Republic of Rwanda
Rwanda Public Procurement Authority (RPPA)

RWANDA EXPERIENCE ON E-PROCUREMENT,

SUPPLIER VERIFICATION AND THE DATA-DRIVEN PREVENTION OF PROCUREMENT LEAKAGES



Outline

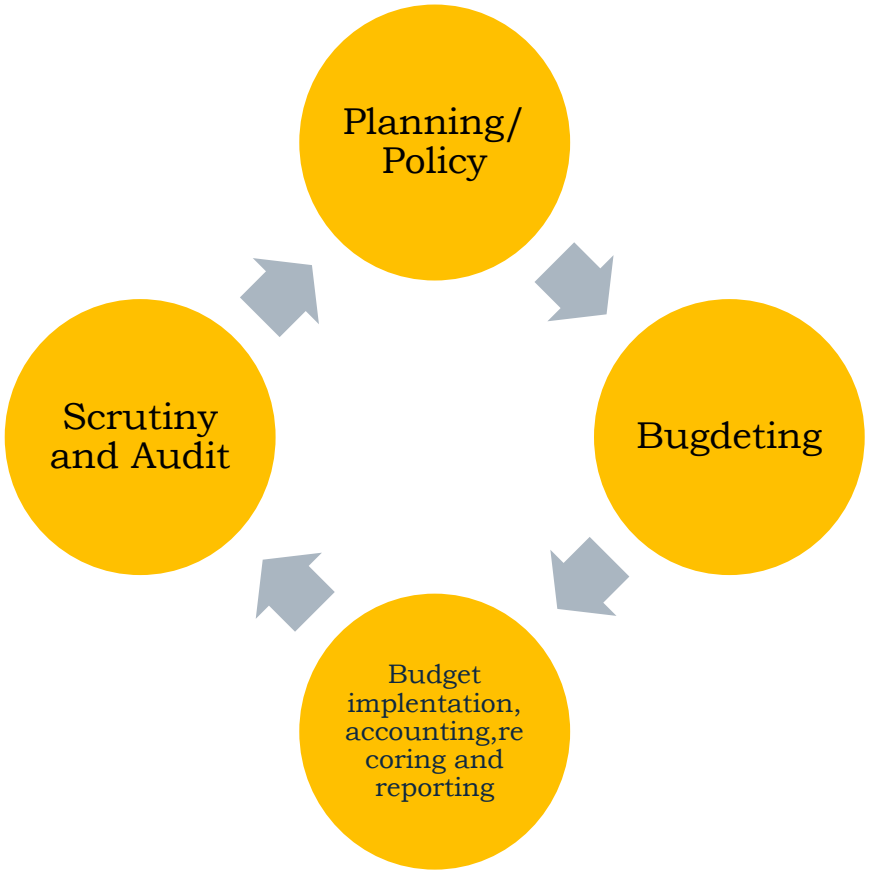
- **Introduction**
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- **Linking e-procurement and PFM systems**
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What is pfm?



"PFM refers to the set of processes and systems used by the government to plan, mobilize, allocate, execute, and control public resources in order to ensure the effective, transparent, and accountable use of public funds."

PFM Life cycle



Objectives

- Ensure that public funds are used effectively, efficiently, and responsibly.
- Strengthen transparency, accountability, and good governance in the management of public resources.
- Strengthen fiscal discipline by ensuring that public expenditure remains within the limits of available resources.
- Improve the quality, accessibility, and efficiency of public service delivery.
- Promote sustainable, inclusive, and job-creating economic growth while contributing to poverty reduction.

Rwanda PFM journey

2010

IFMIS

- budget preparation,
- budget execution,
- accounting, and
- financial reporting

2016

Umucyo e-procurement system

Cover the whole procurement life cycle of all the public procuring entities

2024

OCDS

Transparent data sharing and advanced analytics to detect red flags

Where does e-Procurement fit into PFM

Planning/ Policy

needs identification and procurement plan preparation

Bugdeting

Budget allocation to each tender

Scrutiny and Audit

Historical tracking of each transaction

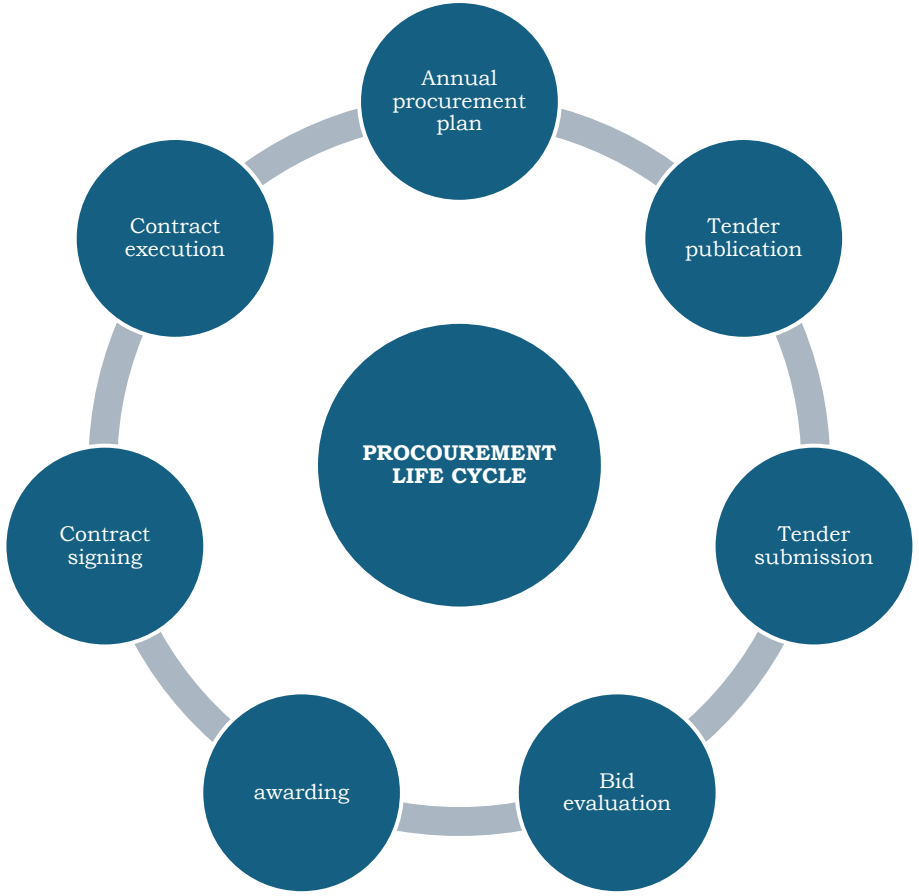
Budget implentation, accounting,recoring and reporting

Singed contract information and payment data



The e-Procurement is involved at every stage, ***but primarily during budget execution***

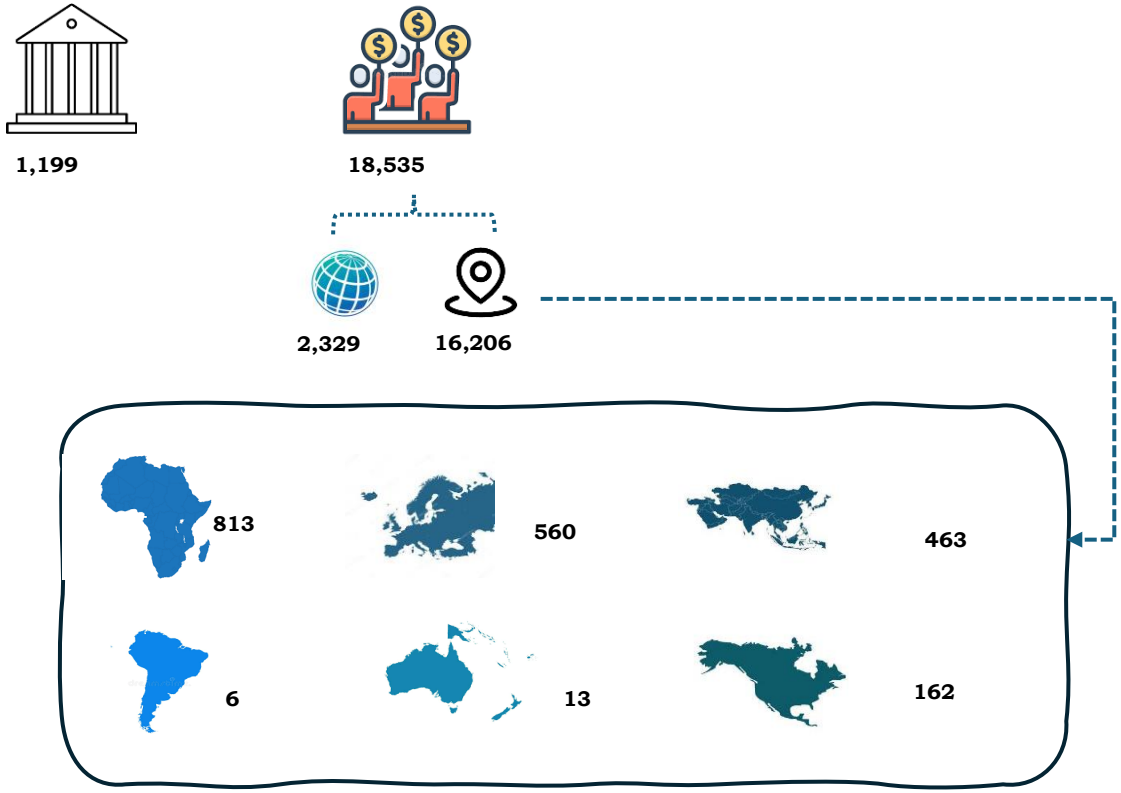
Procurement life cycle



UMUCYO e-procurement System

What it does

- Covers the full public-procurement cycle in one online system – registration, tender notice, e-bidding, evaluation, award and contract management.
- Open to all procuring entities and registered suppliers nationwide, replacing paper bid submission.
- Creates a single, time-stamped digital trail for every tender – the foundation for later data-driven oversight.



Digitizing the Procurement Lifecycle

1



Plan registration

Procurement plans registered and approved

2



e-Tendering

Notices published openly; no manual distribution

3



e-Bidding

Bids submitted, sealed and opened electronically

4



e-Evaluation

Standardized scoring; committee decisions logged

5



Contract Award

Award published; contract register updated

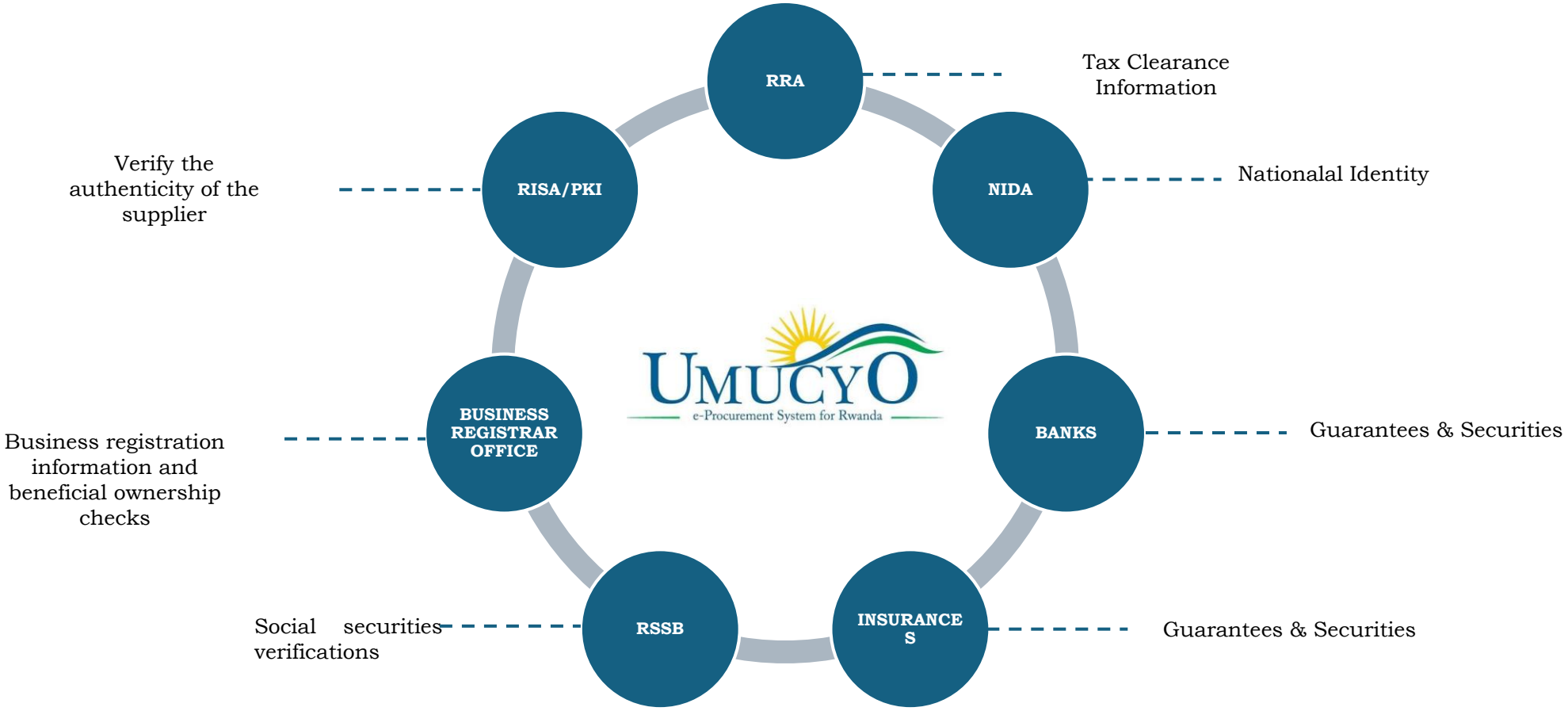
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Contract Execution and Payment

Payment triggered only against verified delivery

Supplier Registration & Verification



Data Driven Red Flag detection

Risk Indicator	System Response
Single bidder tenders	Auto flagged for review by the responsible entity
Abnormal high and low prices	Alert the evaluation committee for better decision (disqualification, investigation)
Number of awarded tender in one entity	Flagged for monitoring by the oversight auditor
Number of single source given	Flagged for investigation to understand if the supplier is the only qualified for the tender

Linking Procurement to Public Financial Management



- Payment is released only against a verified contract and confirmed delivery – removing the gap where ghost payments and duplicate invoices used to hide.
- The Accountant-General's office gains a live, cross-referenced view from tender notice through to disbursement, rather than reconciling paper trails after the fact.

Results and Impact



+39,668

Tenders now processed fully online



+210,651

Total Number of bids received

96%

All public procurements are fully processed in the e-procurement system



+43,059

Contracts signed

100%

Percentage of suppliers checked for debarment and beneficial ownership

95%

Procurement-related complaints resolved on time

Challenges & Lessons Learned

Connectivity & capacity gaps

Some entities, especially at district level, need continued investment in connectivity, hardware and user training.

Change management matters

Staff and suppliers needed structured onboarding; resistance eased once benefits (speed, fewer disputes) became visible.

Data quality is a continuous task

Supplier and beneficial-ownership data must be kept current – stale registries weaken every downstream check.

Legal & regulatory alignment

Procurement law, AML/beneficial-ownership rules and IFMIS regulations had to be sequenced and kept consistent.

Key takeaways for Peer Countries

Make systems interoperable from the start

Link e-procurement, tax ID, business registry , social security boards and IFMIS early – retrofitting is far costlier.

Mandate beneficial-ownership disclosure

Verification is only as strong as the ownership data behind each supplier.

Invest in analytics capability, not just platforms

A digital system that no one mines for red flags is only a filing cabinet.

Anchor oversight in the Accountant-General's office

Give the office a live dashboard view – don't wait for post-hoc audit.



Murakoze – Thank You

Questions & Discussion

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