidents, maritime incidents, gender-based violence, child abuse, and corruption cases which this study focused on (Law No 09/2000).

Police is among institutions fighting corruption using different platforms and taking serious measures such as RNP strategies in fighting corruption, increasing awareness campaigns spiking loudly the bad of corruption, and giving the way to the public to report such cases including RNP Call Center (RNP, 2015). According to Mberabagabo (2019), the biggest tool of communication between the public and RNP call center is the mobile telephone which is only through voice.

However, according to Rwanda Governance Board (RGB), (2019), RNP is among institutions perceived to be affected by corruption where it had a 9.07% prevalence in corruption in 2019, from 14.29% in 2018. Fighting corruption in RNP requires having good communication between the public and RNP indicated by having various communication, effective reporting system between police and the public, and between the call center and responsive departments. Therefore, according to Police Executive Research Forum (PERF), (2017), if the communication availed by police to report corruption cases is known by the public and if RNP Call Center is trusted by the public as an enabler to report corruption cases, corruption cases should be reported increasingly and corruption should be reduced in RNP. In this study, the researcher wants to assess the contribution of the RNP Call Center in fighting corruption within the RNP.

1.3 Objectives of the study

1.3.1 The main objective

To assess the contribution of RNP Call Center in fighting corruption within RNP.

1.3.2 Specific objectives

To assess the contribution of communication availed by RNP Call Center used to fight corruption and public awareness towards them.

To determine to which extent the RNP call center is trusted by the public to report cases of corruption inside RNP

To assess the challenges of RNP call center in fighting the corruption in RNP

1.4 Research questions

1.4.1 Main Research Question

What is the contribution of the RNP Call Center in fighting corruption within the RNP?

1.4.2 Specific Questions

How effective is the communication availed by RNP Call Center to the public to fight corruption?

How aware is the public about those means?

To which extent does the RNP call center is trusted to report cases of corruption inside RNP?

What are the challenges faced by the RNP call center in fighting corruption?

1.5 Scope of the study

The study focused on investigating the contribution of RNP Call Center in fighting corruption in RNP with a specific focus on constructs: Communications availed by RNP Call Center to report corruption cases, Public trust toward call center as an enabler to report corruption cases, and challenges faced by RNP Call Center. RNP Call Center is situated at the Police General headquarters at Kacyiru. It was chosen because it is the one that establishes the communication between the public and RNP which was critically helpful to the study. Musanze Town was also chosen because it is the second town to Kigali city and there are many activities of development which shows that corruption is likely to be there. The researcher focused on drivers in public transportation.

1.6 Significance of the study

This study is significant in the following ways:

The researcher was interested to understanding in depth the contribution of call center in fighting corruption whereby the later is one of the triggers that causes conflicts and hampers the social economic development of both the citizens and the country. Besides, corruption increases incompatibility between economic growth, citizens and policy. Thus, the communication (call center in the present study) is one way used to collect information about corruption bring peace. Therefore, good communication between the public and various institutions, here the police, can mitigate the problem and create a peaceful economic environment.

To the community this study will create awareness on communication between the police and the community and they will know more the criminal side of corruption.

The study findings will help to inform policy on the RNP Call Center communication systems and will help the police to identify the work environment of RNP Call center and how it impacts in fighting corruption in RNP.

The study is also useful to the government in respect of fighting corruption considering the strongest communication of call centers and may guide regulatory authority in identifying loopholes in the call center system and may use this information to improve the communication system.

1.7 Outline of the study

The study was organized in five chapters including:

Chapter one describes the Introduction that includes; the overview, background of the study, problem statement, objectives of the study, research questions, scope of the study, and significance of the study.

Chapter two elaborates the literature review which includes: The chapter introduction, definition of key concepts, Literature review related to communication availed by RNP call center in fighting corruption and public awareness towards them, public trust toward call centers as an enabler to report corruption cases within RNP, theoretical review and conceptual framework.

Chapter three describes the methodology which includes: The chapter introduction, the research design, the study population, the sample size, sampling methods and techniques, data collection methods, data analysis, and research ethics.

Chapter four describes the data analysis and interpretation of results which includes: findings on the contribution of RNP Call center in fighting corruption in RNP.

Chapter five gives the summary, conclusion, and recommendations based on the findings of the study.

CHAPTER TWO

LITERATURE REVIEW

The study sought to assess the contribution of the RNP Call Center in fighting corruption in RNP. This chapter presents key concepts, the theoretical and conceptual framework on the contribution of RNP Call Center in fighting corruption.

2.1 Clarification of Key concepts

To understand what was discussed in this study, it is necessary to give some explanation on key concepts that were presented and analyzed: Communication, corruption.

2.1.1 Communication

Fiske (1990) has defined communication in two ways:

Firstly, communication was defined as the transmission of messages based on how messages are sent, a medium that is used between the sender and the receiver. Here when the medium is good and the message is well defined, it reaches the receiver. Also, the behavior or mindset of the receiver can play a contribution to the failure of communication (Fiske, 1990).

In a second way, communication was defined as the production and exchange of meanings. Here the communication considers how messages, texts are used between people to produce meaning. The misunderstanding should be a result of cultural differences between the sender and the receiver. It is concerned with texts and culture. It studies the science of signs and meanings (Fiske, 1990).

My focus is on the first way of defining communication as the transmission of messages. When the medium is perfect and the meaning of the message is well defined the communication is effective. The study also emphasized the behavior or mindset of the receiver that can play a contribution to the failure of communication.

2.1.2 The corruption

According to Uslaner (2008), corruption is the exploitation of public power for private profits. Its root causes are economic disparity and low trust in people. He stated that our activities reflect how

we feel that others will act not only our desires and beliefs. People shape their actions on what they think others will do and what others think is acceptable. He emphasized that universal social welfare policies both increase trust and reduce disparity which releases people from being dependent upon corrupt patrons and makes them controllers of their intentions.

According to Huntington (1989:377) as cited in De Graaf (2007:43), corruption is “the conduct of public officials to increase their illegal enrichment diverges conventional norms to serve private ends”.

According to Law No 54/2018, corruption has defined as any action done or being tried to be done in public organs, private institutions, civil society, and international organizations in Rwanda, with a view of soliciting, receiving or offering an illegal advantage to illegally obtain illegal enrichment to illegally render a service or carry out an activity whether carried on by himself or herself or through another person.

In this study, the corruption reflects the definition given by Huntington (1989:377) and the definition given by the Law No 54/2018 both saying that corruption is the conduct of public officials done or being tried to be done in Rwanda to enrich their illegal enrichment diverges conventional norms to serve private ends.

2.1.3 Other explanations

The word “Public ” in this study means drivers working in public transport.

2.2 Literature review

2.2.1 Call center

Authors Futch, *et al.*, (2001) in the book “*Enhanced 911 technology and privacy concerns: How has the balance changed since September 11?*” Enhanced call center technology allows for the location of a cellular phone to be determined by the wireless service provider within several hundred feet. As a consequence, privacy groups have been extremely resistant to the implementation of the Enhanced call center. In the wake of the September 11 tragedies, however, the balance between privacy and concerns and national security seems to have changed for many American citizens. Its purpose was to explore the nature of the E911 call center technology, the implementation requirements, the concerns of privacy groups.

Police Executif Research Forum, (2017) in the book "*Critical issues in policing series: The revolution in Emergency communications*". Did the research about how to call taking and dispatching became a forgotten area about the public safety of families until something that requires them happens. They continued saying that emergency communication is an important part of every day in fighting crimes, as well as the management of major events and the response to disasters and calamities. They conducted the study because they knew the emergency in the world is about to experience a disturbance, as a result of two new technologies: next-generation 911 systems and the FirstNet wireless broadband network for police and other first responders. Implementation of NG911 and FirstNet will enlarge old-style mission-critical support

2.2.2 Corruption

Matthew *et al.*, (2016) in the book "Police violence and citizen crime reporting in the black community", they wrote on how high profile cases of police violence disproportionately experienced by black men may present a serious threat to public safety if they lower citizen crime reporting. The study was to analyze how one of Milwaukee's most publicized cases of police violence against an unarmed black man, the beating of Frank Jude, affected police-related 911 calls. Controlling for crime, prior call patterns, and several neighborhood characteristics, they found that residents of Milwaukee's neighborhoods especially residents of black neighborhoods, were far less likely to report the crime after Jude's beating was broadcast. The effect lasted for over a year and resulted in a total net loss of approximately 22,200 calls for service. Police misconduct can powerfully suppress one of the most basic forms of civic engagement.

Uslaner, (2008) in the book "Corruption, inequality, and the rule of law" wrote about how corruption flouts rules of fairness and gives some people advantages that others don't have. He said that corruption is persistent and that there is little evidence that countries can escape the curse of corruption easily or at all. Instead of focusing on institutional reform, the author suggested that the roots of corruption lie in economic, and legal inequality, low levels of generalized trust, and poor policy choices. Uslaner further observes that economic inequality provides a fertile breeding ground for corruption, which in turn, leads to further inequalities.

Fukuyama, (2005) in the Global corruption report, wrote about how a handful of technocrats might be able to fix monetary policy or dysfunctional central banking system, where there is no comparable group of specialists who can reform a legal system or clean up a corrupt police force.

He continued saying that such institutions, which are critical for the functioning of a market economy, are large, complex, and deeply steeped in the local traditions and culture of the societies in which they operate. They are moreover, at the core of the country's political system and can potentially threaten the interests of wealthy and powerful elites. It is in this context that the work of Transparency International has been of critical importance to recognize the importance of governance to development and to develop long-term strategies for combating it. Corruption cannot be overcome without political will and courageous leadership. Politicians and government officials are in a position to show that leadership, but civil society must also be ready to monitor their actions, to check that they keep their promises and hold them to account.

All these authors discussed the bad of corruption and they described it as the bad thing not only on the citizens but also it affects those who are corrupt. Their gap they were not able to discover that good communication between the police or the government and the public, the awareness of corruption in the public can be one of medicine for this. This study wants to assess the contribution of Call center in fighting corruption.

2.3 Theoretical review

This section discusses the approaches of scholars on call center and fighting corruption and the related theories.

The theories that underpin this study are the Public choice theory and clashing moral values theory. They are basic approaches to assess the contribution of the call center in fighting corruption in Rwanda National Police.

The public choice theory, according to Rose-ackerman (1978), Klitgaard (1988), and Gambetta (1993) as cited in De Graaf (2007), the causal chain is that of an individual making a rational decision that leads to a predetermined outcome. The individual corrupt official who tries to maximize his or her utility and he is portrayed as a rationally calculating person who decides to become corrupt when its expected advantages outweigh its expected disadvantages (here it means a combination of a possible penalty and the chance of being caught). Public officials are corrupt for a simple reason, they perceive that the potential benefits of corruption exceed the potential costs of being caught. If the benefits of corruption minus the probability of being caught times its

penalties are greater than the benefits of not being caught, then an individual will rationally choose to be corrupt.

According to the above writers, trust plays an important contribution on the side of officials and within close personal relationships increases the chance of getting the benefits from the delivered corrupt services or reduces the chance of getting caught. From this phenomenon, the trust on the side of officials and the side of personal relationships explain why victims do not report their offenders.

The clashing moral values theory distinguishes the public contribution and private obligations of corrupt officials by saying that the behavior of an individual can be influenced by the values and norms of society and then make him corrupt. According to Ackerman (1999) as cited in De Graaf (2007), in many societies, no clear distinction exists between one's private and one's public contributions. This is explained in such a way that in the private sector, gift-giving is pervasive and highly valued, and it seems natural to provide jobs and contracts to one's friends and relations. And no one sees any reason not to carry over such practices into the public realm. Because of a clash of values connected to one's private and one's public contribution, choices have to be made and certain values lead to corruption. Out of obligations to friends or family officials to fulfill important personal duties as ensuring loyalty to friends and family, officials take corruption.

Both theories are useful in explaining why it is difficult for corruption cases to find the victim is reporting the offender as it was explained by the writer because in this case, the victim believes to be helped and the offender calculate the chance of being caught and the potential benefits and the potential benefits of corruption is greater than the probability of being caught.

2.3.1 Communication availed by Call Center and public awareness towards them

2.3.1.1 Types of Communication

The call center is a workplace used by the organization to provide customer services by handling a large number of telephone calls (Mazerolle *et al.*, 2003) and according to Mberabagabo (2019), the call center is the first receiver of information or incident or a case from the public and it is the core in responding to the event which poses a threat to the safety of people and property.

According to PERF (2017), an example has been given about communication availed by Call center: A citizen called to the Cleveland police department saying that a person with a gun aiming at a locality refreshment center. The citizen said that the person was likely a childish and that the gun was likely to be fake. The call was directed to the dispatch, who sent the nearby accessible unit to the scene. The dispatcher did not clarify the information to the responding officers about the identification of the suspect as it was done by the caller that a person is likely to be a childish and that the gun is likely to be fake. Within a few minutes, a Cleveland police officer and his novice arrived at the scene, drew their yacht right up on the subject, and within seconds, shot and killed a 12-year-old boy.

This example is highlighting the importance of having different communication for the police in the call center in these incidents which helps to provide all necessary information to the respondent officer at the scene to reduce the error that can be committed to the scene. For example, because this officer who went to the scene was not provided with the necessary information he was found himself killing a 12-year-old boy.

911 call-takers and dispatchers have always an important role in providing detailed information to the responding police officers on the field to help them to respond to critical cases. There is a need to adopt technology where the public and police should exchange this information using their telephones such as video, photos and other digital data in 911 to decrease errors that are done by officers because they don't have all key facts which multiply the risks to everyone in operations.

From that example we can consider the following:

What if the caller was able to send photos about the scene to the police? What if the center was able to take a video from the security cameras at the CCTV center? What if the dispatcher was able to send pictures to the responding officer for more information to avoid errors? What if the officers had been sent diagrams of the CCTV center grounds showing locations where the officers might be able to take cover, maintain distance, and better assess the situation? (PERF, 2017).

All those types of technological advancements could alter the outcome of the case.

Communication availed by call center should have all necessary technical means needed to be able to provide critical information to avoid accidents that can be caused by not having all necessary

information while responding to the field. This means that the call center must receive all types of communications including writing, video, messages, and calls.

Moore (2009) wrote that 911's call center is built on an infrastructure of analog technology that does not support many of the features that most Americans expect. A call can be dropped, misdirected, sometimes with tragic consequences. He continued saying that the public generally assumes that the newer technologies they are using on their phones are matching by the same level of technology at the 911 call center, which is not the case. And he continued by giving the example that the 911 call center cannot receive text messages which were repeated in (PERF, 2017) saying that the 911 call center is not able to receive text messages, nor videos and photographs in the illustrated example above.

2.3.1.2 Public awareness towards communication availed by call center

According to Merikle (1984), an objective definition of awareness is the ability to make forced-choice decisions above a chance level of performance. When a chance level of performance is zero, the ability is zero then a person, in this case, is unaware. The subjective definition of awareness is self-reports indicating that an observer consciously sees a stimulus. When a stimulus is not seen, a person is unaware. A stimulus is the critical element of information according to the following definition.

Awareness is the ability to identify, process, and comprehend the critical elements of information about what is happening. Awareness is the continuous extraction of environmental information, its integration with previous knowledge to form a coherent mental picture, and the use of that picture in anticipating future events (Livnat, Agutter and Moon, 2005).

This study considers the awareness as it was defined by Livnat *et al.* (2005) where the awareness was defined as the perception of the elements in the environment with a volume of time and space, the comprehension of their meaning, and the projection of their status in the near future.

Many ways are used to increase the awareness of the public such as communication through radios, televisions, social media like Twitter, WhatsApp, and Facebook and through different communion such as churches, community work (Merikle, 1984).

Public awareness is not only on communication availed by the call center but also on how they understand what is corruption. Some writers wrote on how people consider corruption and sometimes it affects how corruption cases are reported.

Uslaner (2008) when he was 13 years old, delivered a plain white envelope containing a \$50 bill to the chief of police of Paterson, in New Jersey. Within a couple of hours later, a police officer called a stationery store's father with a very large order for office supplies, they bought about 50 staplers which were more than sufficed for the 20, the number of people who worked at police headquarters. It was a gift that kept on giving. He continued saying that most public officials liked his father because they were realized that he was giving many gifts than their competitors. For Uslaner, the roots of corruption rest upon economic inequality and low trust in people who are different from yourself. And corruption, in turn, leads to less trust in other people and more inequality. Corruption is a term whose meaning shifts with the speaker and it depends on the standards of a given society or citizens. What you may think as corrupt, another person may consider acceptable because, in some cultures, a corruption is acceptable. People were trapped in a vicious cycle of high inequality low trust and high corruption in a way that people don't enmesh in corrupt relationships because they see little moral harm in paying off their patrons or because they admire their leaders who enrich themselves. In this culture, people make payments because there is no way out but they are not happy about it.

In Rwanda before 1994, corruption was a culture as Uslaner described above. After things were changed but still we are fighting because it is very difficult to make people understand that corruption is no longer a deal to obtain a service. For them, they think that they cannot obtain something without giving something which is most of the time called "a gift". And according to the researcher, it is from the public, police officers get corruption due to their mindset as no one person took the acceptable way of requesting the service who didn't get but the problem, people want to gain something without using required resources and it is from when he/ she want to use that misuse ways that he/ she uses many resources than what is required. Again as it was explained by Uslaner in his experience many people do not think that what they are doing is to give corruption.

2.3.1.3 Reporting system of call centers

According to Kenneth (2013) as cited in Tom, Reporting systems are the processes, procedures, and facilities used to create and collect reports using one or more information management systems. Reporting systems help stakeholders to share information between them and it increases the trust among them. Also, it helps managers to make good decisions.

Call center reporting systems are the processes, procedures, and facilities used to create and collect reports from the public and call center, from call center to other departments/ units responsive using information management systems. The reporting system must be strong in two ways to make communication effective. The study assessed the contribution of communication availed by the RNP call center used to fight corruption and public awareness towards them.

2.3.1.4 Contribution of communication in the call center

The contribution is concerned with doing the right things and relates to outputs of the jobs and what the manager achieves. When something is deemed to be effective, it means it has an intended outcome. To assess the contribution, they measure the results that are intended to be achieved and the effects on other people (Mullins, 2010).

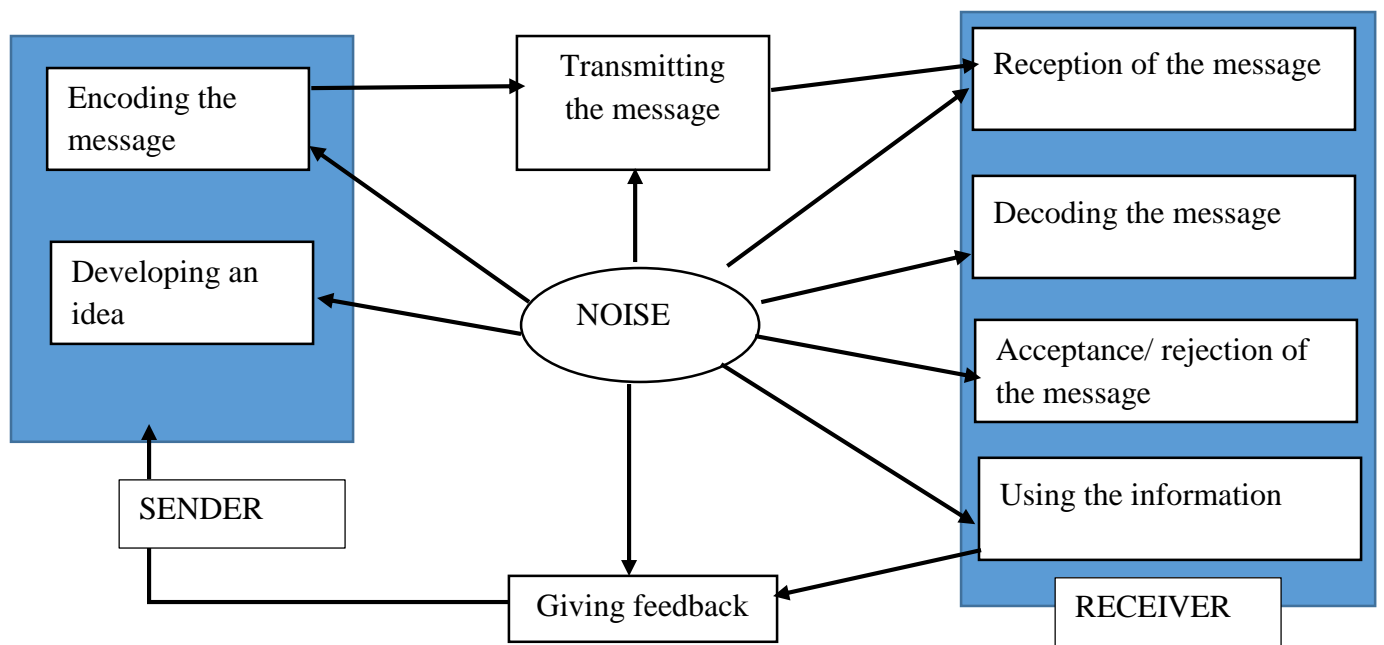
Contribution of the call center is measured through how the public is received, how their issues are handled, is there any feedback given to the public, and how its service affect the people in increasing the trust.

2.3.2 The public trust toward call center as an enabler to report corruption cases within the police

Effective communication between the public and the police increases the trust of the public toward them. As the public provides information about the incident, the call center also provides feedback to the caller to build trust and encourage people to report again.

According to Matthew *et al.* (2016), when police lower citizen crime reporting, it affects police-public related communication, and the number of crimes that would be reported is reduced due to low trust among the population. Police work in every department relies on public participation because, from their reports, the police acquire necessary information which helps to reduce the crime rate.

Again according to Velentzas and Broni (2014), the term "communication" was derived from the Latin "communis" which means "common". This means that to communicate is to make common, or to make known, or to share. From this, communication is any act by which one person gives to or receives from another person information about that person's needs, desires, perceptions, knowledge. The communication process is composed of the following elements: A receiver and a sender, a message, a medium through which a message passes through, and feedback. When one element is missing, the communication is not effective.



Source: Surbhi, (2020)

Figure 2.3.1 explains Five processes of the communication (sender, channel, receiver, message, feedback) which always is started by the sender, who first develop an idea, from the idea the sender encodes the message (preparation of the message depending on the channel), the message is transmitted to the receiver. The receiver receives a message and decodes it to know which decision will be taken either to reject it or to accept it. After the message is accepted, the receiver knows the meaning of the information, and that information is sent back to the sender as the feedback. At each stage, the noise can disturb the communication from the sender to the receiver. The noise can be caused by physical barriers, attitudinal barriers, and language or cultural barriers which will be explained in the following point.

2.3.3 The challenges of call center

The call center's main responsibility is communicating. One of its challenges is ineffective communication, another challenge is when its reporting system is not well built between the call center and the public and between the call center and other responsive departments/units (PERF, 2017).

Velentzas and Broni (2014), stated barrier factors to human communication which are barriers of the call center:

Physical barriers: are caused by the nature of the environment. Some call centers have many staff in small rooms and poor equipment without soundproof, staff shortage, and outdated communication.

Attitudinal barriers: this comes as a result of problems with staff in an organization. They can be caused by poor management and lack of consultation of employees, personality conflicts which can result in people delaying or refusing to communicate, the personal attitudes of individual employee which may be caused by the dissatisfaction or lack of motivation at work, brought by insufficient training to enable them to carry out particular tasks or just resistance to change due to entrenched attitudes and ideas such as the delay of monthly payments.

Skills barriers: A receiver must be able to understand the language of the caller and to record what has been said. Missing one of these skills makes communication to fail.

System design: system design faults refer to problems with the structures or systems in place in an organization. When the system is unclear it makes the confusion to know to whom to communicate with. When the system is inefficient or inappropriate, a lack of supervision, training, clarity in contributions and responsibilities can lead to staff being uncertain about what is expected of them

2.3.4 Fighting corruption

2.3.4.1 Training

Education and training are given as possible prevention methods to cope with corruption. The college for Criminal Investigation and Crime Control, the Netherlands has developed the training concerning corruption prevention training for police. The course aimed to gain insight into their

decision process, that they decide what they decide and what consequences of their decisions can be. The training was to make them less vulnerable to corruption and it was a three-day course (Osse, 1997).

According to this author, I agree with him that conducted training including consequences an officer will experience after being corrupt can help to cope up with corruption in the police.

2.3.4.2 Regular reform

According to Newburn (1999), some areas of policing are more prone to corruption than others and there are many barriers to successfully control corruption. Reform needs to be done regularly and irregularly to reduce the tendency of increasing corruption in these areas. Some of these areas including borders, crime investigation departments, and traffic police which this study focused on.

According to the researcher, the regular reform in traffic police is the one way that can be used to reduce corruption cases in the police because as the police work for a long time in the area as he/she gains more experience in the wrong and the good activities. It is good for areas that are prone to corruption to avoid police officers to work there for a long time.

2.4 Conceptual framework

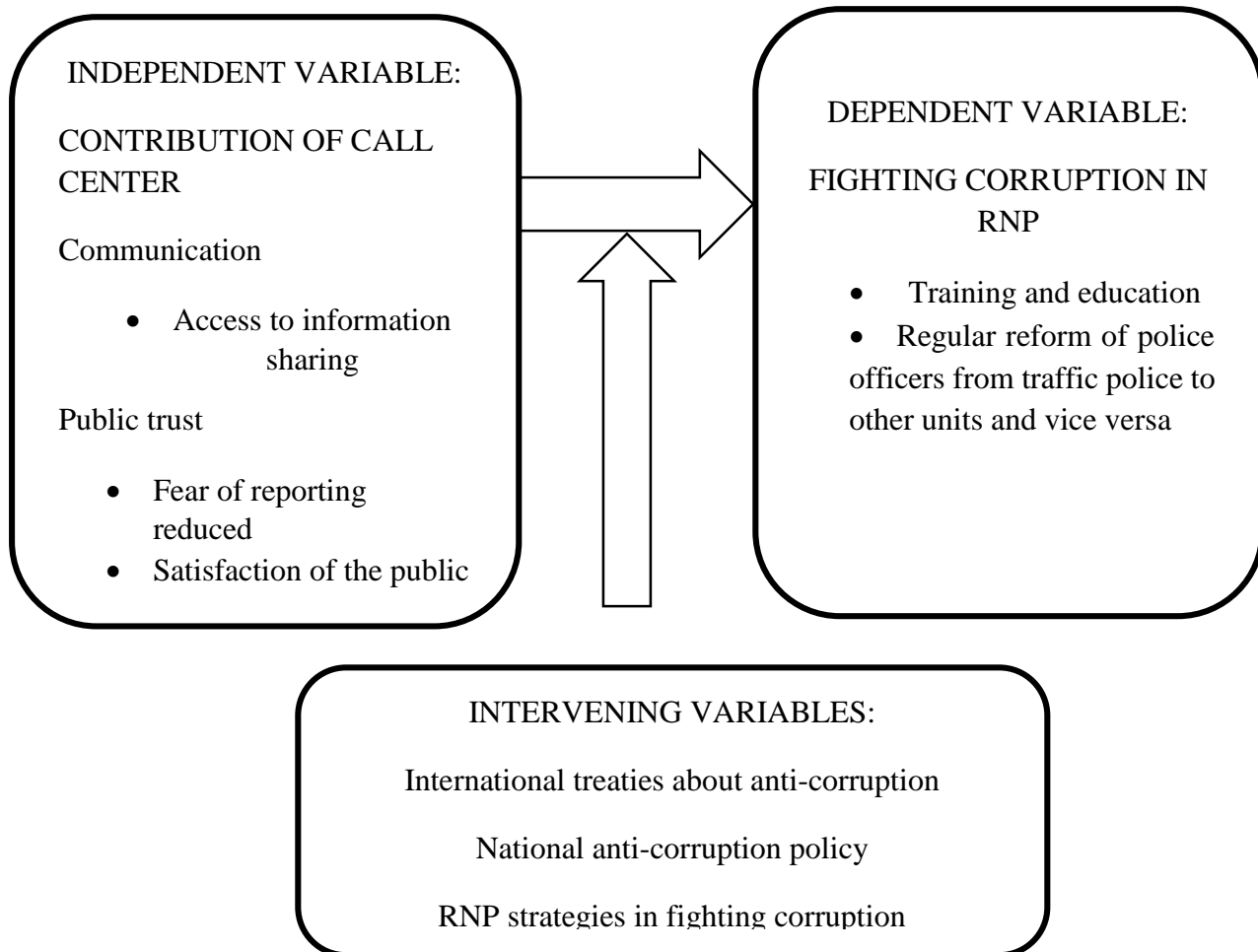


Figure 2.4 1 Conceptual framework

Source: Researcher (2020)

CHAPTER THREE

RESEARCH METHODOLOGY

The study wanted to assess the contribution of the RNP Call Center in fighting corruption in RNP. This chapter presents the research design, study area, study population, sample size and sampling techniques, data collection methods, data analysis, and ethical considerations of the study.

3.1 Research design

A research design is a plan for the generation of evidence that is suitable for a certain set of criteria in which the investigator is concerned (Bryman, 2012). This study adopted the mixed research approaches (quantitative and qualitative) because it drew on qualitative and quantitative data from different respondents. It was analytical because it assessed the contribution of the RNP call center' in fighting corruption in RNP.

3.2 Study area

The study areas are generally the Police general headquarter at Kacyiru and Musanze District. RNP general headquarters is located in Kigali city, Gasabo district, Kacyiru sector. It houses RNP headquarters. Musanze district is located in the Northern region.

3.2.1 RNP Call Center

According to the law No 09/2000 of 16/06/2000, the RNP was established on 16 June 2000. It has the jurisdiction over the entire territory of the Republic of Rwanda and its services to be delivered to the people are based on three principles: The importance of safeguarding the fundamental right guaranteed by the law, the need for cooperation between the police and the community they serve, the responsibility to account for their activities to the community. It is under the direction of the Ministry of internal security and it comprises the office of the Inspector General, departments, and Units. RNP is under the command of the Inspector General of Police (IGP) assisted by two Deputies Inspector Generals (Operations and Administration).

According to the constitution of 2003 with amendments through 2015, article 160, the mandate of RNP is to ensure the security of persons and property throughout the country. Kacyiru General Headquarters comprises office of the Inspector General and all departments including the

department of communication and coordination in which RNP call center falls under. The researcher has chosen Police General Headquarters at Kacyiru because it is where RNP Call Center is located.

According to law No 09/2000 of 16/06/2000 on the establishment, general organization, and jurisdiction of the National Police, in title 4, among functions and duties of police, there are assisting persons in danger or distress and intervening in disasters and calamities. It is in this line RNP established RNP Call Center under the department of command and coordination to meet its mission of providing urgent assistance in preventing and protecting people from dangers affecting safety by using free emergency numbers. It is under the directorate of Emergency response, it is composed by two sections: Call Center with the responsibilities to receive the information and the Dispatch with the responsibility to dispatch the received information as shown by **Figure 3.3.1**

RNP Call Center is one of the tools used to prevent and to protect the public from dangers affecting safety. It has the responsibility to access real-time information that is factual and accurate from the public. It dispatches that information at the operational level to feed the information to the commander on the field to react quickly to prevent a crime that would be occurring or to speed up the intervention when the crime occurred yet.

THE STRUCTURE OF CALL CENTER

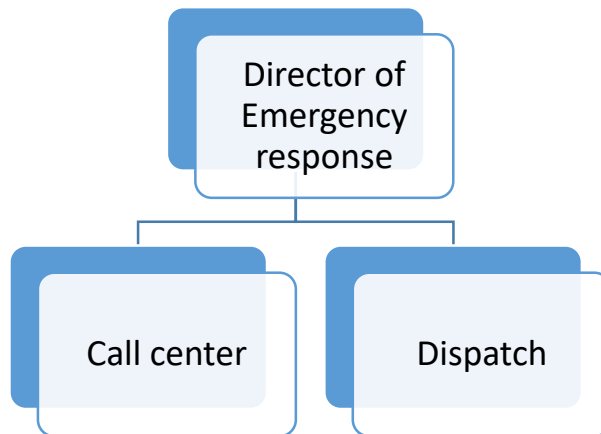


Figure 3.2 1 The structure of Emergency response in which Call Center fall in

Source: RNP IT department (2019)

3.2.2 Musanze town

According to Niyonzima (2019), Musanze District is one of five districts that make up the Northern Province of Rwanda. Its area is 530.4Km². It is bordered by in the north with Uganda and the Democratic Republic of Congo (DRC), in the east with Burera district, in South with Gakenke and in the West with Nyabihu. It is divided into 15 sectors: Busogo, Cyuve, Gacaca, Gashaki, Gataraga, Kimonyi, Kinigi, Muhoza, Muko, Musanze, Nkotsi, Nyange, Remera, Rwaza, and Shingiro. It has natural resources assets include 60 Km² of the volcanoes National Park in the north and 28Km² of Lake Ruhondo in the southwest, making the district the country's tourism. The population density of Musanze district is 695 people per km². Its average annual population growth rate is 1.8 % according to RoR (2013a) cited in Niyonzima (2019). My domain of interest in this study is traffic police and drivers working in public transport. I have chosen Musanze district because I want to conduct the research to which extent drivers working in Musanze town are aware of the corruption involving by police officers working in Traffic Police. According to Niyonzima (2019), Musanze town is in Muhoza sector and, it encompasses 44% of the population of Musanze City. It is the second town to Kigali city with the highest population density and the second-lowest population growth figures of the six secondary cities (Huye, Muhanga, Musanze, Nyagatare, Rubavu, and Rusizi). Drivers in this town drive in different towns inside the country there are likely to meet with many police officers working in the Traffic police.

3.3 Study population

The term population refers to the universe of units from which the sample is to be selected. The term "unit" is employed because it is not necessary for people who are being sampled. The researcher may want to sample from a universe of nations, cities, regions. Thus the population has a much broader meaning than the everyday use of the term (Bryman, 2012). The study population is composed of 56 staff working in the RNP call center and 270 drivers working in Musanze Transport Association.

3.4 Sample size and sampling techniques

According to Bryman (2012), the sample is the segment of the population that is selected for investigation. There are two types of sampling: Probability sampling and Non-probability sampling. The researcher used both probability and non-probability sampling. In probability sampling, a sample is selected using a random selection method such that each unit of the

population has a known chance of being selected, whereas, in non-probability sampling, a sample is not selected randomly which means that some units in the population have the chance of being selected more than others (Bryman, 2012).

A sample size of 33 respondents was considered basing on Roscoe's rule saying that the sample size greater than 30 and less than 500 are appropriate for any research (Sekaran, 2003). This study used stratified sampling, simple random sampling, and purposive sampling techniques. The strata of drivers and the strata of police officers working in Call Center.

According to Bryman (2012) in the purposive sampling technique, the researcher chooses the participants who are relevant to the research question to ensure that there is a good compact of variety in the resulting sample. Sample members differ from each other in terms of key characteristics relevant to the research question. In random sampling, each unit of the population has an equal probability of inclusion in the sample. In the purposive sampling, the study chose leaders of drivers in different associations working in Musanze Town and supervisors in Call Center. In the simple random, the study took respondents as drivers in different associations of public transport in Musanze and operators in RNP Call center by taking into consideration the inclusiveness of both males and females respondents.

Due to coronavirus, the researcher worked with leaders of associations and gave to the researcher telephone numbers of selected drivers and they were put on the list and they are ones that responded to telephone interviews of the study. For the respondents in the call center, they were also asked using telephone calls and email attachments.

Table 3.4 1 Sample size and sampling techniques

Category	Population	Sample number	Sampling technique
Drivers	260	26	Simple random
Police officers	50	5	Simple random
Leaders of drivers	10	1	Purposive
Supervisors of Police officers	6	1	Purposive
TOTAL	326	33	

Source: Research data, (April, 2020)

3.5 Data Collection Methods

Data are the raw materials of research and they are of two types: Primary data and secondary data. Primary data are data that are collected for the first time while secondary data are ones that already collected by someone else (Walliman, 2006). The study used both primary and secondary data.

According to Bryman (2012), data collection methods are methods used for collecting data from the sample to answer the research questions. The data collection methods used in this study used the triangulation approach which refers to the traditional view that quantitative and qualitative might be combined to triangulate findings to deepen them. In this study, these methods are a documentary method, telephone interview, observation, and face to face interviews.

3.5.1 Documentary method

To collect secondary data, the researcher used different books, journals, newspapers, and academic papers about communication in the call center, corruption in police, and corruption in general and to what extent the public is aware of how they can report such cases at police.

3.5.2 Interviews

3.5.2.1 Telephone Interview

The study used telephone interview for 26 drivers working in Musanze Transport Association and 05 Police officers from Call Center. The interview guide's structure followed the research

objectives and questions set at the beginning of this study: How effective is the communication availed by RNP Call Center to the public to be used to fight corruption. To which extent is the RNP call center trusted to report cases of corruption inside RNP.

Interview guides were set in Kinyarwanda for drivers and in English for police officers. This study helped the researcher to assess the contribution of the RNP Call Center in fighting corruption in RNP.

3.5.2.2 Face to face interview

According to Bryman (2012), the interview is the most widely employed method in qualitative research due to its flexibility which means that it does not require an extended period of waiting for a response and it enables the researcher to give more explanations to the interviewer because they are together. The interview allows the respondents to deeply discuss their thought and experience and this is used to verify and to validate the information obtained from telephone interviews. The study used semi-structured interviews which require an interview guide set by the researcher and the interview guide was composed of the following themes: The researcher introduced a study to the respondents, asked for the background of the respondents, asked respondents the knowledge they have about communication availed by RNP call center to be used by the public in fighting corruption in RNP and asked about the level of awareness towards those communications. Respondents were also asked about the trust of the public toward RNP call center as the enabler to report corruption cases involving police officers by bringing out about the reporting system of call center and challenges they met while communicating with call center and then they were asked suggested solutions to improve services of the call center.

The interview helped during this study because the researcher found more information from the respondents within a short time and from the interview, more explanations to the telephone interview were elaborated and helped the researcher to verify if what has been said in telephone interviews are valid or not. The researcher interviewed 01 leader of drivers in Musanze Associations Transport and 01 Supervisor from RNP Call Center. The interview was conducted in Kinyarwanda. The interviewer provided the researcher the time to be interviewed depending on their availability. Due to coronavirus, the interview was conducted using a telephone call and the researcher was asking the respondents its availability which was respected.

3.5.3 Observation

According to Walliman (2006), it is a method of recording conditions, events, and activities through looking rather than asking. In this study, the researcher used this method by attending in call center one day and see how many people were reporting cases in the call center, how they are received, whether they are given feedback, and how police officers report these cases to responsible departments. The researcher also wanted to see how many cases of corruption involving police officers will be reported while there. The researcher also wanted to see communications availed by the call center to interact with the public and how its system is built.

3.6 Data analysis

Data were put into categories based on the research objectives which are communication availed by RNP call center to the public to report corruption within RNP, the trust of the public towards call center as an enabler to report corruption cases in RNP. Codes and Excel were used to analyze data.

3.8 Research ethics

Ethical considerations were taken into consideration by seeking authorization from the top management of RNP and Rwanda Utilities Regulations Authority to conduct the research. Data collection was conducted in the difficult time where the researcher and respondents were in lockdown due to COVID-19 and have caused the researcher not to be allowed to do the research as it was planned. Hence, conducting interviews through telephone was the only way of gathering data and this might have caused distrust from respondents. It is assumed that some questions were not answered fully given that for instance face or gestures could not be captured to allow asking further questions. The researcher also took into consideration plagiarism and where the use of other people's work or source of information were due acknowledged.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND FINDINGS

The main objective of this study was to assess the contribution of the RNP Call Center in fighting corruption in RNP. This chapter provides a presentation, analysis, and interpretation of findings obtained on sought background information and response to the research objectives and questions as following: To assess the contribution of communication availed by RNP Call Center to the public to be used to fight corruption, to determine to which extent is the RNP call center trusted to report cases of corruption inside RNP

4.1 Background of respondents

The study sought to establish the background information of respondents such as their age, sex, level of education in drivers working in Musanze Transport Association, and that of police officers working in the call center.

They were viewed to impact on their conceptualization and knowledge about corruption and communication between police and the public. The age and level of education may have a great bearing on knowledge about corruption and communication between police and the public. As was said above, because the data collection was conducted using the telephone call, some respondents didn't respond about their identification and in this part, the rate of responses was 21 to 26 respondents. 05 respondents refused to answer questions relating to their identification.

4.1.1 Age of respondents

The study sought to establish the age of respondents and results are as indicated in the figure 4.2.2

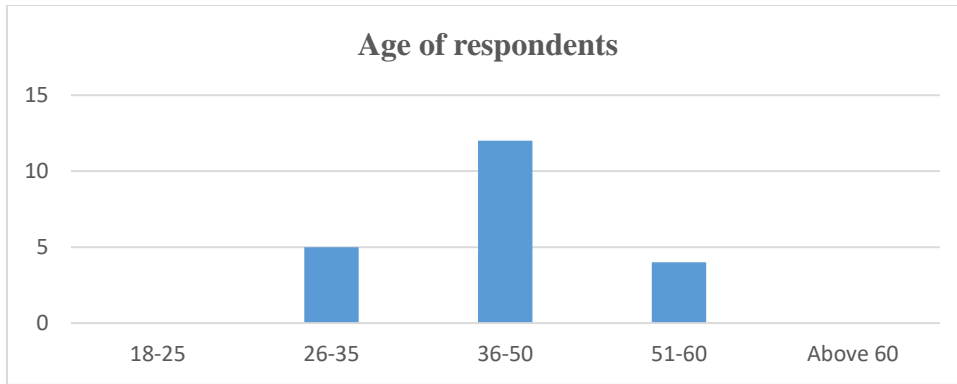


Figure 4.1 1 Age of respondents

Source: Research data, (April, 2020)

From figure 4.1.1, the age of respondents is given. 05 respondents are between 26 and 35 years, 12 respondents are between 36 and 50 years, 04 respondents are between 51 and 60 years. Results revealed that majority of respondents are between 36 and 50. This category of age implies people who are responsible for their actions and people who know in general programs established by the government. There are ones that can guide others for important information such as the level of corruption in a certain country or institution and they know strategies set by the government.

4.1.2 Level of education of respondents

The study sought to establish the respondents' level of education and results are as indicated in figure 4.1.2.

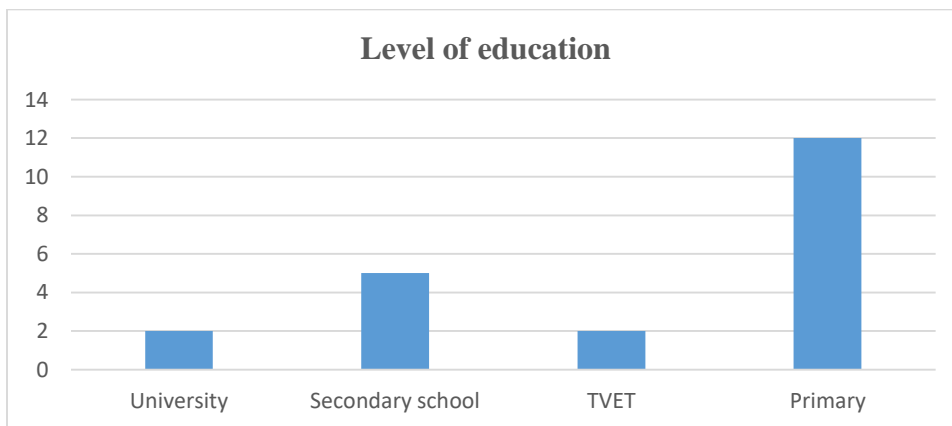


Figure 4.1 2 Level of education of respondents

Source: Research data, (April, 2020)

From figure 4.1.2, the level of education of respondents was given. 12 respondents did the primary schools, 2 did Training vocational education, 05 did secondary school and 02 did the university. The big number is people from primary school background. This signifies the level of their understandings of strategies set by the government and the police on communication between the police and the public and also brings their understanding of corruption and to fight it. For this society, it requires the government to strengthen their awareness about corruption and how to fight it.

4.2.3 Gender of respondents

The study sought to establish the sex of respondents

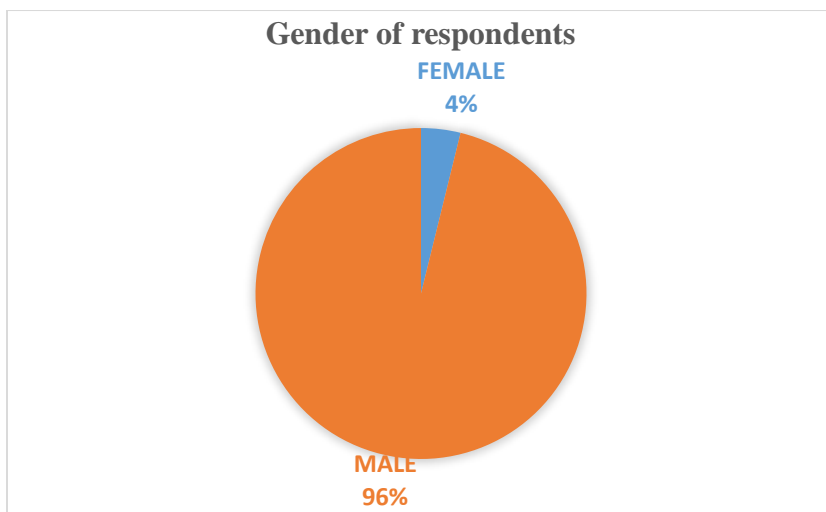


Figure 4.1 3 Gender of respondents

Source: Research data, (April, 2020)

Here all respondents were considered because on phone the researcher was able to define the gender of the respondents. Findings revealed that from drivers respondent to telephone interviews and interview only 1 female was respondents. It shows 4% of females and 96% of males. This implies that gender still counts in some carriers such as in driving carrier, especially in public transport. Still a big number of drivers in public transport is dominating the participation of gender in driving carrier still is challenging (RGS, 2019). Contrary to Police officers working in call center, while the researcher attended the call center, there were a big number of female police officers. During the interview, the supervisor in call center explained that they have a big number

of female because the leadership of police consider women as good communicators. They are 20 females to 36 males which makes 35% of females and 65% of males. In this study, gender was considered because the researcher wanted to see views from a different perspective including gender.

4.2 Communication availed by RNP Call Center to the public to fight corruption and public awareness towards them

This section presents findings obtained to answer the research question on the contribution of communication availed by the RNP call center to fight corruption and public awareness towards them. It gives statistics relating to the study including numbers and percentages presented in tables and charts and it gives narratives on what has been said about it.

4.2.1 Communication

4.2.1.1 Types of communication availed by RNP call center

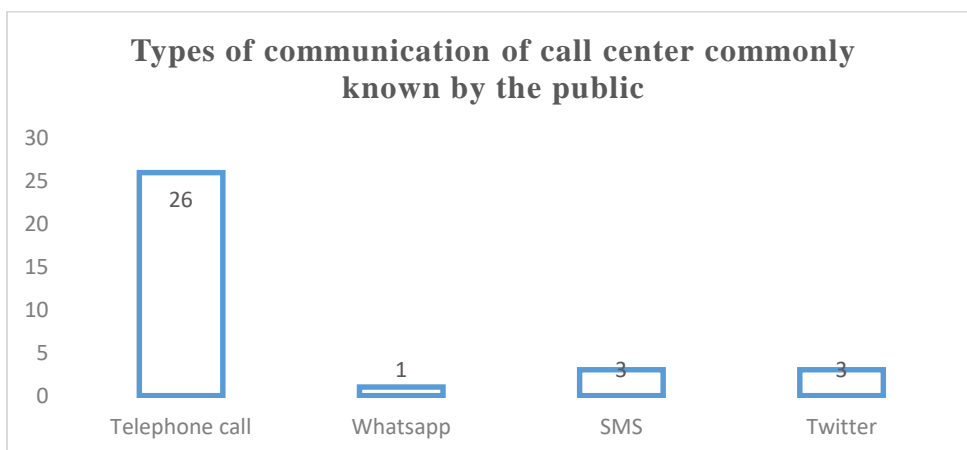


Figure 4.2 1 Types of communication availed by RNP call center

Source: Research data, (April, 2020)

There are existing three types of communication: written communication, visual communication, and verbal communication. The communication availed by the RNP call center is verbal communication which uses voices through telephone. 26 respondents know that call center availed telephone call as the communication between the public, 07 know other writing means (01 WhatsApp, 03 twitter and 03 SMS)

According to respondents from the call center, they said that the only communication availed by the call center is verbal communication which is a telephone call.

The leader from Call Center after being asked what types of communication availed by the call center, said: *"In the call center, we have different telephone numbers following the type of incident. People call us on 112 to report any kind of incident, 113 for traffic accidents, 997 for corruption cases. We are not able to receive another kind of communication like WhatsApp, a short message"*

The call center has the responsibility to access real-time information that is factual and accurate from the public. It dispatches that information at the operational level to feed the information to the commander on the field to react quickly to prevent a crime that would be occurring or to speed up the intervention when the crime occurred yet. It is necessary for call takers and dispatchers to have the necessary information to help the responding officer to deal with dangerous cases of all types then a need to adopt the new technology where the public will be able to exchange critical information such as videos, photos, and other digital data with the call center to decrease errors that are done by officers because they don't have all key facts which multiply the risks to everyone in operations.

As the observer, while visiting the call center, the researcher found that they use the telephone to receive calls.

4.2.1.2 Why telephone call is commonly used to report corruption cases

The study sought to know the reason why the telephone call is the common mean of communication used by the public to report corruption cases. The following figure shows how respondents explained this question.

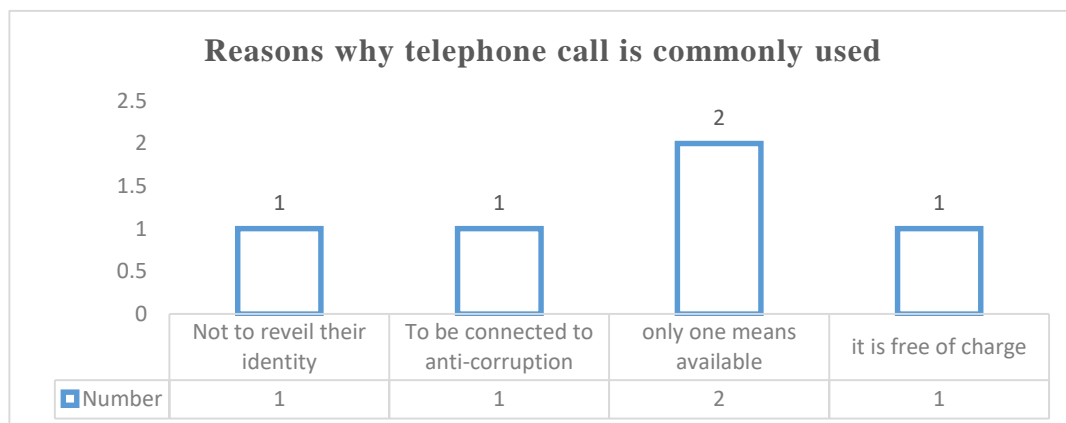


Figure 4.2 2 Reason why telephone call is commonly used to report corruption cases

Source: Research data, (April, 2020)

Among 05 respondents from the call center who were asked why telephone call is the commonly used to report corruption cases, 1 said that people use telephone call for not revealing their identity, 1 said that it helps them to connect them to the anti-corruption unit which helps them to arrest the corrupt officer easily, 2 said that it is the only way to communicate with the call center, 1 said that it is because to call in the call center is free of charge.

The reason why they use telephone calls is that it is the only way available to communicate with the call center. If there were other means they should be also used.

The supervisor being asked why the telephone is the common to be used in call center, he said: *“Here we don’t have other means of communication. We receive calls through this line and we are not able to receive other means of communication such as SMS or WhatsApp”*

According to the researcher by observation, call center is using Landline types of telephones and every telephone is paired with the computer. Landline telephone is not able to receive short message or Whatsapp message. The operator performs two tasks: Receiving the call and record it on computer. Asking the suprvisor how these incidents recorded are collected, he said: *“All incidents recorded by operators are collected into supervisor’s account. We collect them and we send them in different department and territorial units to make the follow up”*

4.2.1.3 Public awareness on the number availed by police to report corruption cases involving police officers

The study sought to know the level of public awareness about corruption and communication used to fight it in RNP. The following figures describes it.

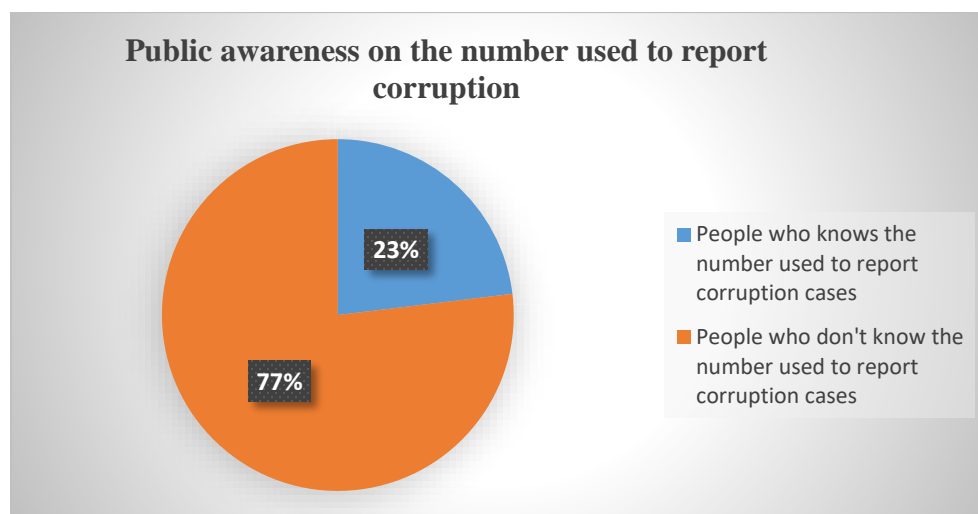


Figure 4.2 3 Public awareness on the number used to report corruption in RNP

Source: Research data, (April, 2020)

The above figure shows that only 23% from respondents knows the number availed by the police to report corruption cases and 77% do not know exactly the number availed by the police to report corruption cases

The leader of drivers being asked why drivers do not know the number availed by the police to report corruption cases, he said: "*Almost drivers have other numbers to contact with police that is hanging in their vehicles and they are ones that are used to report any kind of incident. If you ask me too that number I will not be able to give you the answer. We know numbers we have been given by the traffic police and they are hanging in our vehicles*"

This shows that the level of awareness about how to report corruption cases is at a lower level. If the person calls to another number the response will not be the same because if the exact number is called actions in two cases are different. For example in the second case when the caller is calling

to the corruption number, he/she is giving detailed information to the offender and he/ she is likely to be arrested.

The day the researcher attended the call center, there were no corruption case reported.

4.2.1.4 Contribution of communication availed by RNP call center used to fight corruption

Response time

The study sought to establish the response time which is the time used to receive the call.

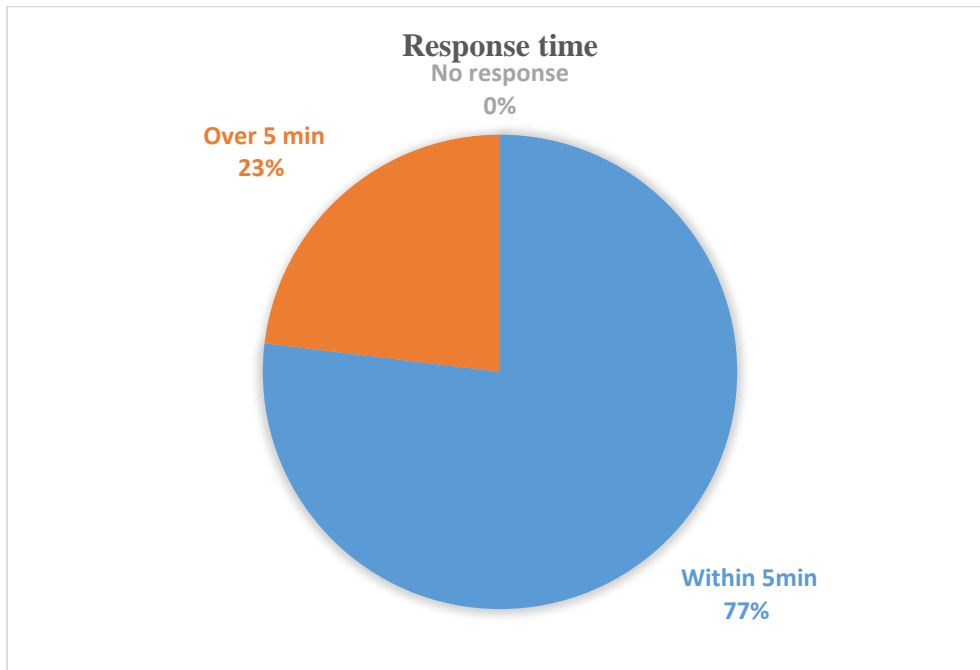


Figure 4.2 4 Response time

Source: Research data, (April, 2020)

Among 26 respondents, 65% of them have contacted the call center, among them, 76% were received. According to the respondents, 77% of them the response time is given within 5 min, 23% the response is given over 5 min. After analyzing this figure, the response is likely to be given within 5 min which is a good time to give the response to the caller.

Asking the respondent in the call center he said: *"When the call can reach here, it does not take one or two minutes to receive the call because if the call is ringing three times without being picked, it is dropped."*

According to the researcher by observation, the call center receives a lot of calls and it was within 1 min and 2 min calls were received.

The feedback time

The study also to be able to assess the contribution of the call center, analyzed the feedback time which is time after a caller is calling to request a service, this is the time when operator from call center calls back the caller giving him/ her the response on what was been requested.

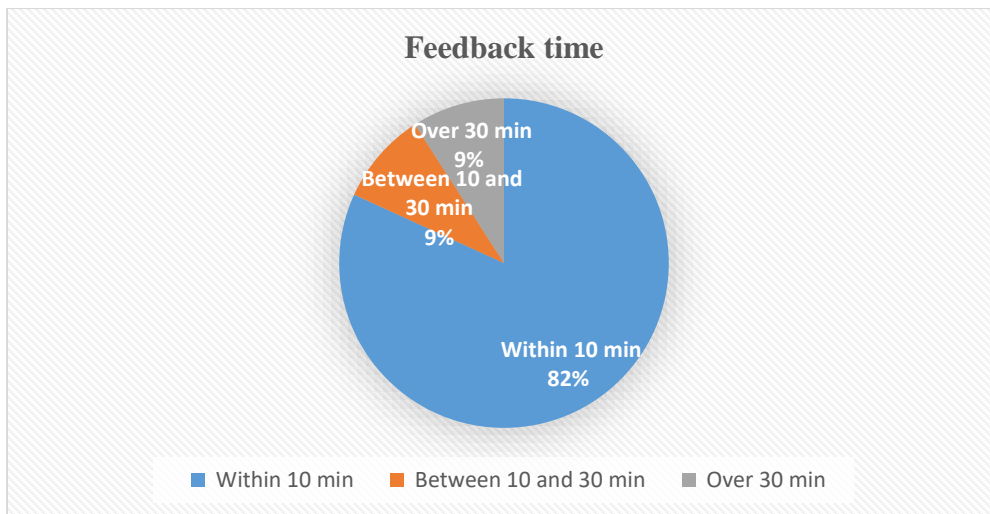


Figure 4.2 5 Feedback time

Source: Research data, (April, 2020)

From figure 4.2.5 the feedback time according to respondents, for 82%, the feedback is given within 10 min, 9%, the feedback is given between 10 and 30 min, and for 9%, the feedback is given over 30 min.

One of the respondents in the call center was asked what time of feedback, she said: "*The feedback is not having an exact fixed time. It depends on when we are given also the feedback from the commanders on the field. For as after receiving information, we dispatch it to the field and we wait for a response. It is when we call back the caller and we give the feedback*"

This is explained by according to the respondents from the call center the feedback can delay due to insufficient equipment of responding officer to the field or the feedback from the responsive unit or department come back in the call center.

What the researcher have seen during the visit is that the operator receives the information that need the intervention, record it on the computer and the supervisor take it and call the responding police officer to the field to connect him/ her to the caller. Feedback time depends on the availability of that responding police officer to the field and was given within 10 min and 30 min. Some feedbacks take more time.

Operators failing to pick calls

As it was shown from public respondents, the issue of not picking their calls was reported.



Figure 4.2 6 How operators deal with calls

Source: Research data, (April, 2020)

On the side of the call center, 80% of respondents in call center agreed that it happens not receiving incoming calls

The researcher wanted to know the reason why operators accepted to say that they don't pick calls from the public. It was explained by the following figure.

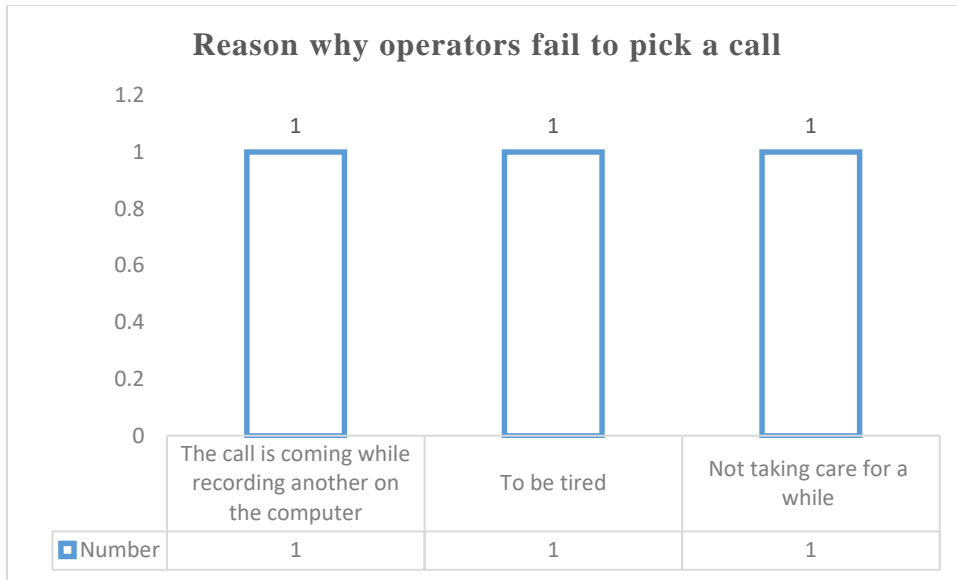


Figure 4.2 7 Reason why operators fail to pick a call

Source: Research data, (April, 2020)

In the call center, they were asked the reason why they don't pick calls. One of them said: *"Sometimes the call is coming while I am recording the case to the computer. I am not able to receive it, I let it"*

Another respondent said: *"Many calls we receive here are for greetings, disturbing and bips from children and other people who call without knowing where they are calling. Some think that this number is from hell and they call us to request money, others request the repair of their telephone. So When I am tired of those types of calls, I fail to pick a call because I am tired"*

Their leader said: *"Operators do not take seriously calls, they are careless of some calls"*.

While recording incidents they said they don't record all those unuseful calls but they gave one example where they recorded all incidents to know exactly who call them and their intention. On 18th to 21st Feb 2019, call center conducted an exercise to analyze calls received because there were many disturbing calls

Table 4.2 1 RNP call center calls from 18th to 21st Feb 2019

CALLS RECEIVED FROM 18TH TO 21ST FEB 2019

Incidents/province	Eastern	Kigali city	Northern	Southern	Western	Total
Bip	22	1128	2	6	2	1160
Greetings	1	39	1	5	6	52
Music	1	11	1	0	0	13
Need help	23	42	6	16	18	105
Telephone issues	24	285	2	12	13	336
insult	1	27	1	1	2	32
The total of unuseful calls	72	1532	13	40	41	1698
Useful calls	151	231	47	127	102	658
% of unuseful to useful calls	32%	87%	22%	24%	28%	72%

Source: RNP IT Department Report (2019)

The table above shows how the call center receives a big number of unuseful calls whereby 72% of calls received within four days were composed by unuseful calls. This shows how people who want to call are found blocked because telephones are busy. Again, following explanations given by respondents from a call center that one telephone is occupied by more than 30 calls at once is a big problem for the public to differentiate if operators refused to pick their calls or if their calls reached on the line.

This can also be explained by calls received and the incident recorded from 19 February 2019 to 20 March 2019 by a call center.

Number of calls from 19th Feb to 20th March 2019

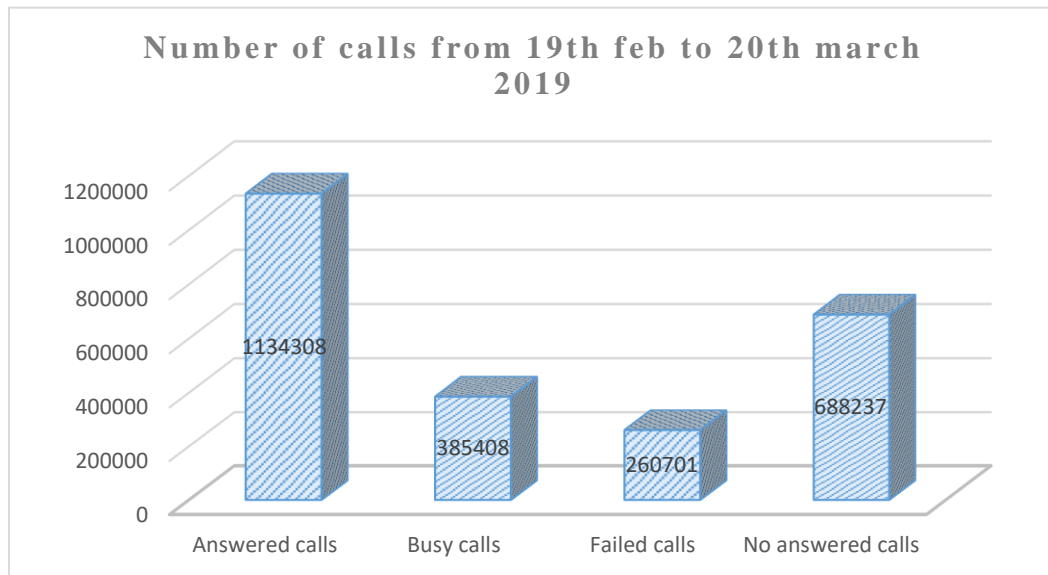


Figure 4.2 8 Number of calls received from 18 Feb to 20 March 2019

Source: RNP IT Department Report (2019)

The call management system recorded 2,468,654 calls which 1,134,308 answered, 385,408 were recorded by the system as busy, 260,701 failed and 688,237 not answered.

Comparing corruption to other incidents recorded from 19th Feb to 20th March 2019

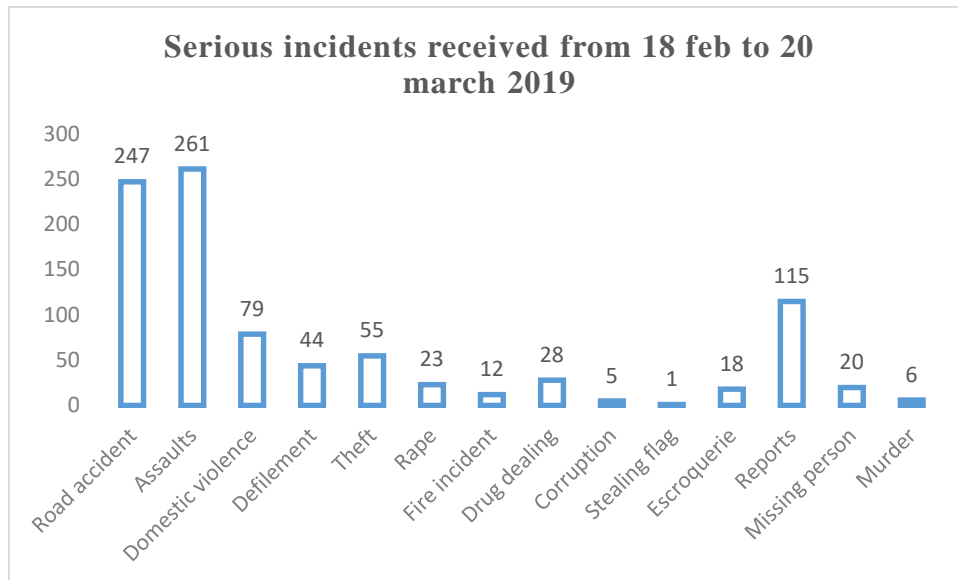


Figure 4.2 9 Comparing corruption to other incidents recorded in the call center

Source: RNP IT Department Report (2019)

Among these calls, only 1105 incidents were recorded as incidents that were forwarded to responsible different units and commanders on the field to be solved among them 914 are serious major incidents including only 05 corruption cases.

The call center was affected by the emergency brought by the fight against COVID-19. As the emergence increased the current call center was not able to receive such calls and continue with the routine. The government established the call center for that and has put 114 as the emergency number for coronavirus issues to speed up the intervention. As this study said the big number of public calls at the call center for nothing. This has confirmed also by the researcher after reading the newspaper where according to KT Editorial (2020), RNP arrested people who were calling this number to only disturb operators. After arresting them, the police warned the public for not taking the call center as the playground. For more information please see this video: https://youtu.be/Qz8G_KsdTac.

The researcher went to visit the call center to find how it is working. While attending the call center found that operators are very busy to receive calls and no one second is spent without receiving

calls. As it was shown in the table most of the operators were receiving a big number of greetings, bips, and children who are calling for nothing. If operators can answer 1 million calls and from them, only 1000 incidents are recorded, this is a serious problem to be handled because the researcher thinks that it cannot be the error from personnel but maybe the system problem.

4.3 Public trust towards RNP call center as an enabler to report corruption cases within RNP

Call center reporting system

This section presents findings obtained to answer the research question on the trust of the public toward the RNP call center as an enabler to report corruption cases involving police officers. It gives statistics relating to the study including numbers and percentages presented in tables and charts.

14 agreed that the service was fine, 05 agreed that the call center does not pick calls, 1 agreed that there is no customer care, 2 agreed that it takes time to be taken to their network, 01 agreed that call center does not give the feedback, 02 agreed that there are problems of telephone connections.

The public trust towards call center depends on how they are received, how they were given the feedback and how the system is built. During the telephone interview, 26 respondents were asked if they have contacted the call center to report any incident said that instead of calling call center, they call other near contacts in their location due to the following reasons: 01 said that there is no customer care, 02 mentioned the problem of connection, 05 said that call center does not pick calls.

As the researcher, I agree with respondents based on what have been confirmed by call center leader saying that at one telephone, 30 to 35 call in queue waiting to be received shows that most of people calling in call center do not have the chance to reach the line and being told that call center receives a lot of calls compared to its capacity.

During the study, it was shown that 25% of the respondents from the call center dispatch incidents received in the operation department while 75% dispatch them in the anti-corruption unit and it was shown that the responsive department does not report back to the call center how the incident was treated.

The leader of the call center was asked how they treat corruption cases reported. He said: *"Corruption cases are critical cases that we do not treat ourselves. What we do after receiving the case, we dispatch it in the anti-corruption unit and we give details of the caller to them."*

Asking them what is happening to the caller they said that what is remaining is between the anti-corruption and the caller because they give their identity to the anti-corruption unit

The researcher realized that the call center reporting system is done from the call center to the responsive department, not vice versa, and from the call center to callers for other emergency incidents and cases. For the corruption cases, people who reported are not given feedback from the call center.

4.4 The challenges of RNP Call Center in fighting the corruption

During the study, respondents from drivers said about two challenges: Most people while calling the call center, rings but they don't pick the call, others said that operators do not take care of them some were responded in a bad manner.

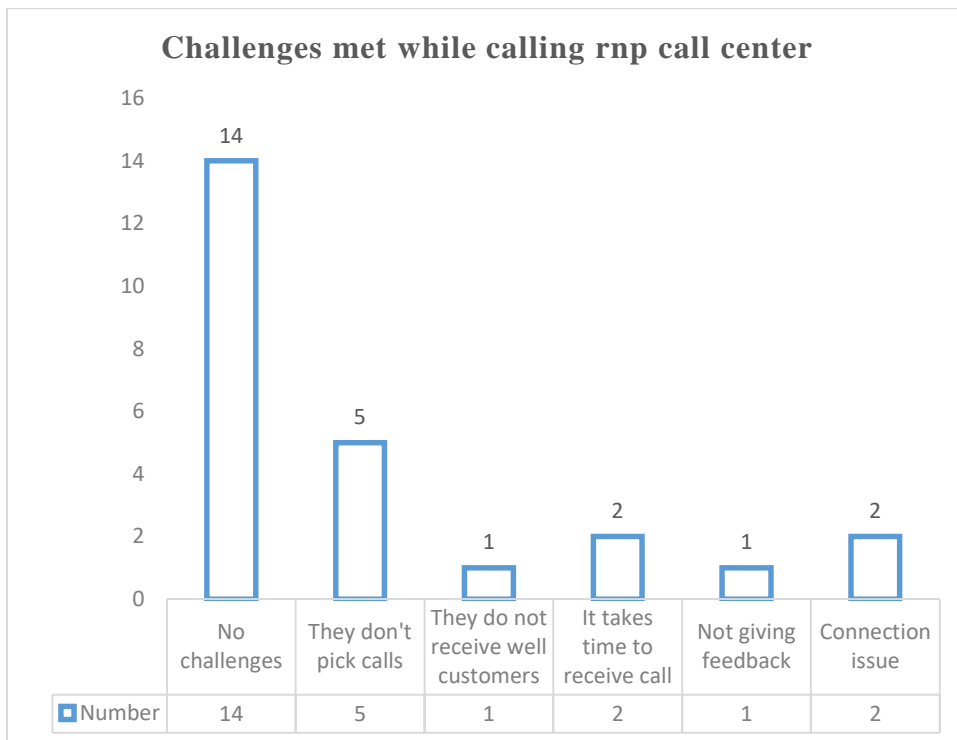


Figure 4.4 1 Challenges met by the public while calling RNP call center

Source: Research data (April, 2020)

From the figure, respondents said about challenges met while calling call center: 14 agreed that the service was fine, 05 agreed that the call center does not pick calls, 1 agreed that there is no customer care, 2 agreed that it takes time to be taken to their network, 01 agreed that call center does not give the feedback, 02 agreed that there are problems of telephone connections.

The researcher to understand well challenges reported by the public wanted to hear from the police. On the side of police officers working in the call center, during the interview, one of the heads of call center said: " *The challenge we have is a big number of calls directed at the same time to the one telephone where on one telephone there is a queue of 30 to 35 waiting to be received and all of them are ringing. Due to this issue, we are blamed on both sides, the leadership of the police and the public thinking that we do not perform our work. It should be good if the system is having a waiting message which warns the person that the telephone is busy that he can wait for a while*".

For the researcher, another challenge is not given the report by the responsive department where they said that they don't know if what they do is fruitful because they don't know the end of the case to know that a caller was helped. A challenge about giving the feedback to callers who reported corruption cases, most people do not use their telephone or they are turned off after reporting.

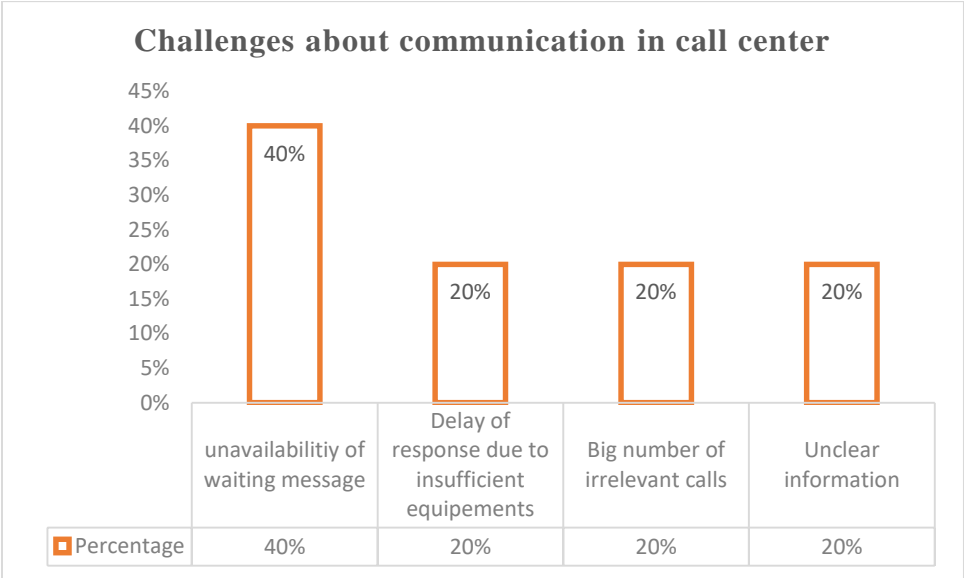


Figure 4.4 2 Challenge about communication availed by RNP call center

Source: Research data (April, 2020)

The figure above explains the challenges met with operators in the call center. 40% agreed that not having waiting message causes them to be blamed by both leadership of the police and the public, 20% agreed that insufficient of equipments of police officers responding to incidents causes the response to be delayed, 205 said that a big number of unuseful calls is a challenge, others 20% agreed about connection problem which causes some message not being understood clearly.

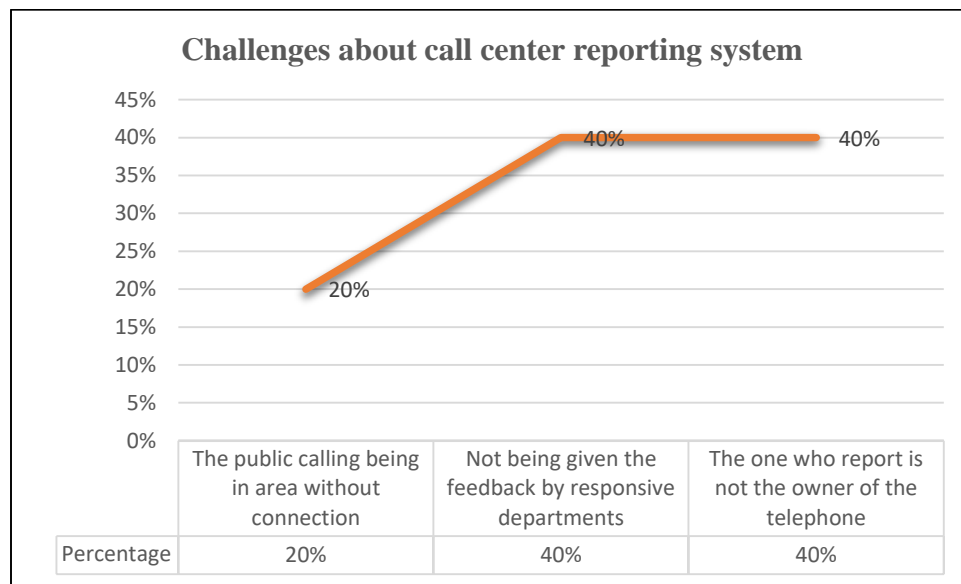


Figure 4.4 3 Challenges about RNP call center reporting system

Source: Research data (April, 2020)

The above figure is talking about things that reduce the trust among the public toward the call center: the problem of connection in some area was reported by 20%, not being given the feedback from responsive units or departments was reported by 40%, people who report corruption cases without using their telephone and when operators want to give them the feedback they are not found on used telephone was also reported by 40% of respondents in the call center.

The researcher realized a big problem that needs to be solved were a series of 30 to 35 are ringing while the telephone can receive only one call. Again the problem of not been given back the feedback is the problem because the call center needs to give feedback to the caller. If they don't have the feedback from these departments they don't have what to say to their callers. Another challenge is the limitation of connection due to the environment where most people are living in areas where there are no infrastructures of telecommunication companies while calling, their

message is not understood by the receiver and this can have many impacts on the message such as change it or discard it.

During the data collection it was found that communication of RNP call center has problems of physical barriers where callers indicated connection problems and operators from call center mentioned that when a caller is in the area without telephone connection, they are not able to receive well the message and then these messages are likely to be dropped or not to be answered.

Attitudinal barriers also were mentioned were due to many calls received operators are likely to be tired and they don't pick calls from the public.

It was also found that for corruption cases, the call center is not given the feedback from the departments in charge of the corruption and then the call center is not able to give back the feedback to the caller which can undermine their trust from the public.

The trust of the public toward the RNP call center to report corruption cases involving police officers will be built on effective communication. Having effective communication means avoiding physical barriers, attitudinal barriers, and having a good reporting system between police and call center and then between the call center and the public.

4.5 Summary of the chapter

The conclusion to the study on the contribution of RNP call center in fighting corruption in RNP following the theory on the contribution of call center measured through how the public is received, how the issues are handled if there is any feedback given to the public and how its service affect the people in increasing the trust, It has been shown that for corruption cases, operators receive well their customers but there is only one way of reporting which is from call center to the responsive department and there is no vice versa. It has been shown also that there are attitudinal barriers whereby operators do not pick calls due to different reasons and also the physical barriers where the customers call from areas without connection. All these factors make the RNP call center to be ineffective in fighting corruption in RNP. The key challenges mentioned in this chapter serve as the basis to come up with recommendations that are presented in the following chapter.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

The purpose of the study was to assess the contribution of the RNP call center in fighting corruption in RNP. This chapter presents a summary of the study, conclusions, and recommendations to RNP.

5.1 Summary

The first chapter presented the subject under the study by giving the background of the study, the problem statement, research objectives including general and specific objectives, and the research questions. It defined the scope of the study and the significance of the study.

The second chapter which was the literature review discussed the key concepts related to the research variables of the study, and theoretical review related to the topic and presented the conceptual framework of the study.

The third chapter of the study discussed the methodology used. It talked about the methods, tools, and procedures used in carrying out this study. It clarified the research design, population and sampling technique, sample size, data collection methods, data analysis, and ethics issues.

The study was guided by the following objectives:

- 1) To assess the contribution of communication availed by RNP Call Center used to fight corruption and public awareness towards them
- 2) To determine to which extent the RNP call center is trusted to report cases of corruption inside RNP
- 3) To assess challenges faced by RNP call center in fighting corruption within RNP

The public knows other communication availed by RNP call centers such as 112 for emergency response and 113 for traffic police issues

The types of communication available are telephone call which is only through voice: There is a need to expand to other types of communication such as writing, visual like WhatsApp, email and short messages as it was done during coronavirus call center where the number 114 you can call it all send a short message using automated screening by dialing *114#, and the public was given the number where they can send WhatsApp message and they have been given also an email address.

It was discovered that call center receives many calls compared to its capacity where on one telephone, 30 to 35 calls on queue all ringing without waiting for the message to tell a caller to wait a bit while they are receiving others. This is why on the side of public respondents they said that the call center does not pick their calls. This issue must be solved.

The issue of a big number of unuseful calls also was discovered where 255% of calls received are unuseful, some requesting money, others music, others insulting operators others bips and this takes the place of others online who want to report the case and he/ she does not find the place. This also must be solved.

The issue of areas that do not have telephone connections due to telecommunication companies causes a misunderstanding of messages from callers and causes some messages to be dropped and unanswered.

The issue of reporting system between the call center and the responsive department and between the call center and the public on corruption cases where after a caller calls in the call center, call center dispatch the message to the responsive department and it is not given the feedback to give it to the caller. The way is one way, not vice versa. This makes the communication in the call center to be ineffective and it does not encourage the public to continue to report.

It has been shown that the exact number used to report corruption which is 997 is not known by users where only 23% of respondents said that they know it. Others do not know exactly how to do in case of corruption.

It was shown also by the study that people still do not want to say about corruption because it is a critical issue. This confirms the research done by RGB said that still there is a gap in reporting corruption cases whereby 86,8 % of people who encountered corruption did not report the case

due to fear of self-incrimination (22.3%), lack of information about institutions to report to (16.3%), belief that the official to report to is also corrupt and fear of being intimidated (9.9%) (RGB,2019). In this study, only 38% accepted to be requested at once a corruption by a police officer.

From one of their leaders, he said that it is difficult to trace corruption in drivers because it is drivers themselves that try to make police officers their friends to accept their gift. So as a conclusion still the corruption is a big issue to deal with using more effort as we think.

It was found that for corruption cases, the call center is not given the feedback from the departments in charge of the corruption and then the call center is not able to give back the feedback to the caller which can undermine their trust from the public

The issue of areas that do not have telephone connections due to telecommunication companies causes a misunderstanding of messages from callers and causes some messages to be dropped and unanswered. It undermines also the trust of the public because they only consider that their call was dropped but they don't know that the cause is a physical barrier.

Having a big number of unuseful calls increases the attitudinal barriers among the operators which causes them not to take all incoming calls seriously and this undermines the trust from the public. Due to this issue most of the respondents said that instead of calling the call center they ask for other contacts.

5.2 Conclusion of the study

The study of the contribution of RNP call center in fighting corruption in RNP focused on communication availed by the call center to fight corruption in RNP, public awareness toward communication availed by the call center to fight corruption in RNP and how they take corruption itself, the reporting system between the public and call center and between the call center and department responsive of corruption cases, the challenges of call center on the side of operators and customers, and how to call center is trusted by the public to report corruption cases.

Contribution of the call center is measured through how the public is received, how their issues are handled, is there any feedback given to the public, and how its service affect the people in increasing the trust. On corruption cases, they are received as shown that those who were able to

call they were received at 76% but they were not given the feedback. This makes the service of call center on the issue of corruption cases to be distrusted and it does not encourage people to report again. The call center is ineffective in fighting corruption in RNP.

Seven recommendations of the study to be addressed by the police together with other institutions such as telecommunication companies will help to improve the contribution of the RNP call center in fighting corruption in RNP.

5.3 Recommendations

The study of the contribution of RNP call center in fighting corruption in RNP yields recommendations to bridge the gaps identified: 1) physical barriers were identified by problems of connection in some areas of the country, a big number of calls compared of the number of equipment that receives them, missing of waiting for a message in the call system, 2) attitudinal barriers as a result of problems of staff such as poor customer care, not picking calls due to different reasons given in Figure 4.3.2.7. and explained also by challenges the public met while calling call center as it was described in figure 4.3.5.1 3) Call center reporting system that causes the feedback not being given to the caller, 4) Poor public awareness about communication availed by RNP call center to the public to be used to fight corruption in RNP.

The government of Rwanda to increase telecommunication infrastructure in the whole country to help the police to achieve its mission of assisting people wherever there are.

RNP to expand the call center to accommodate a maximum number of operators to respond effectively to all calls. Refer to figure 4.3.2.8

RNP to improve call center services such as including waiting messages in its call center to reduce the bias among the population that its call center does not pick calls which will increase the trust of the public toward the police. And to expand the types of communication availed to RNP in line with the level of where technology is in Rwanda by including the way of sending a message by short messages, by WhatsApp, by twitter, and by email

RNP to deal with attitudinal barriers from the staff, it requires the government of Rwanda to put in place the legal framework about people who abuse call center usage and punish everyone who will be arrested for abusing it. This will minimize the number of calls received per day and will

increase the morale of operators and also whoever who will need to contact the police will be received because there will be no high traffic of calls in queue

Departments that work together with call centers like the anti-corruption unit and territorial unit commanders to the field must provide the feedback to call center because to make its communication effective it must give back the feedback to its customers.

RNP should increase public awareness on communication availed by the RNP call center used to fight corruption in RNP. This can be done by putting the waiting message on the call center system about numbers used in the call center or by publicizing them through radios, televisions, police month, and other police activities

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ANNEXE A: TELEPHONE INTERVIEW RESERVED FOR DRIVERS

Dear Sir/ Madam,

I am Hosianne UWAMUKIZA, a master's student of Peace Studies & Conflict transformation in the University of Rwanda. I am conducting the research on "Fighting corruption in RNP: the contribution of RNP Call Center". You have been selected to participate and hereby requested respond to questions in this study. The information got from you will be kept confidential and will be used strictly for academic purposes.

Thank you very much for your cooperation.

PART A: BACKGROUND INFORMATION

Please mark the required box with a tick

1. Age:

18-25 26-35 36-50 51-60 above 60

2. Sex:

Female Male

3. Level of Education

University Secondary school TVET Primary

4. Position

a driver a leader

PART B: COMMUNICATION AVAILED BY RNP TO BE USED TO REPORT CORRUPTION CASES

5. If you want to contact police, do you know communication to be used?

Yes

No

6. If yes, which communication of police do you know?

Telephone call Whatsapp message Twitter SMS

7. Did you ever had a problem that lead you to contact RNP Call Center?

Yes

No

8. If Yes, which communication means did you use?

Telephone call Whatsapp message Twitter SMS

9. Have you been received?

Yes

No

10. If No, why?

The line was busy

To connect to the line was impossible

it was ringing but not received

11. Which number is used to report corruption case involving police officer?

.....

PART C: PUBLIC AWARENESS ON REPORTING CORRUPTION

12. Is there a time police officer asked you a corruption?

Yes

No

13. If Yes, what did you do?

I accepted

I refused but I didn't report

I refused and I reported to the police

14. If you didn't report, which reason?

I had no information about how to report

I had no time to report

I had fear of self-incrimination

I had fear of being intimidated

15. How long it took to receive your call or respond your message?

Within 5min

Over 5 min

16. How you were received?

Politely

Bad

17. Have you given a feedback on your concern?

Yes

No

18. How long it took to be given the feedback?

Within 10 min

Between 10 and 30 min

Over 30 min

PART D: CHALLENGES COUNTERED

19. What are challenges did you meet while contacting the police?

They delayed to pick my phone or read my message

I was not given the feedback

To know the contact of police was a challenge

20. What solutions do you suggest?

To reduce time of receiving call and reading the message

To give feedback

To increase the awareness of the public on how they can contact the police

ANNEXE B: TELEPHONE INTERVIEW RESERVED FOR POLICE OFFICERS

Dear Sir/ madam,

I am Hosianne UWAMUKIZA, a master’s student of Peace Studies & Conflict transformation in the University of Rwanda. I am conducting the research on “Fighting corruption in RNP: the contribution of RNP Call Center”. You have been selected to participate and hereby requested respond to questions in this study. The information got from you will be kept confidential and will be used strictly for academic purposes.

Thank you very much for your cooperation.

PART A: BACKGROUND INFORMATION

Please mark the required box with a tick

1. Age:

- 18-25 26-35 36-50 51-60 above 60

2. Sex:

- Female Male

3. Level of Education

- University Secondary school Primary school

4. The position

- Head of Call center Supervisor Operator

PART B: COMMUNICATION AVAILED BY RNP TO BE USED TO REPORT CORRUPTION CASES PUBLIC AWARENESS ON THEM

5. Which communication are commonly used by the public while reporting corruption cases done by a police officer?

- Telephone call Twitter SMS whatsapp

6. Why do you think it is the one commonly used?

.....

7. How long it takes a caller to be received by the agent?

Received within 1 min to 5 min

Over 5 min

No response

8. How many cases of corruption involving police officers are received per day?

Zero

Between 1 and 5

Between 5 and 10

Over 10

9. Is there a time you don't pick a call or you drop it or you ignore a message?

Yes

No

10. If Yes, for which reason?

When I am tired

When I don't understand

When a message is not readable

11. Do you give the feedback to the caller?

Yes

No

12. which communication do you use to give the feedback to the caller?

Telephone call Twitter SMS whatsapp

13. How long it takes to give to a caller the feedback

Within 10 min

Over 10 min not over 30 min

The feedback is not always given

The feedback is never given

14. What makes some feedback to be quick, others to delay, others not been given?

.....
.....
.....
.....
.....
.....

15. Is there corruption cases involving police officers received?

Yes

No

16. Which category of people that report corruption cases involving police officers?

Other police officers (Put the percentage)

The public

PART C: RNP CALL CENTER REPORTING SYSTEM

17. After the public report corruption cases. Where do you report the incident?

I send a report in operation room

I send a report in anti-corruption unit

I send a report in the unit where a police officer is working

I send a report in all above units

I don't send a report anywhere

18. After a police officer is arrested, do the responsible department/ unit give you a feedback?

Yes

No

19. If No, for which reason?

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PART D: CHALLENGES COUNTERED

20. What are challenges do you counter about communication?

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21. What are challenges do you counter about reporting system?

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22. What are solutions can you suggest?

- Enhancing communication availed
- Increasing the number of telephone
- Establishing good reporting systems
- Increasing the awareness of the public on how to report a police officer involving in corruption

ANNEXE C: FACE TO FACE INTERVIEW GUIDE

The interview will be composed of the following themes:

1. Introducing the research and a research to the respondent.
2. The background of the interviewee
3. Communication availed by RNP call center to be used in fighting corruption within RNP
4. The level of public awareness towards communication to be used in reporting corruption cases within RNP
5. To which extent the RNP call center is used and trusted to report cases of corruption inside RNP?
6. What are challenges faced by RNP Call Center in fighting the corruption?
7. How it is effective the contribution of Call center in fighting corruption in RNP?
8. The suggested solutions