Findings from the Monitoring of Service Delivery Using Suggestion Boxes

October 2023
OUTLINE

1. Background and objective
2. Methodology
3. Demographics
4. Findings
5. Recommendations
Background and objective

- Transparency International Rwanda (TI-RW) initiated the Suggestion Boxes (SB) project in 2011. Presently, SBs are positioned at local administration buildings across 59 Sectors within 11 Districts (Gicumbi, Kayonza, Musanze, Burera, Nyabihu, Rubavu, Kamonyi, Huye, Nyamagabe, Nyaruguru, and Nyamasheke). TI-RW volunteers, referred to as Citizens Concerned Committees (CCCs), rally their fellow citizens to complete questionnaires regarding service delivery and potential encounters with corruption.

- Citizens offer various details, including:
  - The specific service requested and the service provider in question.
  - The time frame in which they received the service and the associated fees.
  - Instances of possible corruption.

- This allows TI-RW to monitor compliance of service provision at Sector level with the Standard Service Charter and to gather information about corruption in local administration.
Background and objective

- Findings generated by the monitoring of service delivery exercise inform advocacy actions as well as the local government decision makers on how to improve service delivery and addressing key issues related to corruption and injustices in their respective districts.
METHODOLOGY
Methodology

Approaches

- **Quantitative** (Predominantly used)
- **Qualitative**

- **Questionnaire** was the main instrument to capture data.
- **Qualitative data** were received through TI-RW’s Advocacy and Legal Advice Centers (ALACs) which received different clients who filed complaints about service delivery and corruption encounter in respective districts.
Sample size

Total sample size: 5,779

Northern
33.69%
Musanze: 18.31%
Gicumbi: 13.34%
Burera: 2.04%

Western
18.15%
Rubavu: 10.85%
Nyamasheke: 3.72%
Nyabihu: 3.58%

Southern
37.24%
Nyamagabe: 13.27%
Huye: 10.92%
Kamonyi: 10.28%
Nyaruguru: 2.77%

Eastern
10.92%
Kayonza: 10.92%
Demography

Number of Respondents: 5,779

Gender of respondents:
- 51.83%
- 48.17%
Demography

Level of Education

- None: 3.79%
- Primary: 59.30%
- Secondary: 28.55%
- University: 2.58%
- Vocational Training: 5.78%
Findings
Service providers

- Sector Civil Status Officer: 24.47%
- Sector Social Affairs Officer: 13.27%
- Sector Land Notary: 11.83%
- Village Chief: 9.37%
- SACCO: 6.66%
- ES of the Sector: 6.24%
- ES of the Cell: 5.97%
- Sector Agronomist: 4.94%
- Sector Veterinary: 4.58%
- Social Economic Officer SEDO: 3.37%
- Police: 2.53%
- Health Service Provider: 2.24%
- Sector Education Officer: 1.60%
- Others: 1.25%
- Tax and fee payment officer: 0.87%
- Others at Sector Office: 0.80%

Others include:
- DASSO
- Mediators (Abunzi)
- Data Manager
- Etc
Service provision through Irembo

29.31% of all services requested were provided through Irembo
Service provision through Irembo

Proportion of services provided through Irembo by Service providers

- Sector Civil Status Officer: 54.31%
- Sector Land Notary: 51.47%
- Tax and fee payment officer: 38.89%
- Others at Sector Office: 30.00%
- Sector Social Affairs Officer: 29.57%
- Sector Agronomist: 26.00%
- Social Economic Officer SEDO: 22.86%
- Sector Education Officer: 21.05%
- ES of the Sector: 20.36%
- Police: 13.45%
- SACCO: 13.27%
- Sector Veterinary: 11.56%
- Others: 11.29%
- ES of the Cell: 9.19%
- Health Service Provider: 9.01%
- Village Chief: 8.37%
Services requested

- Others: 31.92%
- Birth Registration: 11.99%
- Resolution of Complaints or Conflicts related to Land Ownership/Title: 11.11%
- Land Title Transfer: 9.63%
- Birth Certificate: 8.79%
- Execution of Court Judgments: 5.70%
- Construction Permit in a Community Settlement: 4.21%
- Permit for Tree Harvesting: 4.08%
- Marriage Certificate (attestation de marriage): 3.77%
- Certificate of Being Single: 3.33%
- Property Ownership Certificate: 2.68%
- Certificate of Full Identity: 2.34%
- Acquiring a Marriage Certificate (Extrait D'Acte De Marriage): 0.44%

Others include:
- Request for financial support to vulnerable citizens
- Issues related to Ubudehe Categories
- Request for Veterinary services
- Resolution of conflicts
- Etc
Service received

Yes: 73.16%
No: 26.84%
Proportion of Service received per district

- Nyabihu: 81.64%
- RUBAVU: 68.90%
- Huye: 67.35%
- NYAMAGABE: 66.32%
- KAMONYI: 64.81%
- Nyamasheke: 61.40%
- Gicumbi: 59.53%
- Nyaruguru: 58.75%
- Musanze: 55.95%
- Kayonza: 40.54%
Satisfaction of the service received per district

- Nyabihu: 83.66%
- Nyamagabe: 80.93%
- Musanze: 74.57%
- Rubavu: 73.39%
- Kamonyi: 71.03%
- Nyamasheke: 69.77%
- Gicumbi: 67.64%
- Nyaruguru: 62.82%
- Huye: 61.67%
- Kayonza: 42.86%
Reasons for denial of service

- Disregard (55.03%)
- Absence of the service provider (15.28%)
- Requested to pay bribe (13.67%)
- Didn't fulfill Requirements (9.48%)
- Others (6.54%)
Reasons for denial of service (data disaggregated by district)

<table>
<thead>
<tr>
<th>District</th>
<th>Disregard</th>
<th>Requested to pay bribe</th>
<th>Absence of the service provider</th>
<th>Didn't fulfill Requirements</th>
<th>Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nyabihu</td>
<td>80.77%</td>
<td>72.54%</td>
<td>6.98%</td>
<td>11.54%</td>
<td>3.85%</td>
</tr>
<tr>
<td>Huye</td>
<td>79.00%</td>
<td>68.83%</td>
<td>10.62%</td>
<td>7.75%</td>
<td>7.75%</td>
</tr>
<tr>
<td>Nyamasheke</td>
<td>79.00%</td>
<td>67.44%</td>
<td>11.38%</td>
<td>18.18%</td>
<td>11.54%</td>
</tr>
<tr>
<td>Nyaruguru</td>
<td>79.00%</td>
<td>58.62%</td>
<td>11.63%</td>
<td>6.98%</td>
<td>11.54%</td>
</tr>
<tr>
<td>RUBAVU</td>
<td>79.00%</td>
<td>57.72%</td>
<td>11.38%</td>
<td>28.28%</td>
<td>11.54%</td>
</tr>
<tr>
<td>KAMONYI</td>
<td>79.00%</td>
<td>50.55%</td>
<td>12.45%</td>
<td>23.44%</td>
<td>11.54%</td>
</tr>
<tr>
<td>Kayonza</td>
<td>79.00%</td>
<td>50.38%</td>
<td>12.33%</td>
<td>13.74%</td>
<td>11.54%</td>
</tr>
<tr>
<td>Gicumbi</td>
<td>79.00%</td>
<td>46.12%</td>
<td>12.33%</td>
<td>13.74%</td>
<td>11.54%</td>
</tr>
<tr>
<td>Musanze</td>
<td>79.00%</td>
<td>45.05%</td>
<td>12.33%</td>
<td>19.23%</td>
<td>11.54%</td>
</tr>
<tr>
<td>NYAMAGABE</td>
<td>79.00%</td>
<td>16.48%</td>
<td>12.33%</td>
<td>19.23%</td>
<td>11.54%</td>
</tr>
</tbody>
</table>

- Disregard
- Requested to pay bribe
- Absence of the service provider
- Didn't fulfill Requirements
- Others
Complaint about non-service delivery

Respondents’ actions after a denial of service

Did not report 60.80% 39.20%

Reported to a competent Authority/Institution

TRANSPARENCY INTERNATIONAL Rwanda
Amount paid on service demanded

Don't know: 32.30%
Free of charge: 31.92%
Other: 11.06%
500: 5.37%
1,500: 4.87%
5,000: 3.89%
27,000: 3.32%
1,200: 2.21%
1,000: 1.99%
2,000: 1.86%
7,000: 1.04%
2,400: 0.16%

Payment in RWF

Other:
Amount that is not provided in the choices as per the service charter
Perception on inclusive service delivery at sector level

The level of inclusion (%)

56.24% YES
43.76% NO
Perception on inclusive service delivery at sector level (data disaggregated per district)

The level of inclusion (%)

- Huye: 65.82%
- Gicumbi: 64.43%
- Nyamasheke: 62.57%
- Nyaruguru: 59.57%
- NYAMAGABE: 57.70%
- Musanze: 55.16%
- KAMONYI: 55.13%
- Nyabihu: 51.90%
- Kayonza: 50.33%
- RUBAVU: 41.18%
Vulnerable groups of citizens at risk of exclusion in service delivery

- Poor people: 46.58%
- People with disabilities: 15.73%
- Old people: 15.12%
- Children: 10.16%
- Women: 9.86%
- Others: 2.56%
Reasons for no inclusion

- The economic status of the service seeker (citizen) determines whether he/she will receive a service or not;
- Some sectors are geographically large enough and their offices might be far from some service seekers, then it becomes difficult for people with a certain vulnerability to access some services (People with disabilities, women, old people, children);
- Lack of respect and warm welcome to all people. Children, young people and people with disabilities are neglected by service providers;
- For people with deaf disability, it is still a problem for service providers to provide a quality service to them;
- Due to a limited staff at the local government level, some service providers are overloaded with work and the number of citizens seeking their services;
- Issue of accessibility for people with disabilities, old people and pregnant women.
Waiting time for a service to be delivered

- **Same day requested**: 0.26%
- **1 – 3 Days**: 67.03%
- **4 – 6 Days**: 13.40%
- **1 – 4 Weeks**: 15.53%
- **>1 – 6 Month**: 3.27%
- **>6 Months – 1 Year**: 0.26%
- **>1 Year**: 0.26%
Waiting time for a service to be delivered (data disaggregated per service)

- **Birth Registration**: 0.2% - 78.89% - 10.56% - 9.38%
- **Certificate of Being Single**: 0.0% - 74.77% - 7.48% - 17.76%
- **Marriage Certificate (attestation de mariage)**: 0.0% - 73.95% - 10.08% - 15.12%
- **Acquiring a Marriage Certificate (Extrait D'Acte De Marriage)**: 0.0% - 71.43% - 21.43% - 7.14%
- **Birth Certificate**: 0.3% - 70.07% - 14.23% - 15.7%
- **Property Ownership Certificate**: 0.0% - 63.89% - 11.11% - 20.89%
- **Resolution of Complaints or Conflicts related to Land Ownership/Title**: 0.0% - 61.87% - 14.39% - 15.12%
- **Land Title Transfer**: 0.0% - 58.46% - 13.60% - 26.20%
- **Construction Permit in a Community Settlement**: 0.0% - 57.43% - 14.85% - 22.72%
- **Certificate of Full Identity**: 1.3% - 56.72% - 19.40% - 19.30%
- **Execution of Court Judgments**: 0.0% - 53.10% - 18.62% - 22.07%
- **Permit for Tree Harvesting**: 0.0% - 52.17% - 26.96% - 20.00%
- **Other**: 0.4% - 70.45% - 11.72% - 12.78%

Service Duration:
- **Same day requested**
- **1 – 3 Days**
- **4 – 6 Days**
- **1 – 4 Weeks**
- **>1 – 6 Months**
- **>6 Months – 1 Year**
- **>Year**
### Timeframe to get the service (According to the Standard Service Charter)

<table>
<thead>
<tr>
<th>No</th>
<th>Standard Services</th>
<th>Timeframe to get the service</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Birth Registration/Kwandikisha umwana mu bitabo by’irangamimerere</td>
<td>The same day of application</td>
</tr>
<tr>
<td>2</td>
<td>Birth Certificate/Icyemezo cy’amavuko</td>
<td>The same day when all docs are there</td>
</tr>
<tr>
<td>3</td>
<td>Marriage Certificate (attestation de marriage)/Icyemezo cyo gushyingirwa</td>
<td>The same day when all docs are there</td>
</tr>
<tr>
<td>4</td>
<td>Acquiring a Marriage Certificate (Extrait D'Acte De Marriage)</td>
<td>The same day when all docs are there</td>
</tr>
<tr>
<td>5</td>
<td>Certificate of Full Identity</td>
<td>The same day when all docs are there</td>
</tr>
<tr>
<td>6</td>
<td>Certificate of Being Single</td>
<td>The same day when all docs are there</td>
</tr>
<tr>
<td>7</td>
<td>Execution of Court Judgments</td>
<td>After the execution formula “kasha mpuruza”</td>
</tr>
<tr>
<td>8</td>
<td>Permit for Tree Harvesting</td>
<td>The same day</td>
</tr>
<tr>
<td>9</td>
<td>Land Title Transfer</td>
<td>7 working days</td>
</tr>
<tr>
<td>10</td>
<td>Property Ownership Certificate (Gusaba icyemezo cy’umutungo)</td>
<td>The same day</td>
</tr>
<tr>
<td>11</td>
<td>Resolution of Complaints or Conflicts related to Land Ownership/Title</td>
<td>Depending on the type of issue, probably the same day or more</td>
</tr>
<tr>
<td>12</td>
<td>Construction Permit in a Community Settlement</td>
<td>In three days</td>
</tr>
</tbody>
</table>
Awareness of the requirements to access the service

61.62% knew the requirements needed to access the service requested

38.38% were not aware of the requirements.
### Awareness of the requirements to access the service (data disaggregated per service)

<table>
<thead>
<tr>
<th>Service</th>
<th>Awareness Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Birth Registration</td>
<td>70.60%</td>
</tr>
<tr>
<td>Other</td>
<td>65.02%</td>
</tr>
<tr>
<td>Land Title Transfer</td>
<td>64.22%</td>
</tr>
<tr>
<td>Birth Certificate</td>
<td>61.11%</td>
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<tr>
<td>Marriage Certificate (attestation de marriage)</td>
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<tr>
<td>Execution of Court Judgments</td>
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</tr>
<tr>
<td>Certificate of Full Identity</td>
<td>56.79%</td>
</tr>
<tr>
<td>Permit for Tree Harvesting</td>
<td>56.39%</td>
</tr>
<tr>
<td>Certificate of Being Single</td>
<td>56.14%</td>
</tr>
<tr>
<td>Resolution of Complaints or Conflicts related to Land Ownership/Title</td>
<td>55.99%</td>
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<tr>
<td>Property Ownership Certificate</td>
<td>55.95%</td>
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<tr>
<td>Acquiring a Marriage Certificate (Extrait D'Acte De Marriage)</td>
<td>53.33%</td>
</tr>
<tr>
<td>Construction Permit in a Community Settlement</td>
<td>44.03%</td>
</tr>
</tbody>
</table>
Corruption encounter

19.34%
Encountered corruption while seeking a service
Corruption encounter

<table>
<thead>
<tr>
<th>District</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nyamasheke</td>
<td>32.18%</td>
</tr>
<tr>
<td>Kayonza</td>
<td>28.00%</td>
</tr>
<tr>
<td>Musanze</td>
<td>23.55%</td>
</tr>
<tr>
<td>RUBAVU</td>
<td>22.22%</td>
</tr>
<tr>
<td>Nyabihu</td>
<td>20.90%</td>
</tr>
<tr>
<td>NYAMAGABE</td>
<td>17.04%</td>
</tr>
<tr>
<td>Gicumbi</td>
<td>15.76%</td>
</tr>
<tr>
<td>KAMONYI</td>
<td>15.21%</td>
</tr>
<tr>
<td>Huye</td>
<td>11.75%</td>
</tr>
<tr>
<td>Nyaruguru</td>
<td>7.81%</td>
</tr>
</tbody>
</table>
Type of corruption encountered

- **Bribery**: 82.98%
- **Gender-based corruption (sex)**: 3.52%
- **Other**: 13.50%

Mode of payment of bribe include:
- Face to face
- Through a third party

Other include:
- Favoritism; Nepotism; etc
Corruption reporting

77.85% didn't report corruption cases encountered

22.15% Only reported
Corruption reporting (data disaggregated per district)

- Nyamasheke: 63.46%
- RUBAVU: 25.81%
- NYAMAGABE: 23.46%
- Musanze: 21.24%
- Kayonza: 19.79%
- Gicumbi: 15.69%
- Nyaruguru: 10.00%
- Huye: 7.81%
- KAMONYI: 6.98%
- Nyabihu: 0.00%
Reasons for not reporting corruption

- 36.32% I was afraid of the consequences
- 26.86% Nothing would have changed
- 15.03% I did not have enough evidence
- 12.84% I did not know whom to report it to
- 5.74% It would have taken too much time and effort
- 3.21% Others
Satisfaction after reporting

- No action taken at all: 27.80%
- Fully satisfied: 7.32%
- Partly satisfied: 12.68%
- Not satisfied: 52.20%
Awareness of the service charter in the local government

60.20% are aware of the service charter in the local government

39.80% are not aware of the service charter
Awareness of the service charter (data disaggregated per district)

- **NYAMAGABE**: 49.74%
- **Nyabihu**: 52.05%
- **Nyaruguru**: 54.81%
- **Gicumbi**: 56.19%
- **Kamonyi**: 56.82%
- **Musanze**: 60.85%
- **Huye**: 61.92%
- **Nyaruguru**: 62.41%
- **Rubavu**: 68.54%
Recommendations

- As quite number of services are provided through irembo, there is a need to increase citizens awareness on this platform, and increase its accessibility and availability in the rural area;
- Though the level of service received is high (73.16%), but there is still a significant number of citizens who didn't receive the service (26.84%). One of the reasons advanced by citizens is that the Local leaders do not pay attention to them (55.03%), or they are requested to pay bribe (13.67%). Therefore, there is a need to jointly work together to sensitize Local leaders on their responsibilities to provide quality services, the right of citizens to access services;
- Put in place monitoring mechanisms to assess service delivery, track corruption prevalence, and ensure that citizens provide feedback on the service provided;
- Jointly sensitize citizens to report the non-service delivery to a competent authority (60.80% didn’t report the non-service delivery);
- Establish reporting platforms/ mechanisms that can ensure the anonymity/ confidentiality of the whistle-blower
Recommendations

- Some services are still taking a long time to be provided, and yet they can be provided within one day as it is highlighted in the service charter. Therefore, there is a need to improve compliance with time while providing a service;

- 38.38% of citizens are not aware of the requirements to access service. This is not negligible. There is a need to work together to increase citizens awareness through cell assemblies, other platforms to interact with citizens, through user-friendly information, education and communication materials & visibilities, work with media, to mention but few;

- Joint efforts to curb corruption through conjugated/systematic actions to raise citizens awareness on corruption, its forms, on reporting;

- Set up mechanisms for reporting & monitoring corruption at the local government level;

- Joint actions to raise citizens awareness on the existence of a service charter highlighting requirements, time, payment amount and service providers.
MURAKOZE CYANE!