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RWANDA



FINDINGS FROM SUGGESTION BOXES IN 42 SECTORS OF SIX DISTRICTS IN RWANDA



Supported by



YEAR 2017

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BACKGROUND

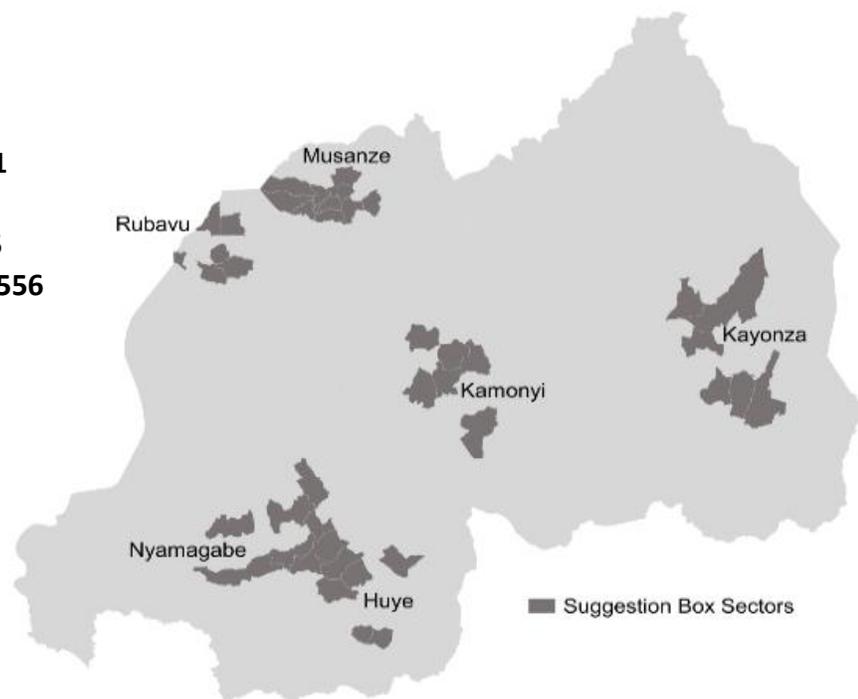
The Suggestion Boxes (SB) project started since 2011. Today, SB are installed at local administration buildings in 42 Sectors of six Districts in Rwanda. Volunteers of Transparency International Rwanda (TI-RW), Citizens Concerned Committees (CCC), mobilize their fellow citizens to fill in a questionnaire about service provision and possible corruption encounters.

Citizens provide (amongst others) information about:

- The service demanded and the specific service provider;
- The time frame in which they received the service and the fees they had to pay;
- Possible corruption encounters.

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. This analysis is based on data collected in March 2017. Results are compared to data collected in 2016 (5,067 questionnaires collected with the same methodology and in the same area). A total number of 2,927 questionnaires were collected in all the 42 implementation Sectors in the following Districts:

- Kayonza District: **338**
- Huye District: **408**
- Musanze District: **661**
- Rubavu District: **489**
- Kamonyi District: **485**
- Nyamagabe District: **556**



METHODOLOGY

Compliance check of standard services

According to former SB data analysis, the compliance check of standard services is based on 12 selected Sector services that account for more than **90%** of all Sector services demanded by citizens.

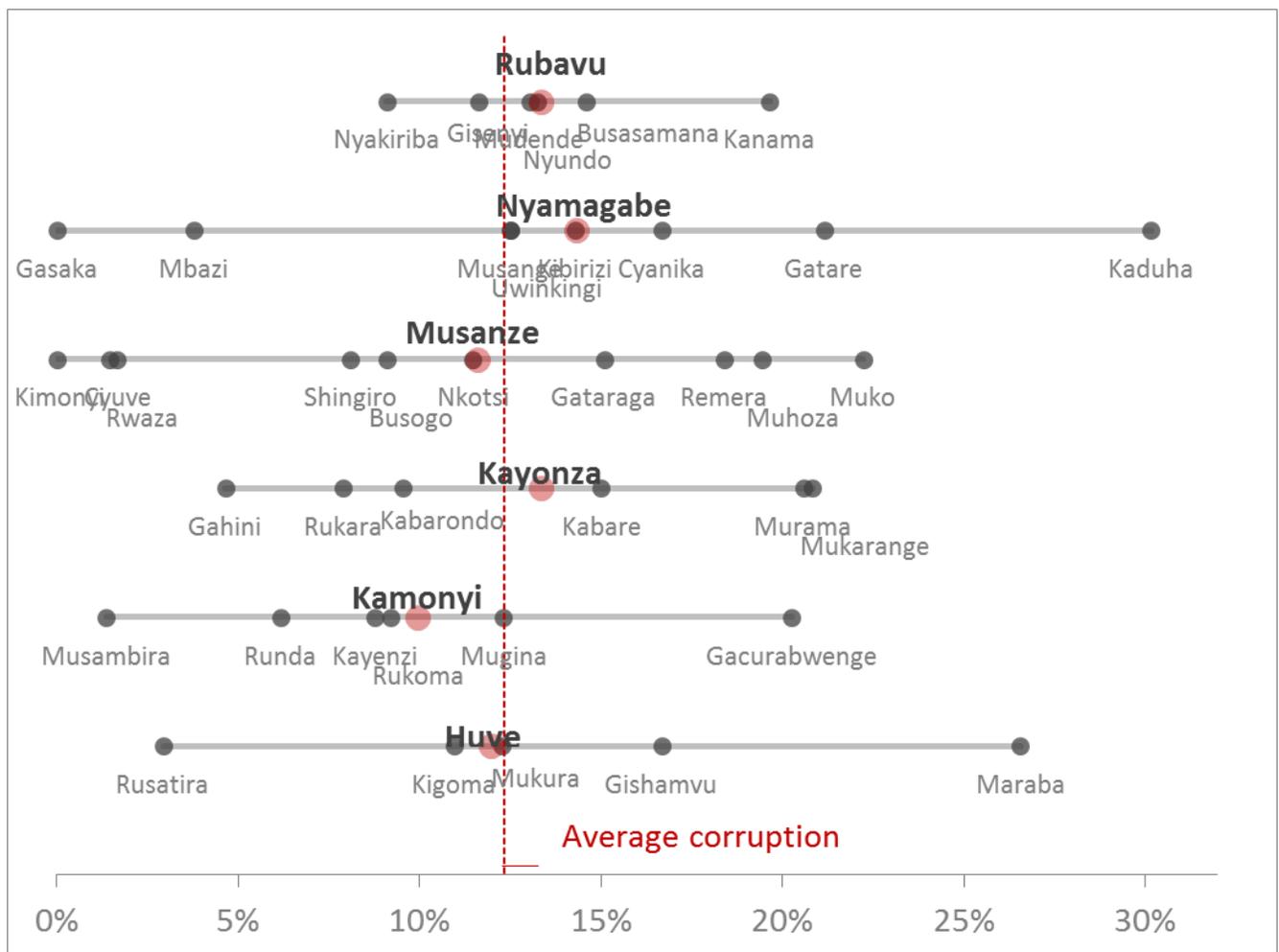
A Comparison was conducted between payment / waiting time as indicated by the respondent with the payment/waiting time according to standards. Only services that were received by clients are considered. The payment compliance check is based on 11 out of 12 services, as “Permit for tree transportation” does not have a fixed price and the waiting time compliance check is based on 11 out of 12 services, as “Resolution of conflicts related to land” has no clearly defined waiting time.

Standard services for compliance check

Service	Payment (RWF)	Waiting time
Birth registration	0	Same day
Birth certificate	500	Same day
Marriage certificate ('attestation de mariage')	500	Same day
Acquiring a marriage certificate ('extrait d'acte de mariage')	2,400	Same day
Certificate of full identity	500	Same day
Certificate for being single	500	Same day
Execution of court judgments (ES)	0	15 days from the date of notification to the other party. The period cannot exceed 3 months
Permit for tree products transportation	1,000 per ton	Same day
Land transfers	27,000	Same day – within two weeks the new title is ready.
Property ownership certificate	1,200	Same day

Resolution of complaints or conflicts related to land ownership	0	Immediate for some, others after field visit.
Construction permit in a community settlement	5,000	5 days

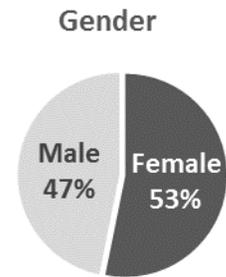
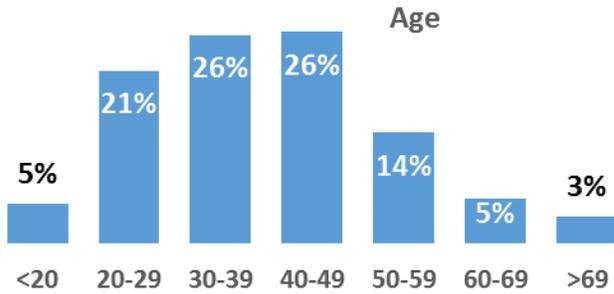
Sector corruption levels vary significantly within Districts.



FINDINGS BY DISTRICTS

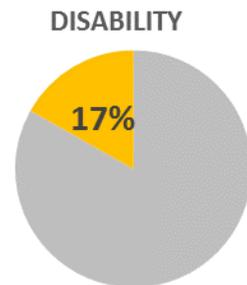
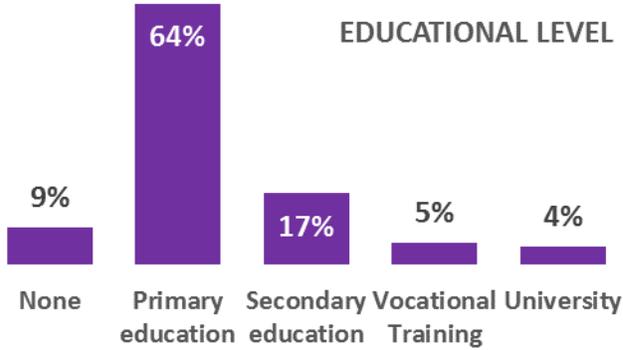
KAYONZA DISTRICT

Respondent Profile

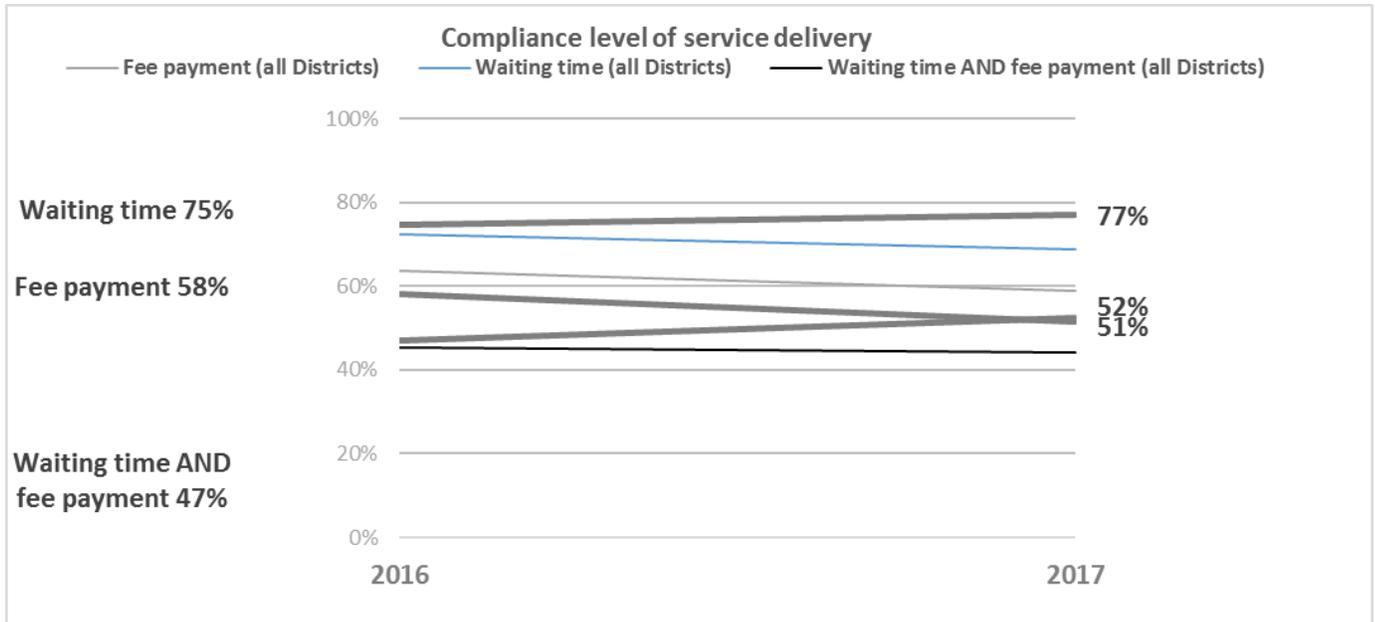


"Unknown" excluded (n=273).

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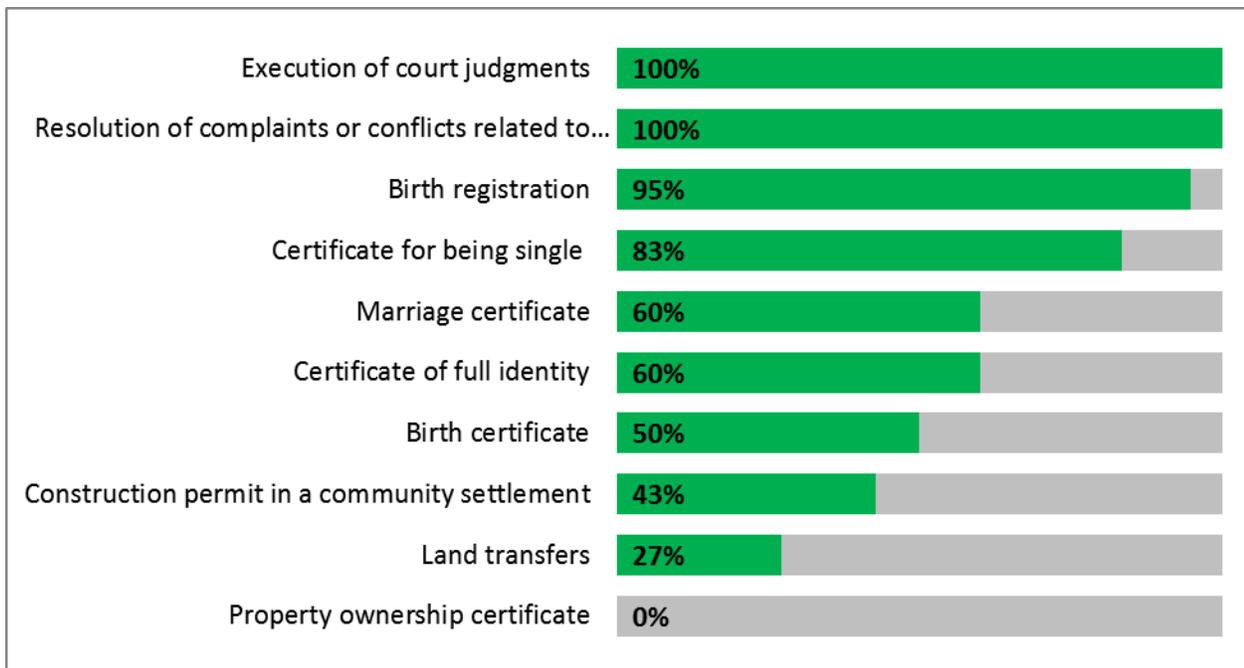


Proportion of services demanded that were effectively delivered

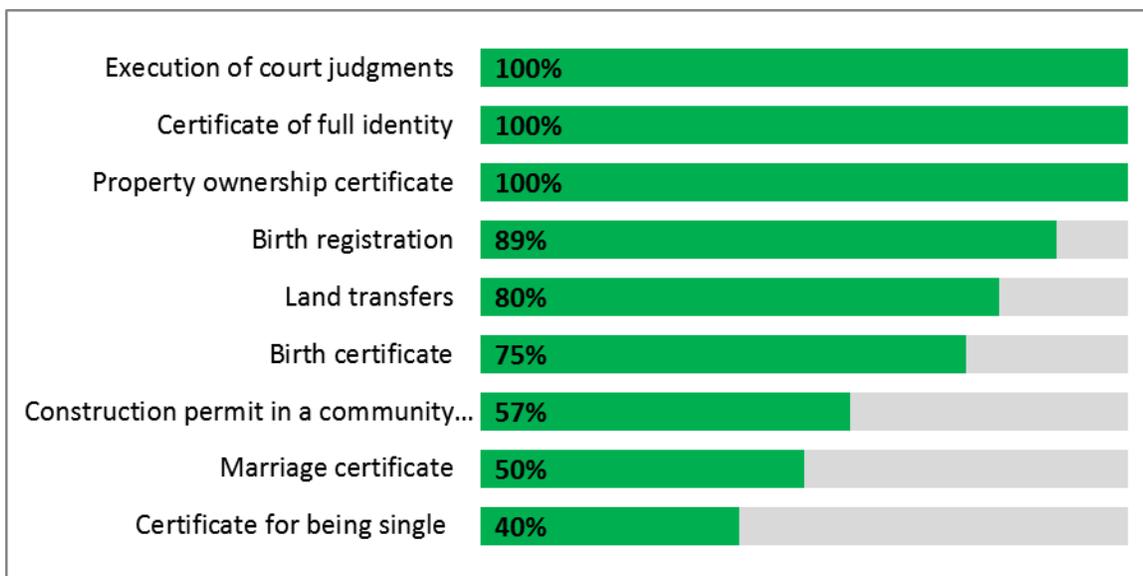


Based on the above graph, the compliance of service delivery with standards is stagnating.

Fee payment compliance per service



Service delivery time compliance



Behind the data, testimonies of the service seekers and providers (Focus Group Discussions):

1. The use and Importance of the service charter

- Service charters are available at sector offices but they don't have all information as needed by citizens. They need to be updated if necessary and add some other additional costs charged to citizens when they are looking for a service;
- The service charter helps a lot both the sector officers and citizens. They help citizens to easily know where to get the service and the requirements. In addition to that they help the sector authority to provide a good service;
- For citizens who are not familiar with the use of service charter due to different reasons, either because they don't know to read or they don't have the culture of reading, there is a customer care officer in charge of receiving and directing citizens.
- Staffs have developed the habit of asking citizens what they need and then direct them where to find the service;
- Some additional informal cost information on some services which could not be found on the service charter. Some services related to land are provided by private people (tax declaration services). Individuals or companies who do land expertise at different prices.

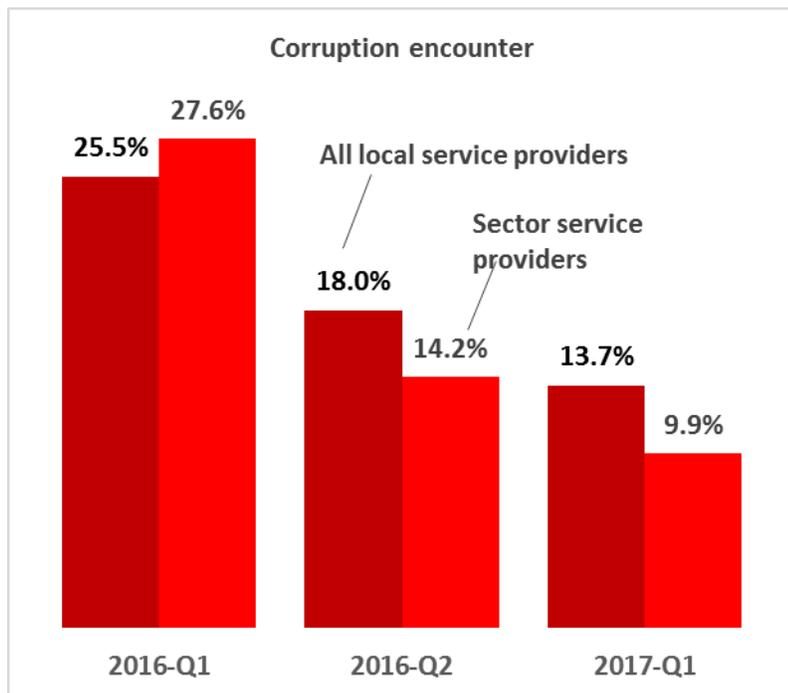
2. Irembo Services

- Irembo services are very important to both citizens and the local government. They help the local government to successfully record all income registered after providing different services. With this Irembo system, it is easy to track any transaction done at the local entity level when the transaction fees are paid through Irembo;
- It is also helpful to citizens because, at each service, they know the amount of money they should pay and they are ensured that they will get a receipt for any fee paid for a service;

3. Challenges encountered by Irembo services

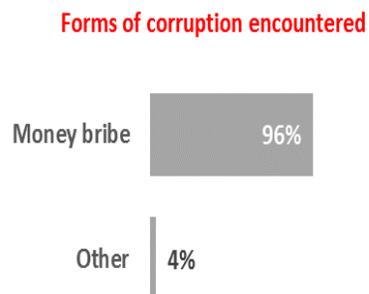
- The system always encounters network connection challenges which delay the service most of the time;
- Another challenge is related to some additional services provided by Irembo for which their prices are not mentioned at the service charter to inform citizens and help them to be prepared in advance. These services are related to printing, scanning, making photocopies;
- There is also low level of awareness on the side of citizens about Irembo services and its importance;
- There is a problem related to power shortage.

Corruption encounter is slightly above the overall average for Kayonza Sector providers.

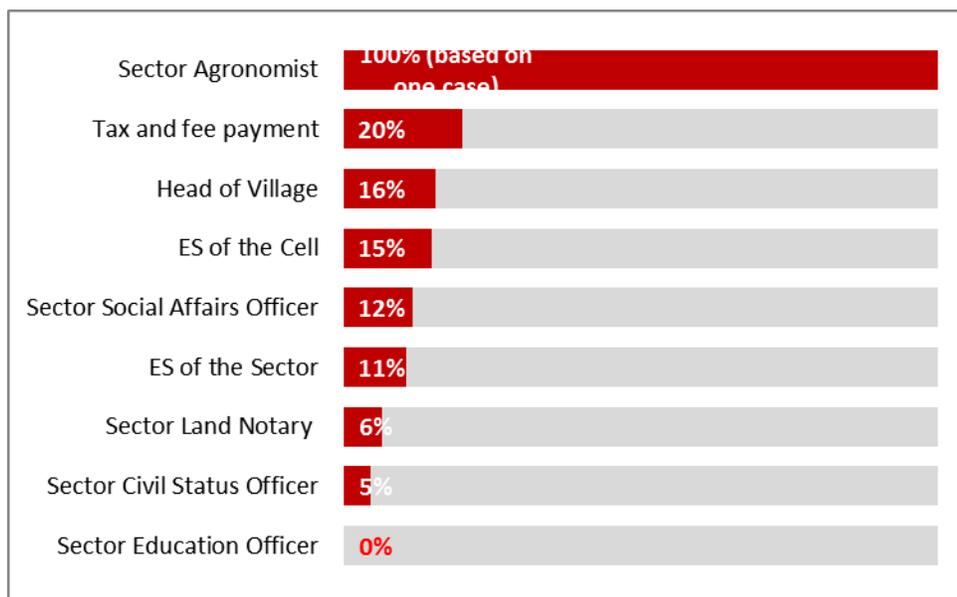


Average corruption encounter of **all local service providers in all SB Districts (2017): 12.3%**

Average corruption encounter of **Sector service providers in all SB Districts (2017): 7.1%**

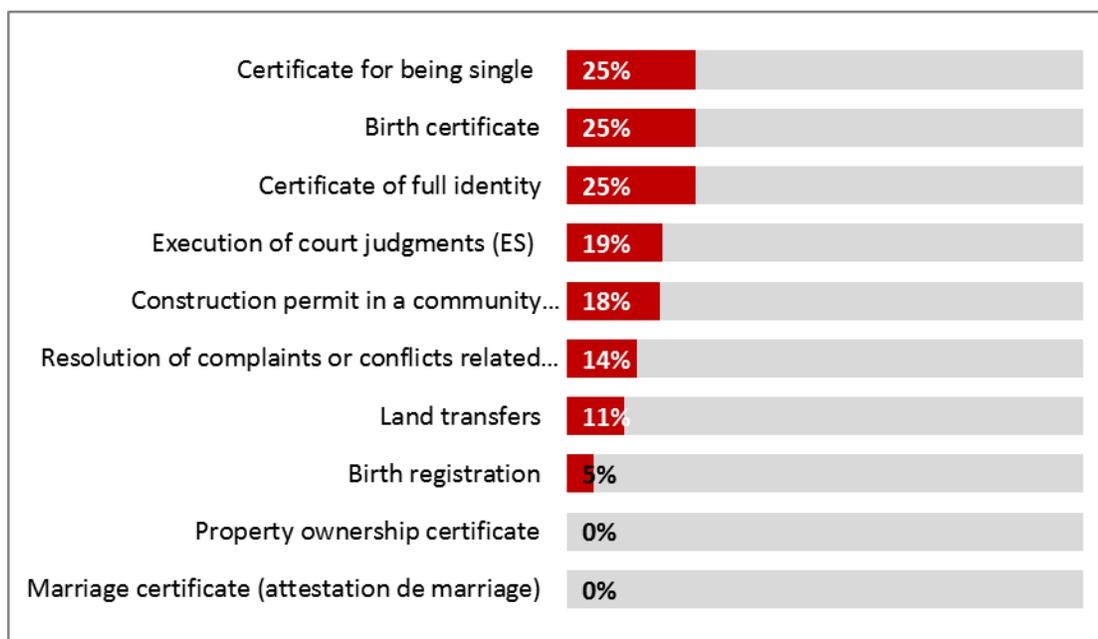


Corruption encounter in service delivery per service provider



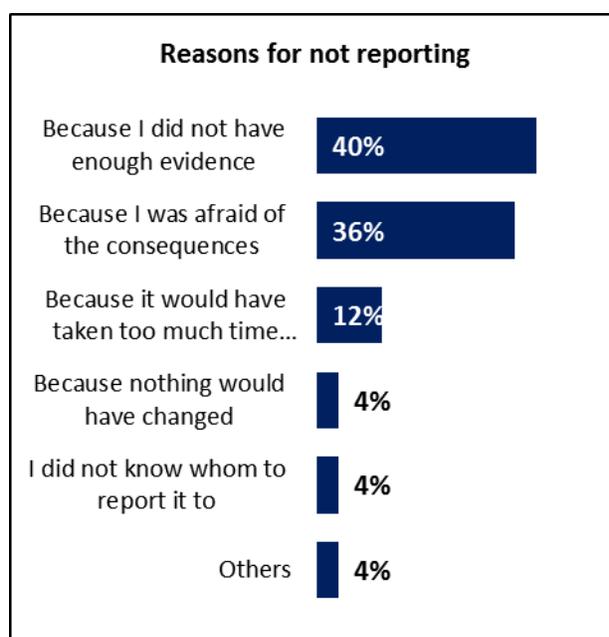
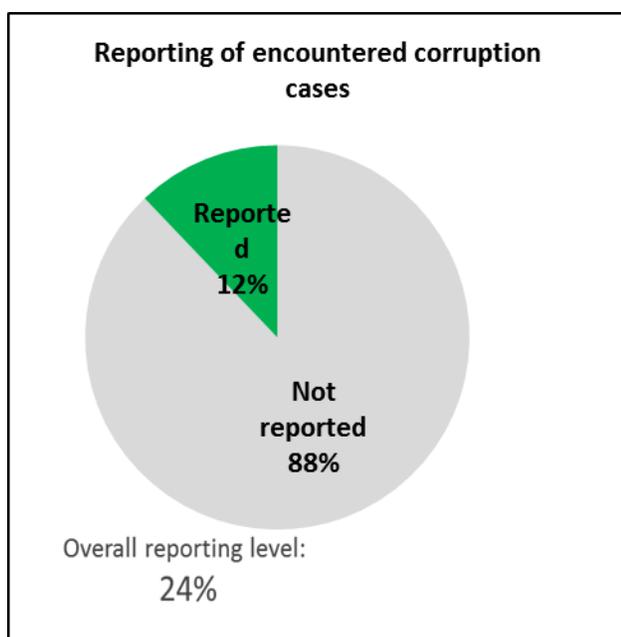
Note: Despite limited official role, heads of villages render many services to citizens and often demand bribe

Corruption encounter in service delivery per service



Note: Common, standardized, online services are less vulnerable to corruption.

Corruption reporting



Note: Corruption reporting rates are very low in Kayonza. Too many citizens are afraid of consequences.

Behind the data, testimonies of the service seekers and providers (Focus Group Discussions) on corruption

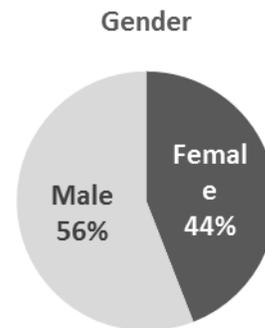
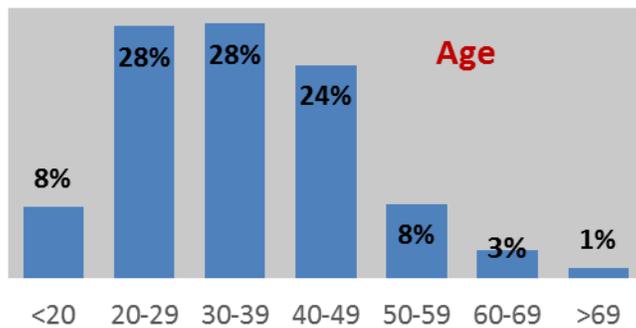
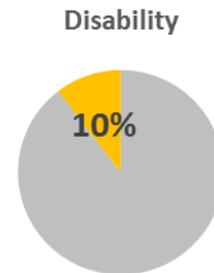
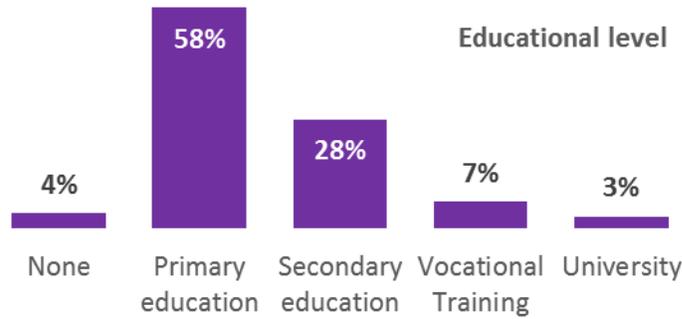
In the District of Kayonza, there are reported cases of corruption in the local entities especially in the village leaders

- Respondents have mentioned that the geographic situation of sectors does probably play an impact on the corrupted behavior of village leaders. Citizens tend to rely on village leaders on every service because of the long distance between their villages and the sector office;
- Another contributing factor is related to lack of police station in the sector. For example in Murama, the nearest police station is in Rwinkwavu in 15 km from Murama sector office;
- Village leaders are the most corrupted as pointed out by citizens. This might result from different reasons such as:
 - Village leaders are much involved in conflict management and resolution between citizens;
 - Village leaders participate in the selection of vulnerable poor people to be supported through different social protection program;

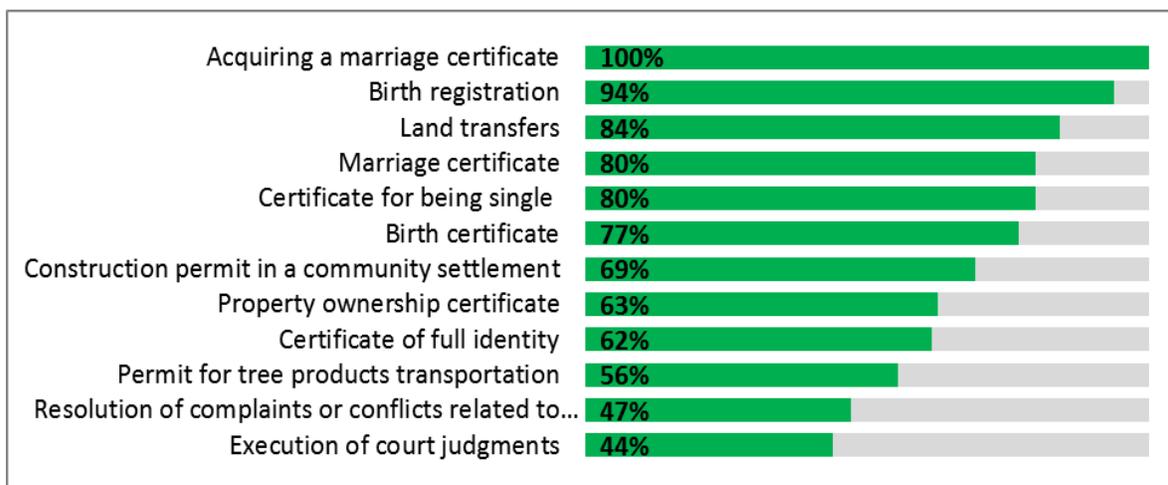
Village leaders are expected to provide all necessary information to their high level leadership;

- Even if the new decentralization structure doesn't allow village leaders to provide any service to citizens but they possess somehow authority in their respective villages.
- Citizens also mentioned corruption cases in DASSO and at the level of cells;
- As mentioned above, cases of corruption with village leaders are found in the implementation of social program (ubudehe and Gir'Inka) and during conflict resolutions between citizens;
- On the level of cells, corruption is more apparent in monitoring citizens who illegally build houses;
- DASSOs are accused of asking bribe to people who illegally raise their livestock outside their farms

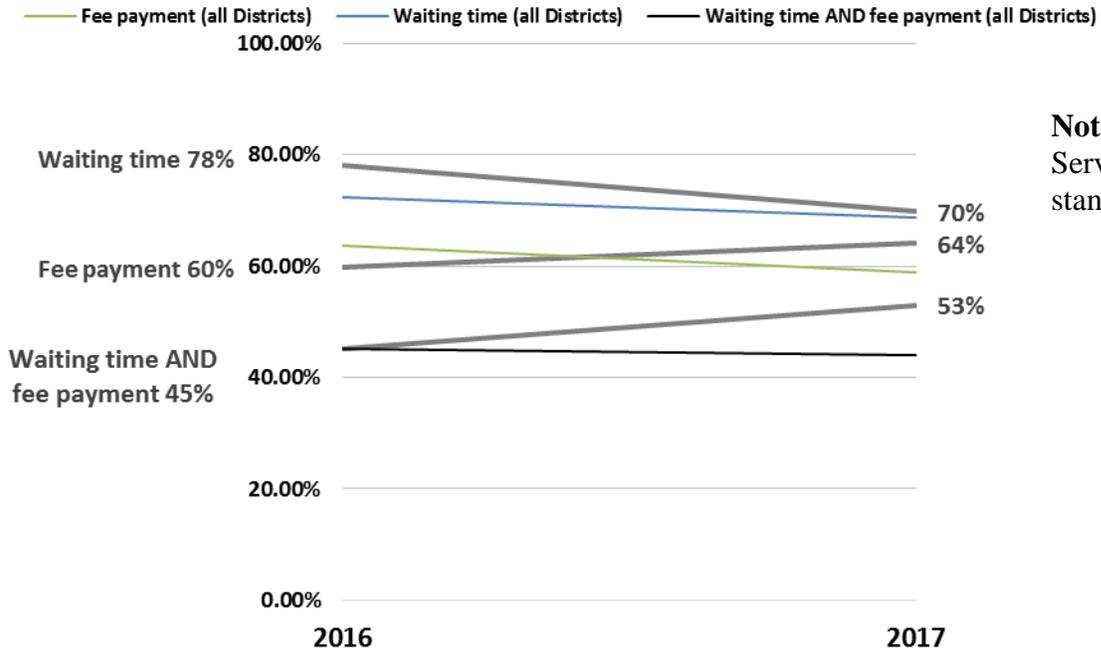
Respondents' profile



Proportion of services demanded that were effectively delivered

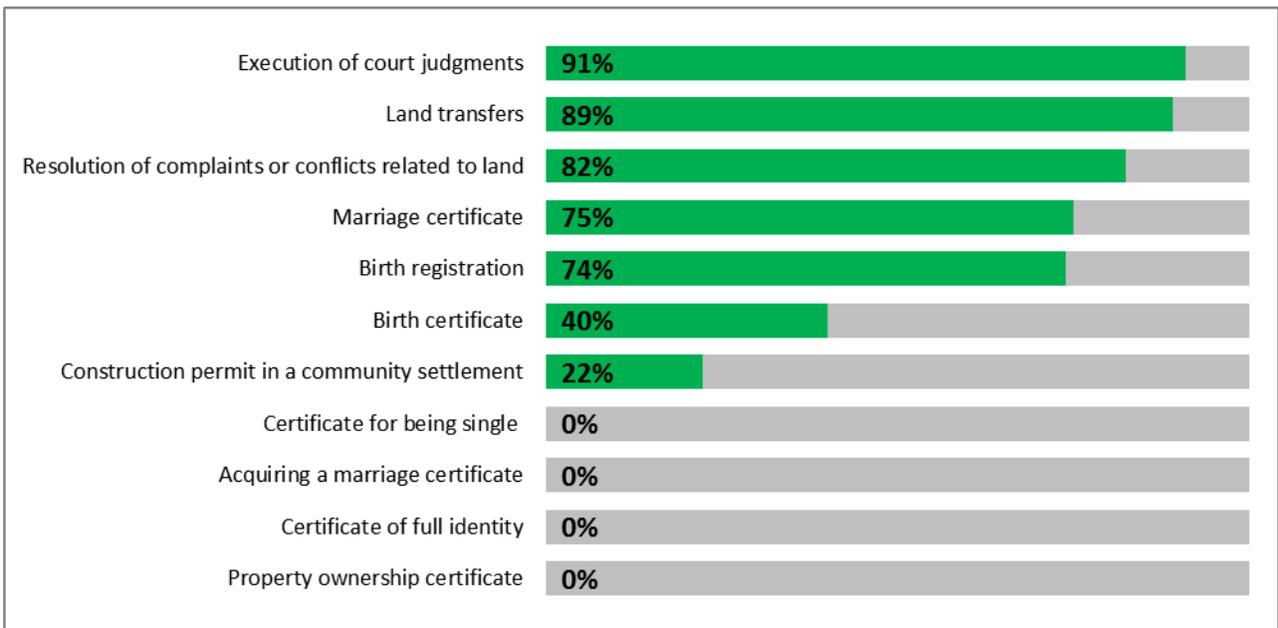


Compliance level of service delivery

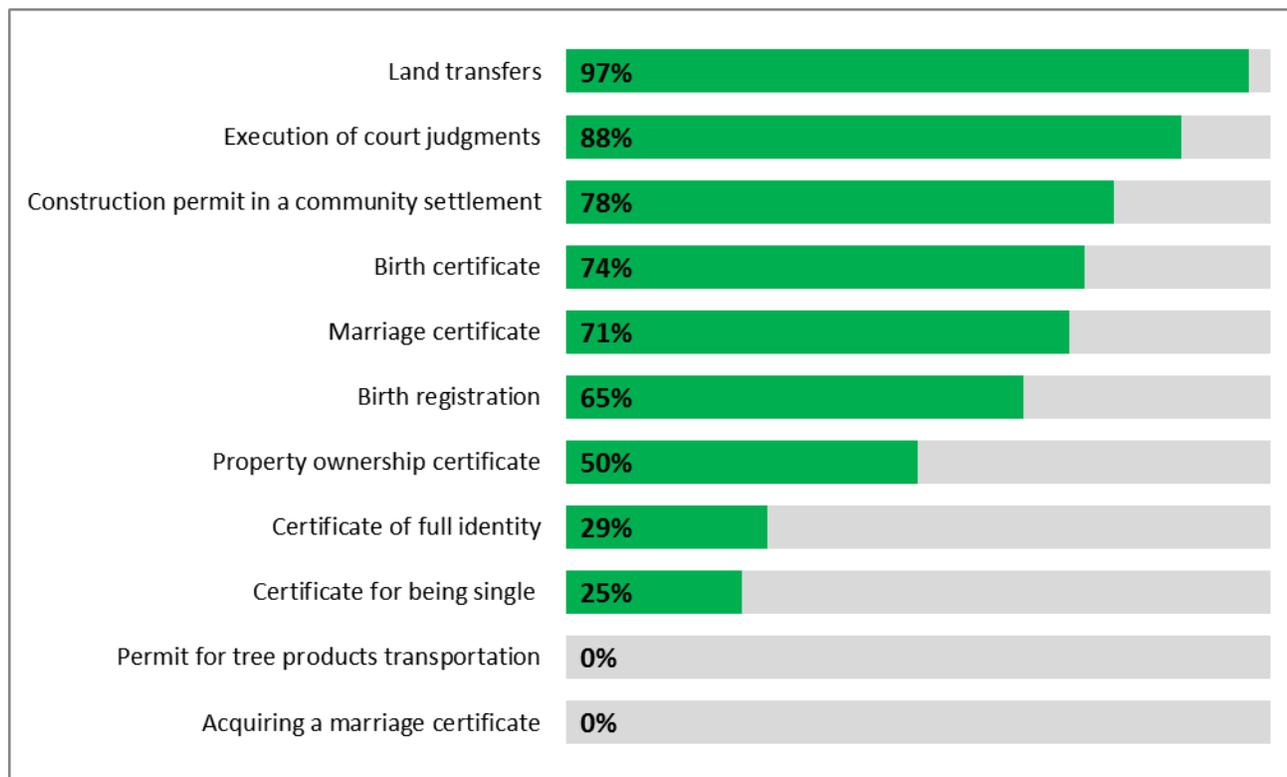


Note: Compliance of Service delivery with standards in Huye

Fee payment compliance per service



Service delivery time compliance



Qualitative Findings on Service delivery

1. The use and Importance of the service charter

- Service charters are available at the sector and they are useful to people but still citizens aren't fully maximizing their usefulness. Only few people who are educated can read what is written on the service charter, but old people and those with no literacy skills cannot use or read what is written on them;
 - The sector has institutionalized an open day to explain to citizens about services provided at the sector level and this activity happens two times per month, thus facilitates both illiterate and old people to know what services are provided at the sector level, what are the requirements, where are citizens going to get those services and who provides such services;
 - The sector level is envisioning to identify more other alternatives aiming at mobilizing citizens on the use and importance of service charters, mobilizing them on reading what is written on the doors of each officer at the sector level, developing the culture of asking information on what they are looking for;

2. Irembo services

- Most of the services are paid through Irembo, and according to the officials, it is not possible to pay less or more, a citizen only pay what is required or what is mentioned on the service charter. But citizens have mentioned that they pay more than what is on the service charter;
- There might be reasons for this issue of paying more money. For instance, for a service where there should be tax declaration. Let's take an example of people whose land or property hasn't been registered, there are other services he/she should receive which require filling and preparing a cadastral form, measuring or scaling his/her land. For these above services, there are officially known service providers to do these, and these services are to be paid 30,000 rwf and also add 5,000 rwf in order to get the land paper;
- For poor people, this service of measuring their land is done and paid by the sector (5,000 rwf), and the citizen is exonerated to pay 30,000 rwf;
- Taking an example of full identity certificate, there are more money paid for this service that are not on the service charter. Much of that money are paid to cover declaration services, other services provided by irembo like printing, making photocopies, etc;

3. Challenges encountered by Irembo services

- The main challenge is related to the issue of network connection;
- There is a recurrent issue also of paying prices that are not mentioned on the service charter and this is connected to paying additional services that are not mentioned either on the sector service charter. These services are: printing, making photocopies, scanning any paper. In most cases, these information are unknown to citizen, and they are not prepared for that;
- Delay of getting the service on the side of the citizen when there is a problem of network connection. This is also connected to increasing the cost of transport because the citizen will be forced to come back to the sector office (where Irembo agents are);

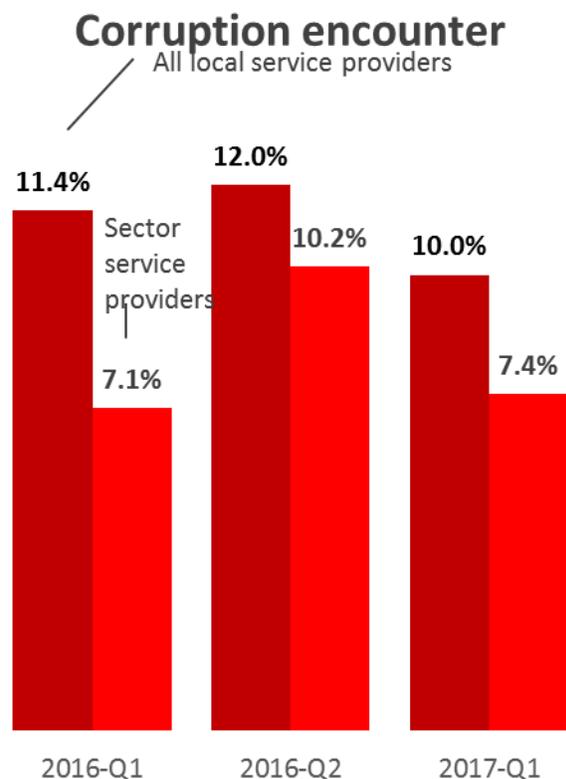
3. Some of the services provided at Irembo and prices charged to citizens

- Marriage certificates: fees 500 rwf, plus 300 rwf for scanning;
- Birth certificate: fees 500 rwf, plus 300 rwf for other services like scanning;
- Certificate of being single: 500 rwf, plus 300 rwf for other services;
- Full identity certificate: 500 rwf, plus 300 rwf for scanning your photo and an official paper from the cell level;
- There are other services provided by Irembo for which citizens should pay some fees: like buying a form for 200 rwf (Form no 50), when a citizen fills the form for him/herself, he/she should not pay any additional cost, but if he/she wants the irembo agent to fill it for him/her, he/she should pay 500 rwf.

As it can be seen these prices do differ from those written on the service charter and citizens are not aware of these prices. Be reminded that at any service paid through irembo, the Government does pay a certain percentage to Irembo for that service.

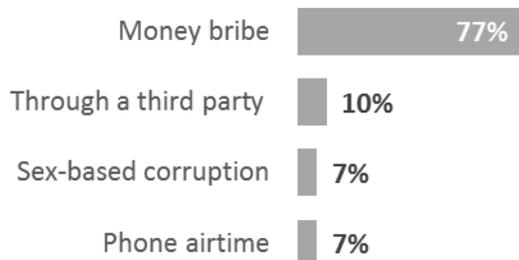
Corruption encounter

Corruption encounter is slightly above the overall average for Kamonyi Sector providers



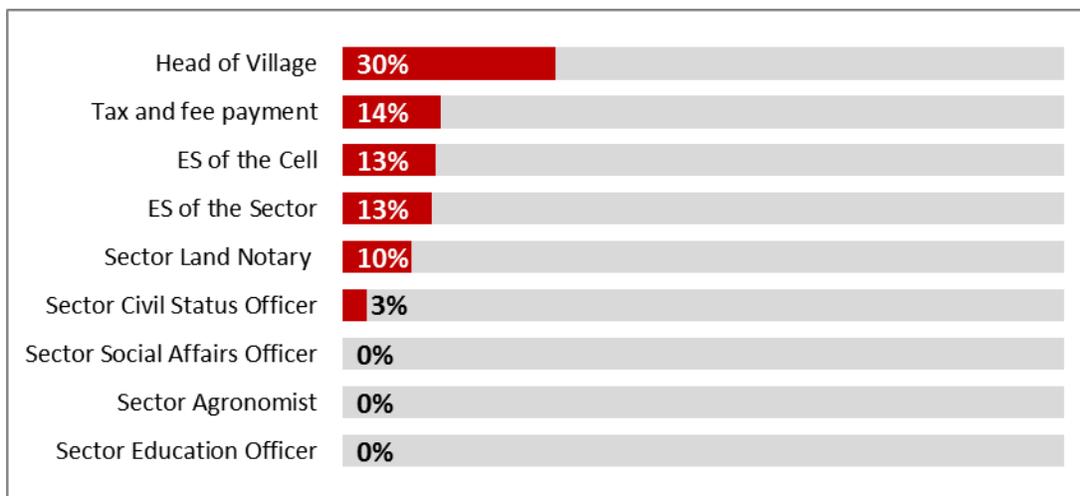
Average corruption encounter of **all local service providers in all SB Districts (2017): 12.3%**
 Average corruption encounter of **Sector service providers in all SB Districts (2017): 7.1%**

Forms of corruption encountered

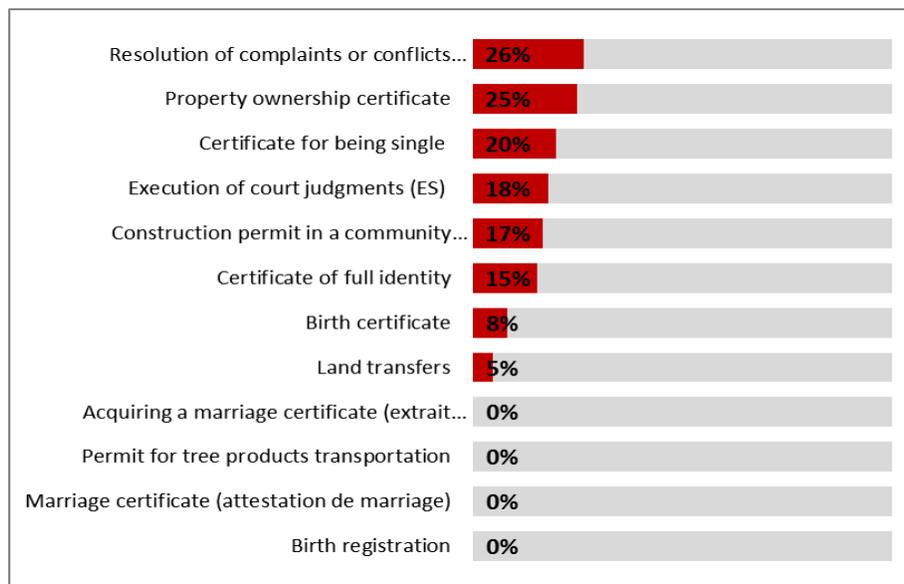


Despite limited official role, heads of villages render many services to citizens – and often demand bribe.-

Corruption encounter in service delivery per service provider)

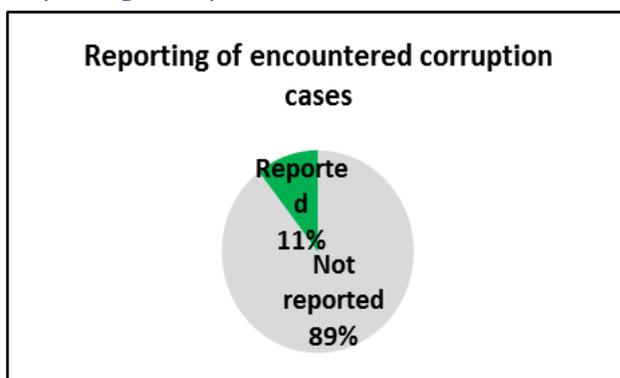


Corruption encounter in service delivery per service

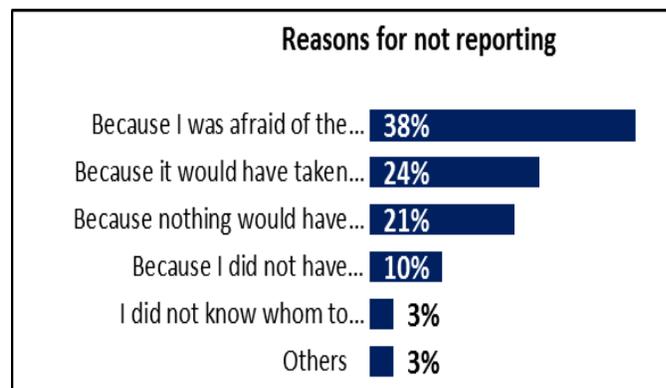


Note: Common, standardized, online services are less vulnerable to corruption

Reporting corruption



Overall reporting level:
24%



Note: Corruption reporting rates are much below average in Kamonyi. Too many citizens are afraid of consequences.

Behind the data, testimonies of the service seekers and providers (Focus Group Discussions)

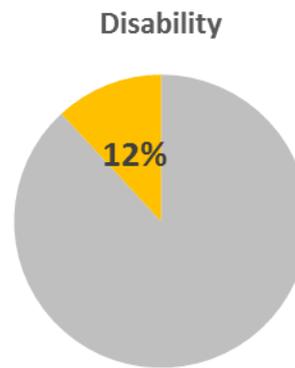
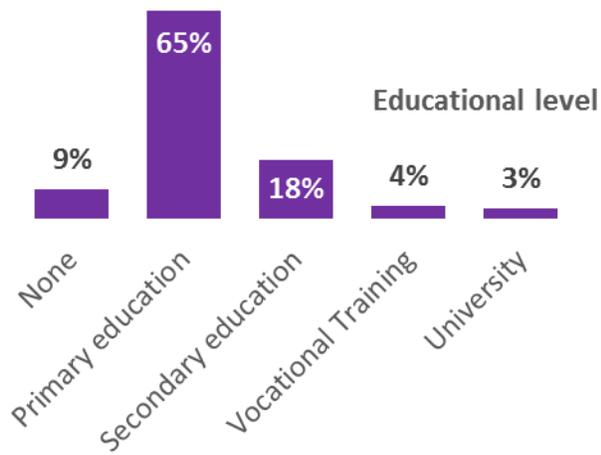
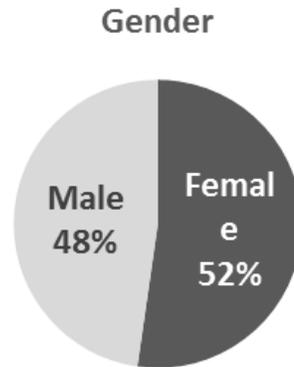
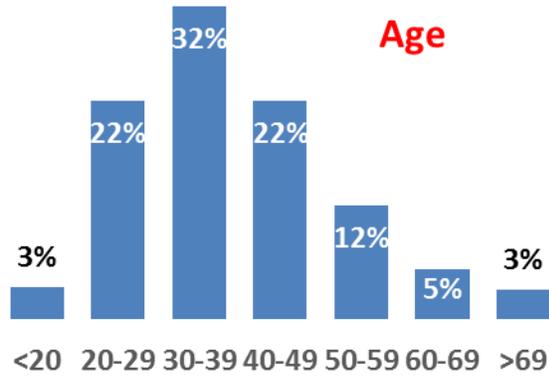
On Corruption

Normally, Village Leaders should not be in the village committee meeting in order to avoid influencing decisions taken by the committee. However, it has been realized that in some committees, when they are organizing meetings or when the president of the committee is chairing a meeting, the village leader is always there to welcome him/her, which might negatively impact on the autonomy of the committee's decisions and hamper smooth implementations of some social protection programs;

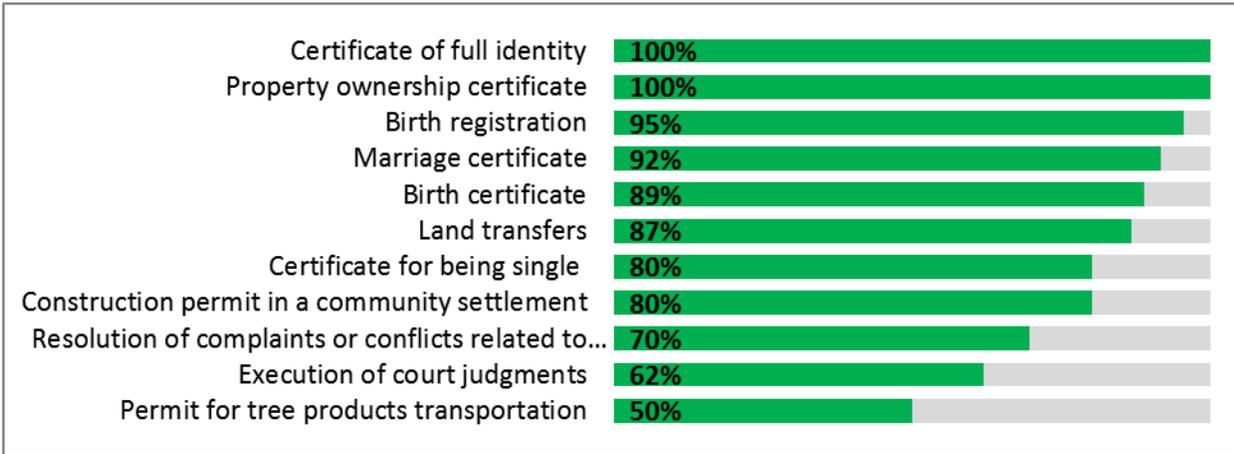
- All beneficiaries of the public works program and FARG beneficiaries are chosen at the village level. All these might be source of corruption. However much of the problems raised during, for instance, the implementation of new ubudehe categories, are related to criteria established which were not matching with the reality of life citizens are living in which actually is different in rural and urban areas;
- There have been raised cases of corruption in building and paying taxes;
- There have been cases of voluntarily recording less money on the invoices than what have been actually paid;
- There has been village leaders who were forced to step down from office due to corruption cases and others who are subject of investigation (4 village leaders in Gacurabwenge Sector have stepped down, and 2 are subject of investigation on corruption cases).

- Citizens mentioned that the issue of corruption is more present in building activities and most importantly on the level of village leaders who takes advantage of citizens' ignorance;
- They also mentioned that citizens are simply interested in getting his/her activities done and they don't mind the price/the cost;
- Citizens also mentioned that corruption has been given different names like Ikaramu, airtime, etc.

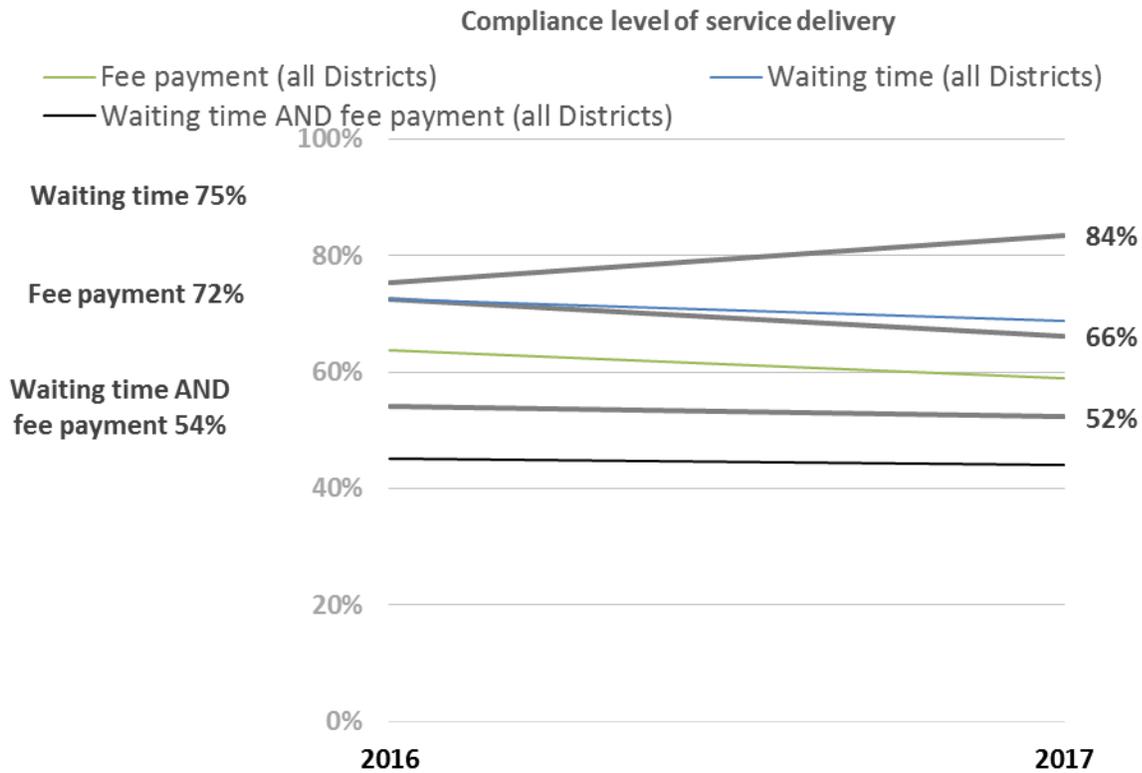
Respondent's Profile



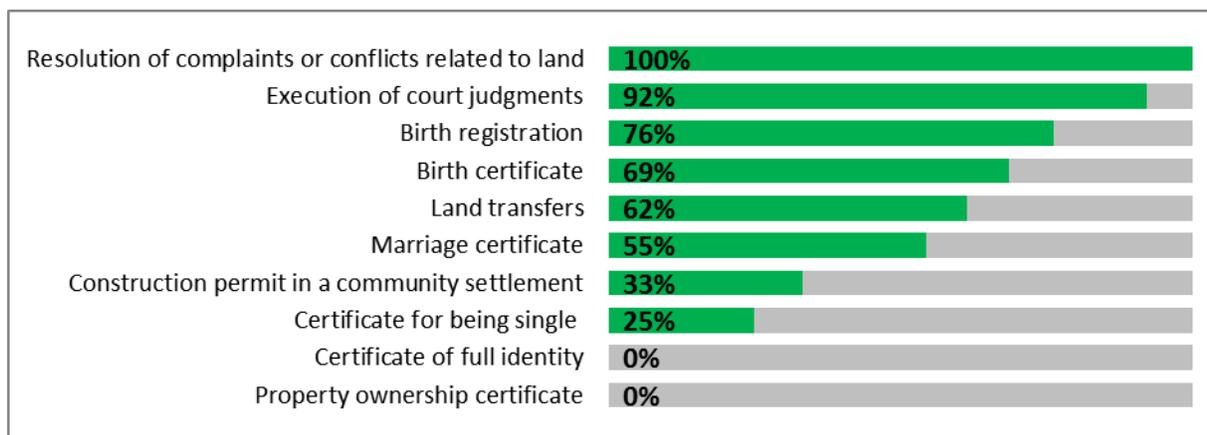
Proportion of services demanded that were effectively delivered



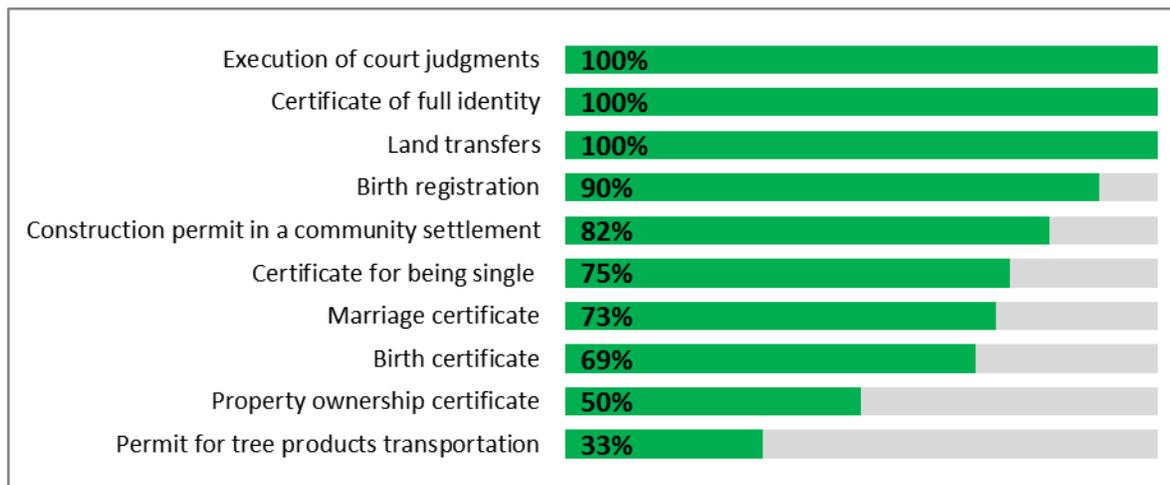
Compliance of Service delivery with standards in Huye



Fee payment compliance per service



Service delivery time compliance



Qualitative Findings on Service delivery

1. The use of a service charter and its importance

- Citizens generally do not use service charter and many of them don't know the information contained on the service charter. Most of the populations don't have reading skills; others have not developed the culture of reading not because they don't know how to read but simply because of lack of reading culture. The Sector authorities now have introduced different initiatives aiming to mobilizing citizens to be aware that there are staffs hired to provide quality service for them and entrusted with the responsibilities to solve citizens' issues;
- There is a need also to sensitize citizens on using local organs in place but with respect to their level of authority and how power and responsibilities are decentralized. Citizens should not always think that for a problem to be solved, it should be presented straight to the Executive Secretary, rather encourage citizens to trust local entity staffs and submit

their complaints to them. The sector is envisioning hiring a customer care staff to assist citizens while searching for services at the sector level.

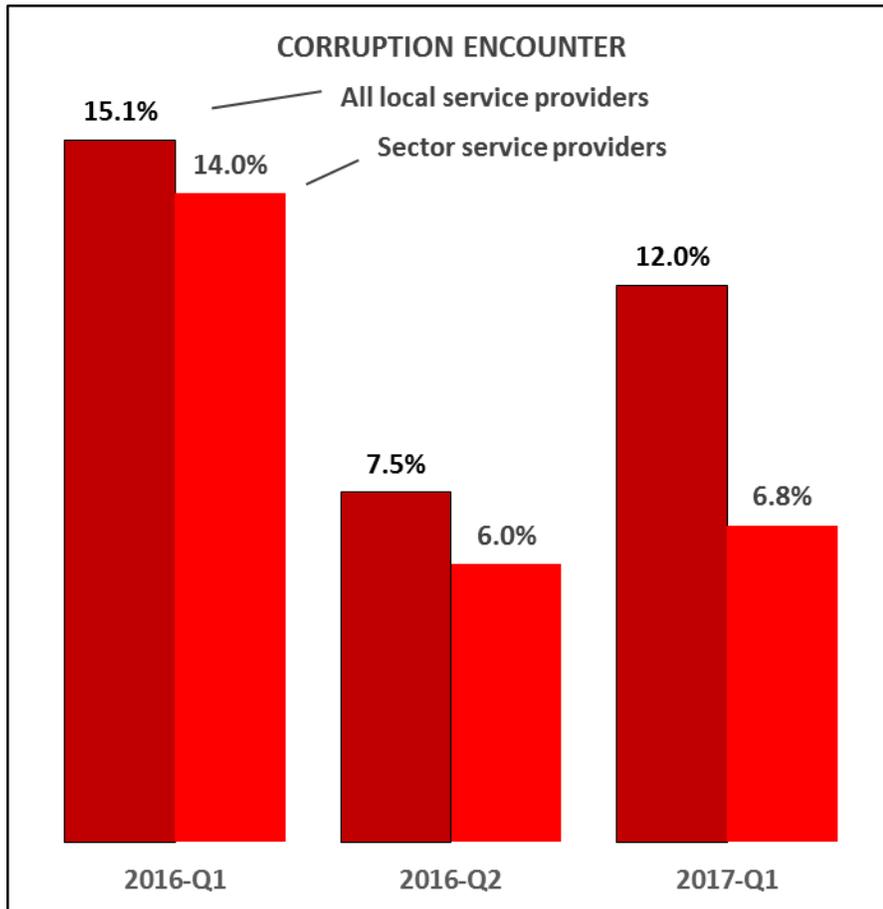
2. Irembo services

- Irembo services are very useful to both citizens and local service providers;
- The respondent at the sector level has mentioned that no cases of paying more money than what is written on the service charter have been recorded so far;
- Some citizens don't know anything about Irembo services especially old people, illiterate citizens;
- Sometime services of Irembo are not found at the sector. In order to get the services, a citizen should walk at least 1.5 km to get it. For example in the sector of Maraba, these services are found in KIZI, KIGOMA sector and there are no sign posts to facilitate citizens to locate Irembo agents.

Challenges encountered by Irembo

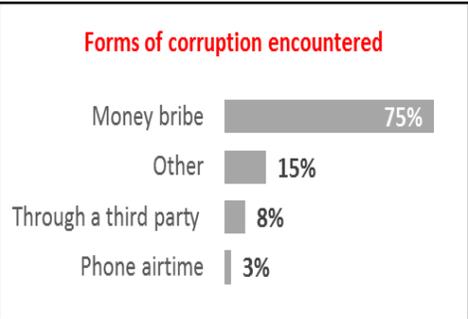
- The issue of network connection;
- Some Citizens are not yet familiar with Irembo and their level of understanding is still low;
- Services of irembo which are far from citizens, it is not easy to access irembo services
- Agent of Irembo are not known by citizens;
- The issue of network connection affects also the timeframe in which a service should be provided. For example, a citizen looking for a birth certificate which in normal circumstances can be provided the same day it has been requested for, but with the issue of network it might take up to 2 weeks;
- The issue of paying more money than what is written on the service charter. Citizens have pointed out that they pay more fees than what is mentioned on the service charter. For example, in order to get a birth certificate, citizen should pay 500 rwf as written on the service charter, but the reality now is that citizens pay 300 rwf additional fees to the ones mentioned on the service charter. These fees are not mentioned anywhere on the service charter. These fees are paid to cover the following services such as printing, making photocopy, scanning, etc;
- The issue of transport fees to get Irembo services.

Corruption encounter



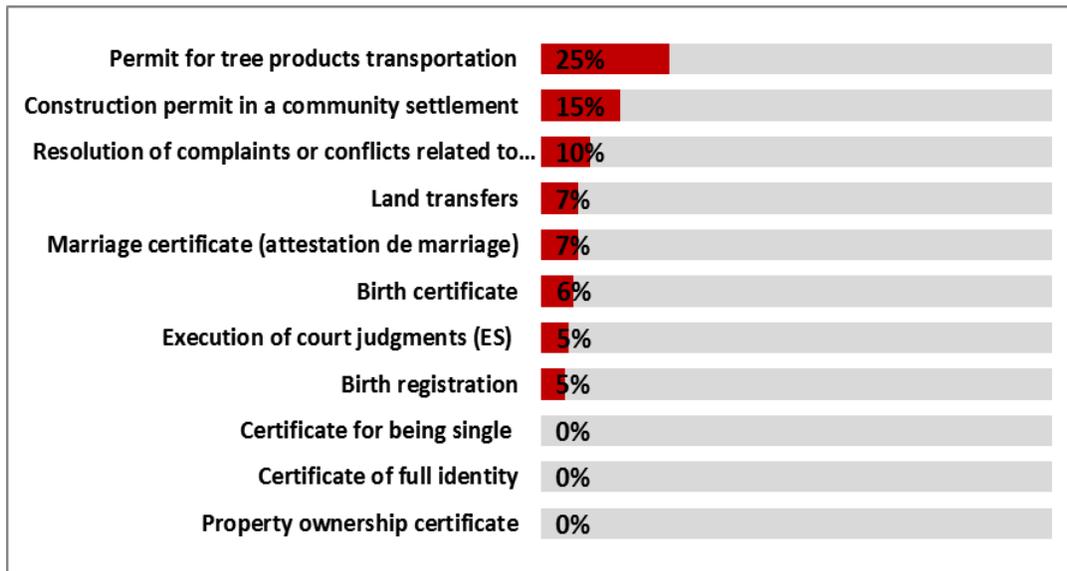
Average corruption encounter of **all local service providers in all SB Districts (2017):12.3**

Average corruption encounter of **Sector service providers in all SB Districts (2017):7.1**



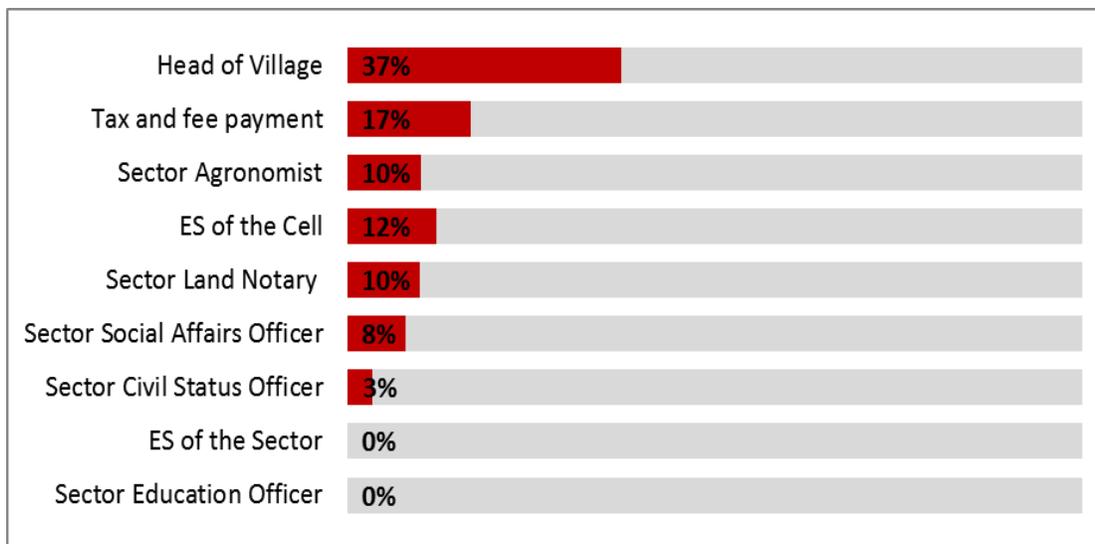
Note: Corruption encounter is under the overall average for Huye Sector providers

Corruption encounter in service delivery per service provider



Note:

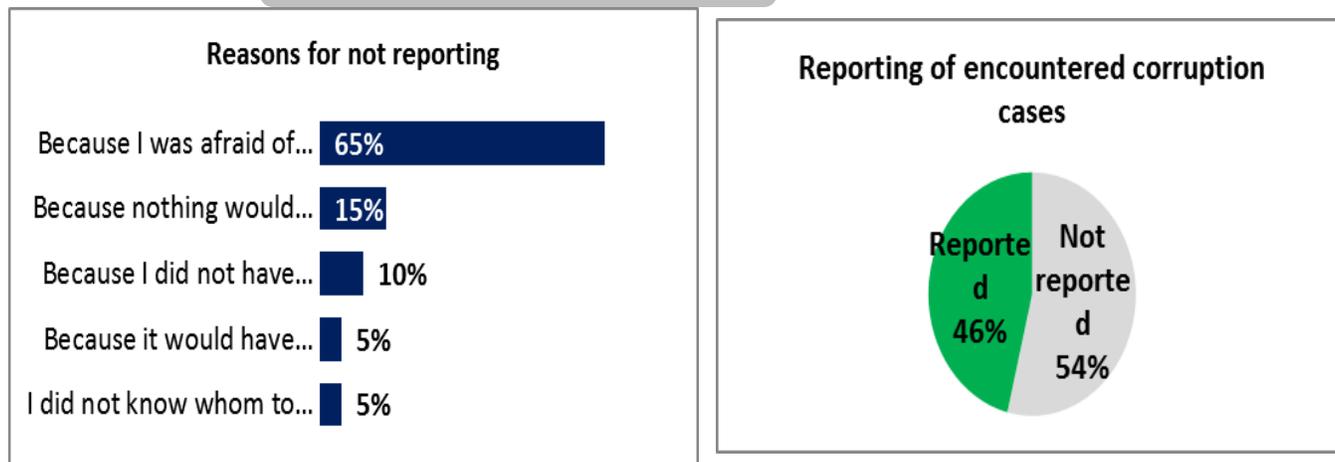
Common, standardized, online services are less vulnerable to corruption



Note: Despite limited official role, heads of villages render many services to citizens and often demand bribe.

Corruption Reporting

Overall reporting level: 24%



Qualitative findings on corruption

In the District of Huye, there are reported cases of corruption in the local entities especially in the village leaders and mediators

Normally with the new decentralization structure, village leaders are not allowed to provide any service rather than facilitating in providing information and during mobilization of citizens to support and participate in Government programs.

Issues of corruption are much found in the following services or programs:

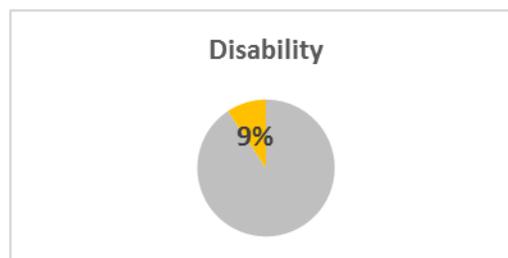
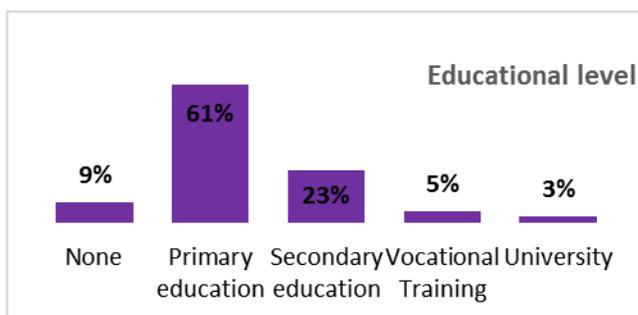
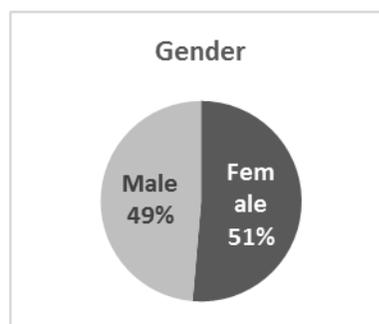
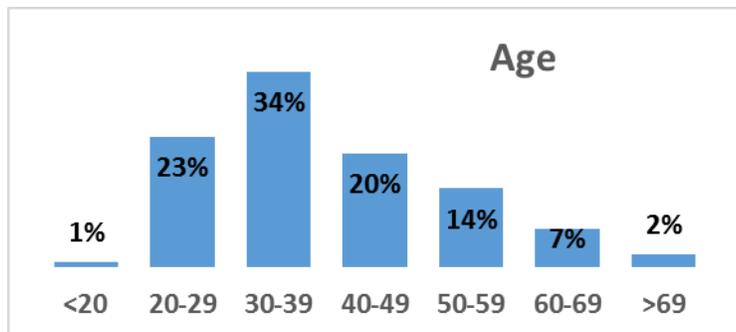
- Gir'Inka program;
- Ubudehe program: lots of corruption cases are reported while choosing vulnerable poor people to be supported;
- Corruption cases in the committee of mediators (abunzi);
- Some village and cell leaders, in Maraba for example, have been forced to resign due to corruption cases. Respondent mentioned the cases of Gisagara and Shangwe cell.
- Officials at the sector level are encouraging citizens to report cases of corruption via phone calls. Maraba sector is envisioning to introduce the use of suggestion boxes in order to facilitate tracking and reporting corruption;

Qualitative Findings on Service delivery

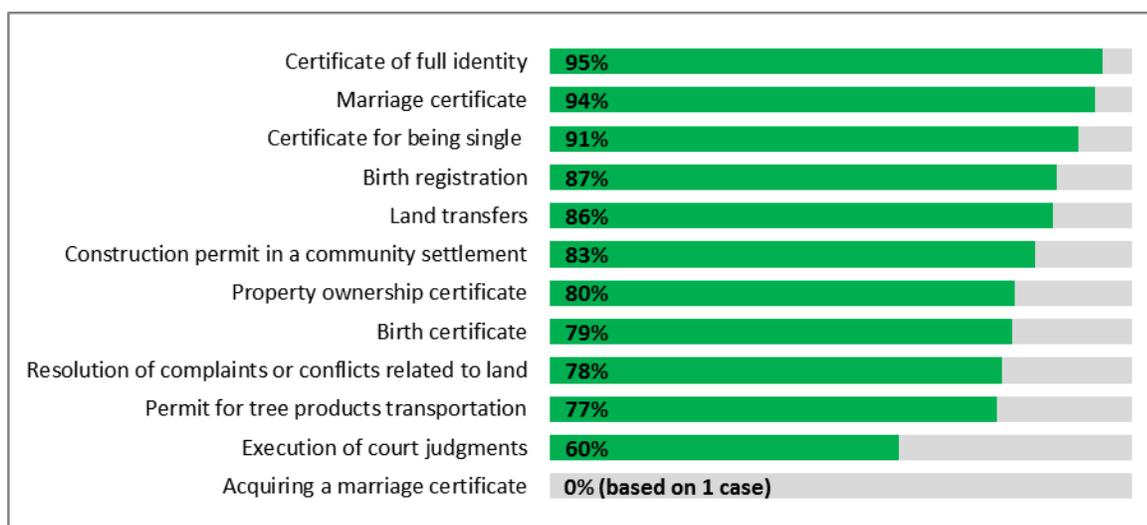
- While conducting focus group discussions, citizens confirmed that they have heard of cases of corruption in the implementation of social programs like Gir'Inka but they don't have proof or facts to support their arguments;
- Citizens also mentioned issues of corruption in the committee of Abunzi (mediators).

MUSANZE DISTRICT

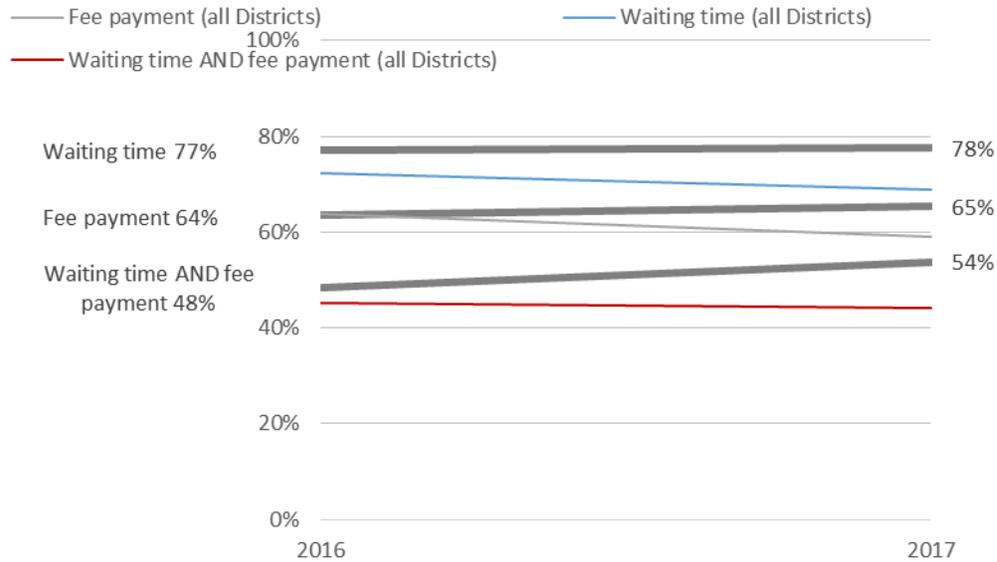
Respondent's profile



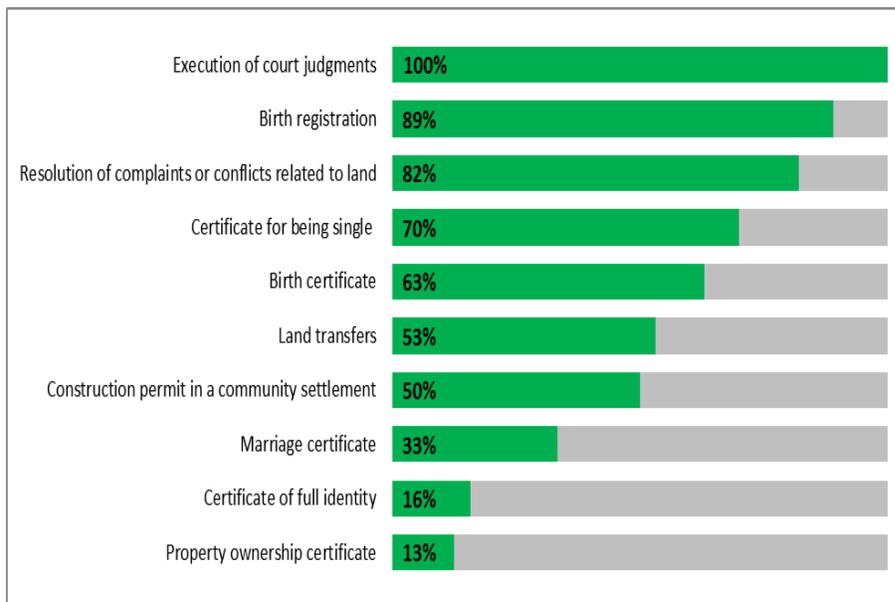
Proportion of services demanded that were effectively delivered



Compliance level of service delivery



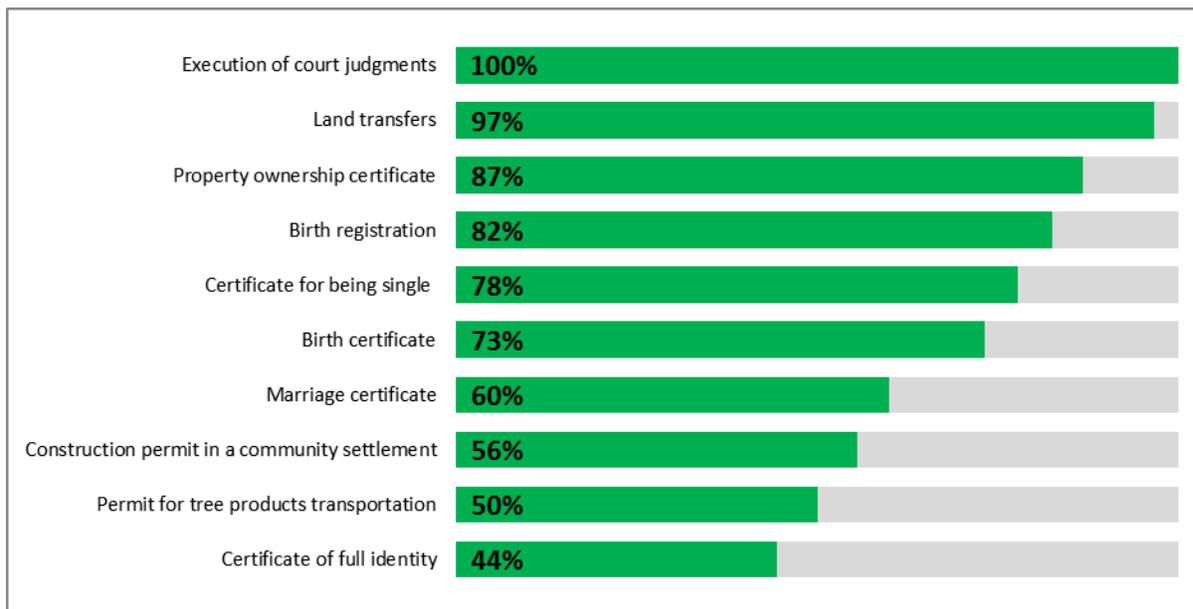
Fee payment compliance per service



Note:

Against the general trend, service delivery compliance levels increased in Musanze District

Service delivery time compliance



1. The use of a service charter and its importance

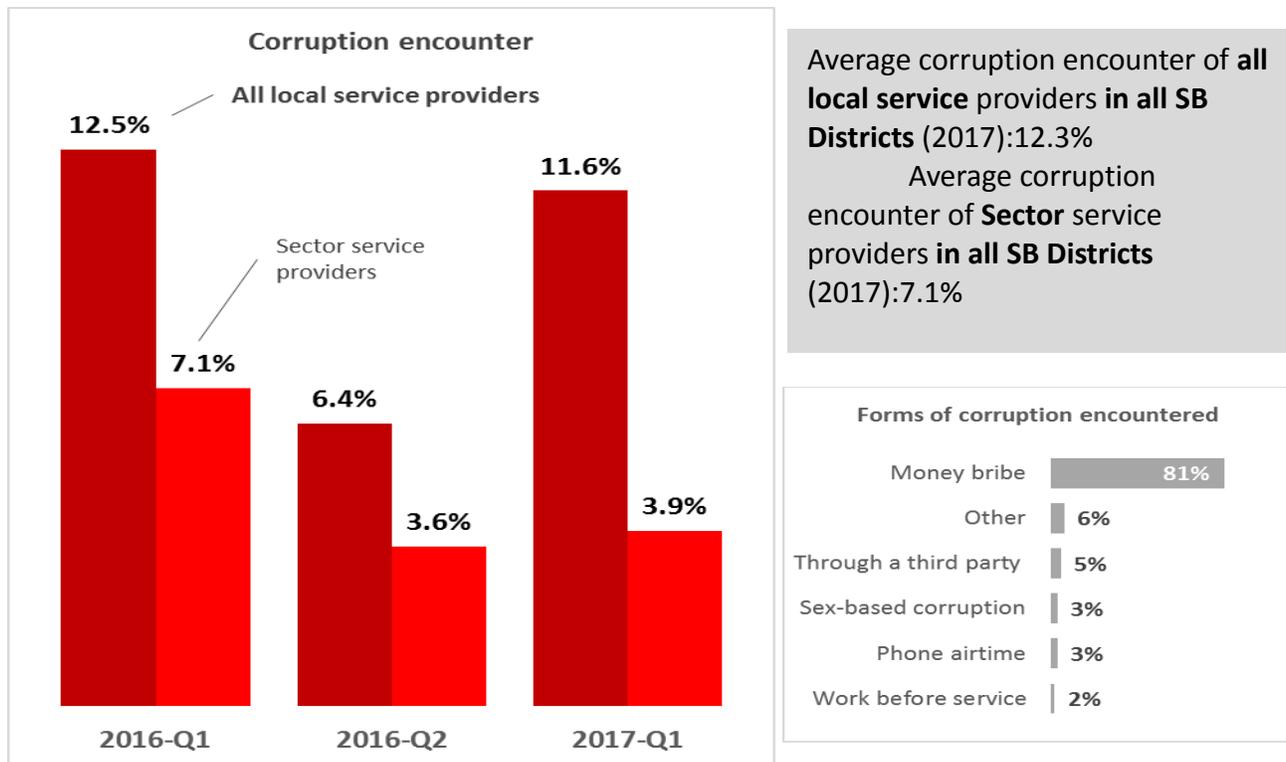
- Service charters are available even at the level of cell and citizens are often sensitized on its use and importance through community meetings;
- At Muko sector, each staff takes time in those meeting to present him/herself and what he/she is responsible for in the sector, the kind of service provided and the time the services take to be effectively provided;
- During the focus group discussion, Some citizens expressed that they are not aware of the existence of the service charter;
- Citizens confirmed that the service charter does provide all necessary information on the service provided at the local entities (district, sector and cells). Those information include those related to the cost, the time to get the service, other requirements to get the service;
- Citizens who don't know the service charter are those without literacy skills;
- Service charters are displayed in inappropriate places where there are not visible to everybody;
 - Citizens wish that service charter should be placed at every staff's office especially for more solicited office (land officer, civil status, social, etc);
 - Citizens highlighted issues related to Mutuelle de santé. Those issues are related to the Mutuelle system that is slow, the CEDO agent whose IT knowledge are not sufficient to serve the population, issues related to annexes (imigereka), issues related to internet connection;
 - During the Focus Group discussion, citizens mentioned that Some village leaders do charge citizens 5000 rwf to sign on their land sales contracts. Something which

is no longer allowed because all land transfer after sale should be done before the notary and citizens should pay 27,000 rwf.

2. Irembo services

- Irembo services are useful to the population;
- During the interview with sector officials, respondent mentioned that Irembo do not charge extra fees;
- However during the focus group discussion with citizens, they mentioned that there are extra fees paid by citizens to cover declarations, printing, photocopy, scanning. These fees are paid to Irembo agent.
- The service of irembo does encounter network connection issues;
- Irembo services quicken the provision of services and decreases queuing, but this is only when the network connection is operating smoothly;
- Citizens do not yet fully understand how irembo works.

Corruption Encounter

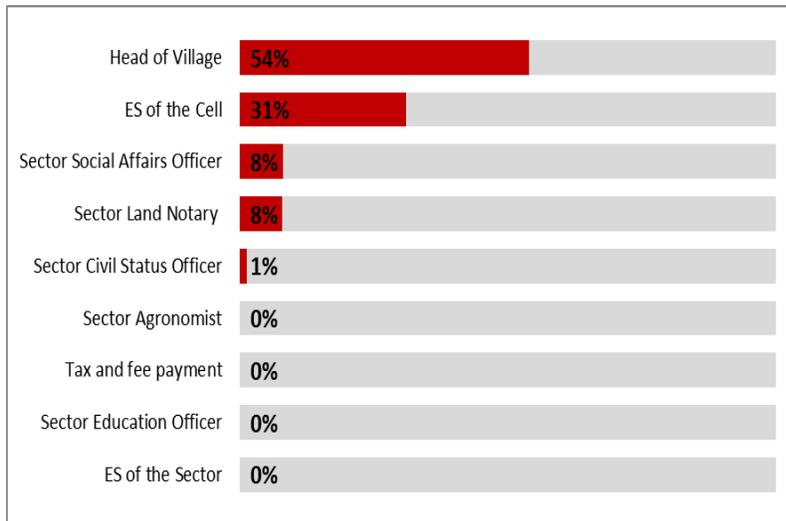


Overall corruption encounter has increased in some Sectors of Musanze District.

Despite limited official role, heads of villages render many services to citizens and often demand bribe

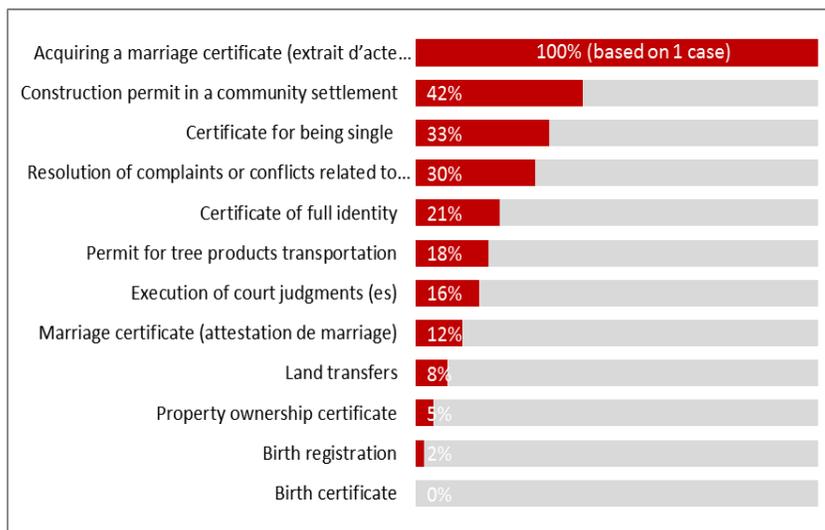
Corruption encounter in service delivery per service provider

Overall reporting level: 24%



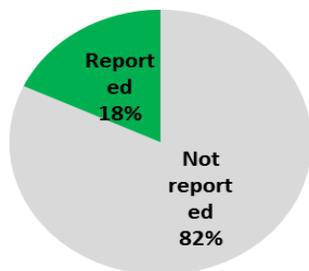
Note: Despite limited official role, heads of villages render many services to citizens

Corruption encounter in service delivery (per service)

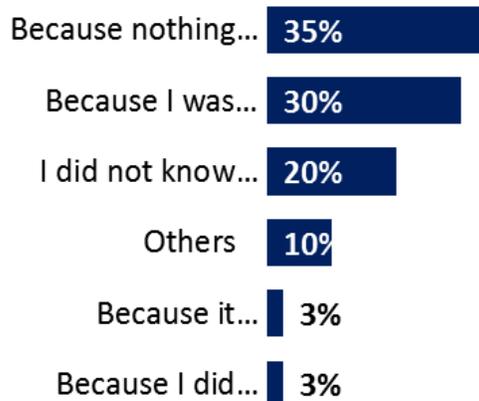


Note: Common, standardized, online services are less vulnerable to corruption

Reporting of encountered corruption cases



Reasons for not reporting



Note: Reporting levels are below average in Musanze District. Many citizens are afraid or do not believe in outcome.

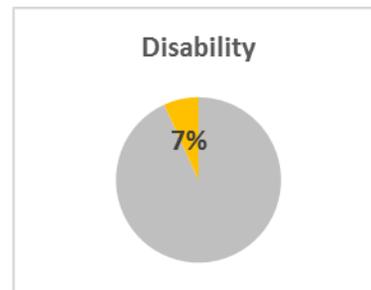
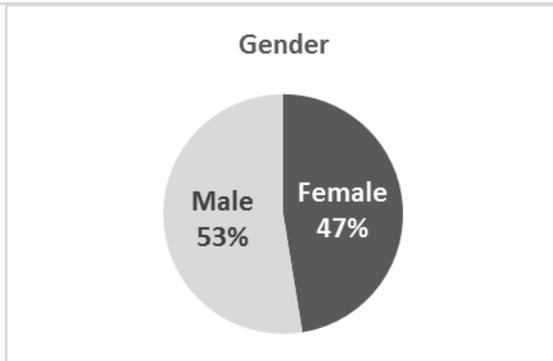
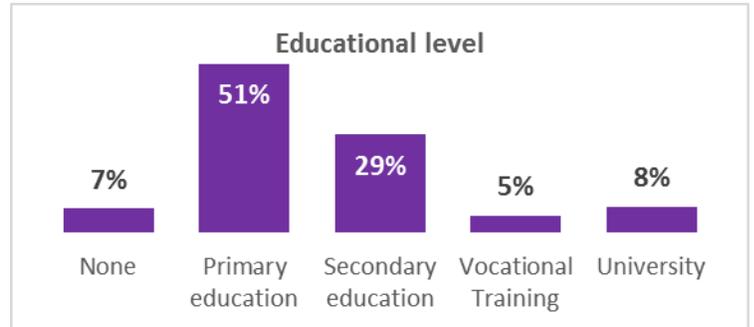
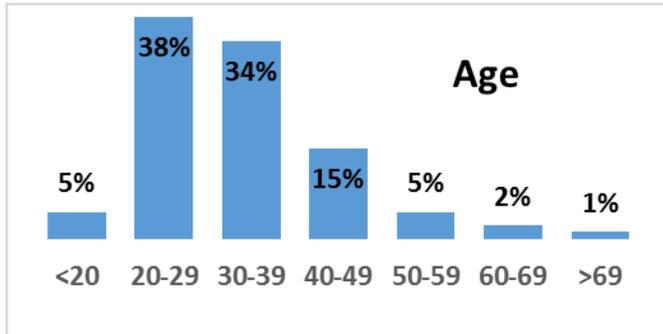
Qualitative Findings on Corruption

1. In the District of Musanze, there are reported cases of corruption in local entities especially in the village leaders and in the committee of mediators (Abunzi)
 - Citizens have mentioned the issue of corruption in village leaders especially in the domain of building, but officials have highlighted that this should not be the case because village leaders are not allowed to officiate sales agreements or land transfer resulting from a sale. The new land law stipulates that all the land sales should be done in front of the public notary;
 - In the committee of mediators (abunzi), sometimes they consider the person who will give them much money and he/she is the one that is privileged while taking court decisions;
 - Respondent also mentioned that sometime there is a delay to provide land papers to citizens where officials in charge of land issues keeps informing citizens that their papers are not yet ready whereas those officials are simply looking for ways to charge owners (citizens) extra money;
 - Some village leaders do charge citizens 5000 rwf to sign on their land sales contracts. Something which is no longer allowed because all land transfer after sale should be done before the notary and citizens should pay 27,000 rwf;
 - During Focus Group discussions, citizens mentioned that When a village leader knows that you need an important service, you can't get it without paying something to him/her. For example for loans, people are requested to bring collateral certificates. These certificates should first be approved (signed) by the village leader. The village leader can't sign without having received something from citizens. For different services needed above, a citizen needs to first get an official paper from the village leader (for example when you are looking for electricity, the village leader should literally testify that you don't live in a high risk area;
 - Citizens should pay bribe to cell executive secretaries before building their houses;
 - Citizens mentioned that there are issues of corruption also with the agronomist when providing the permit for construction in the community settlement;

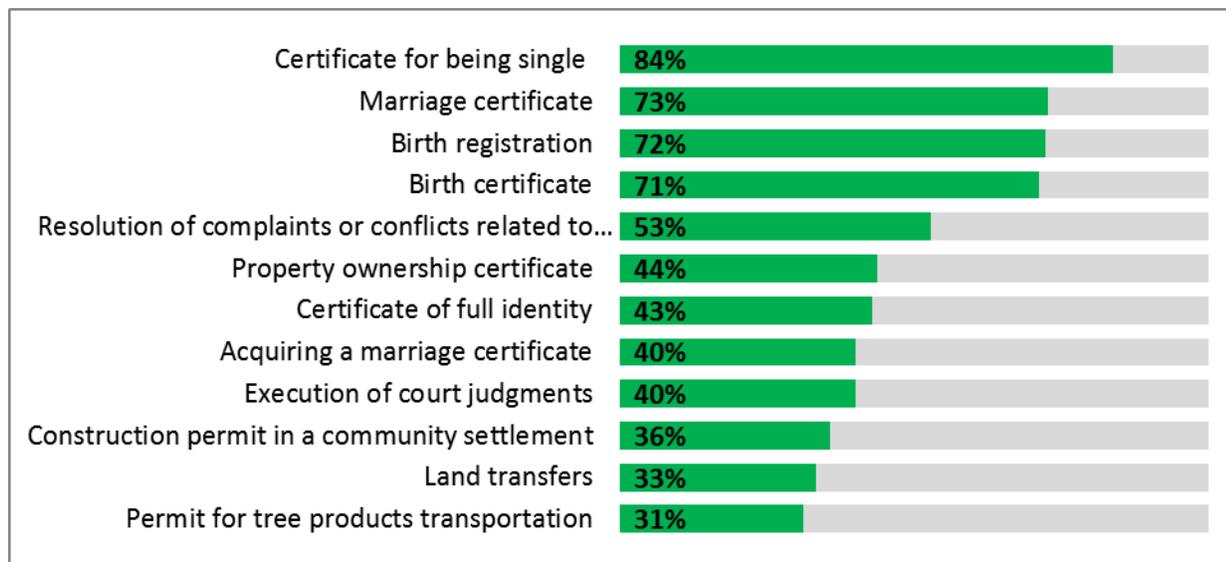
- During the execution of judgement, the village leaders do ask for bribe, the same way when they are solving conflicts related to land, there is what they call inzoga y'abagabo which vary depending on the financial status of concerned citizens.

RUBAVU DISTRICT

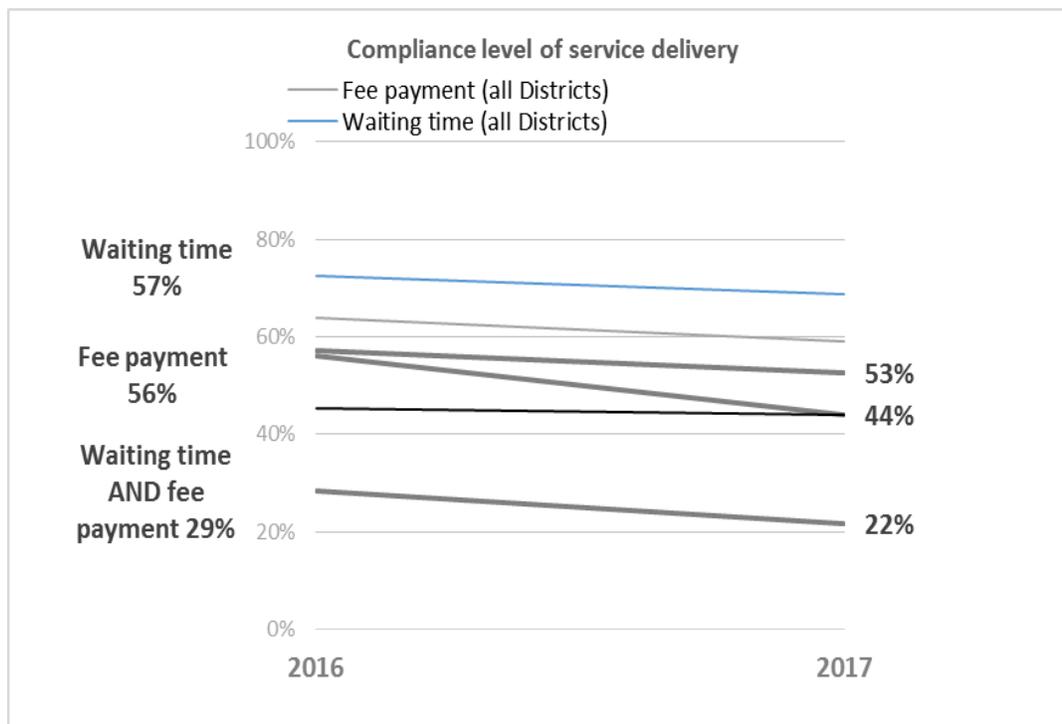
Respondents' profile



Proportion of services demanded that were effectively delivered

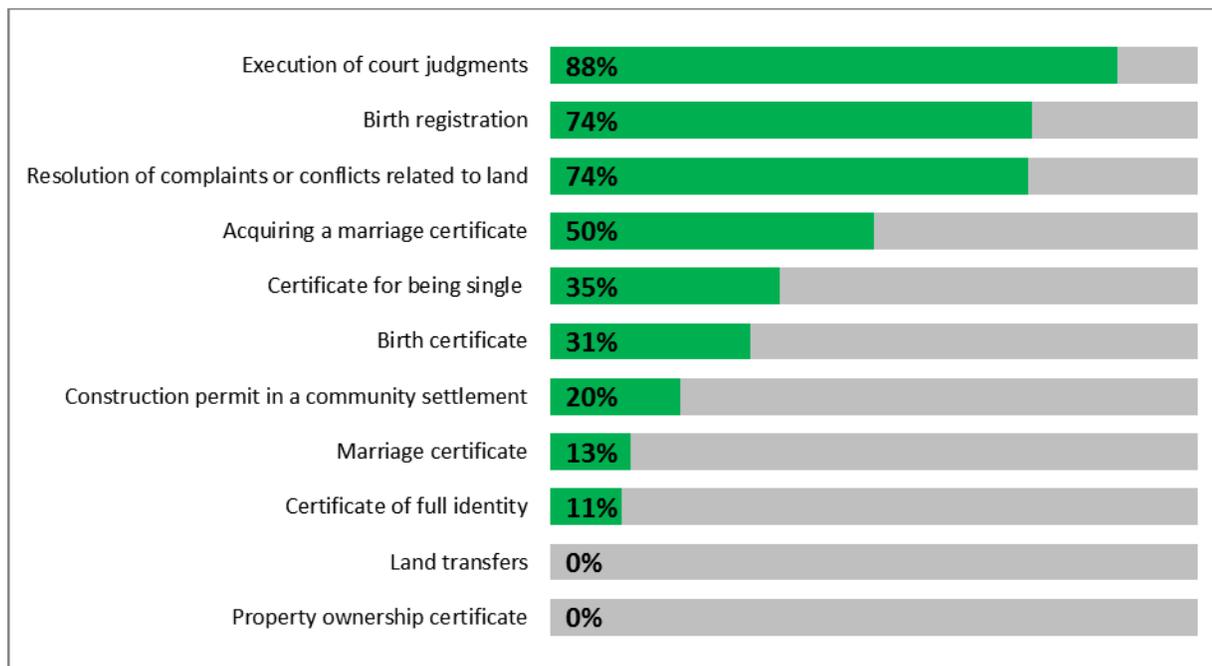


Compliance level of service delivery

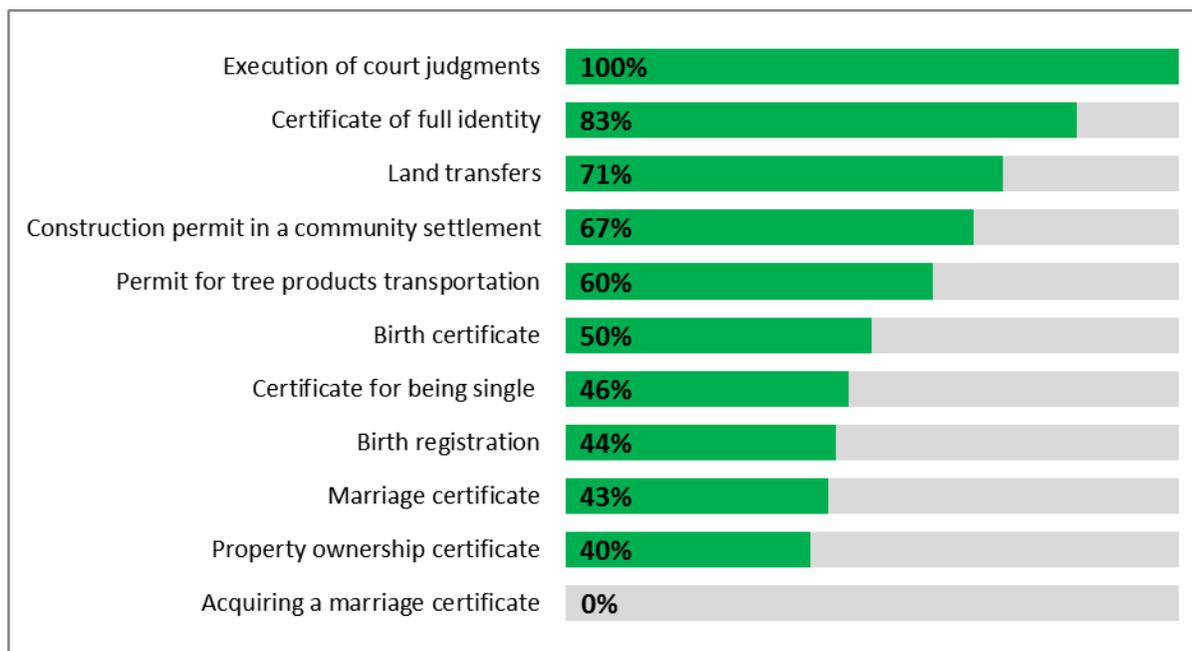


Note:
Compliance of service delivery with standards is low in Rubavu and even further decreasing

Fee payment compliance per service



Service delivery time compliance



Qualitative findings on service delivery

1. The use of the service charter and its importance

- Service charters are very useful to citizens;
- At Kanama sector, service charters are not available at the sector office, there is only detailed tasks and schedules displayed at each door of service providers (sector staff offices);
- During interview, respondent confirmed that the service charter is needed at the sector to provide information about all services provided at the sector level;
- Citizens only find information related to services provided at the sector level from RRA and Irembo agents;
- Respondent mentioned that there are still issues related with land transfer when one of the owners of the land is no longer alive, the process of land transfer becomes complicated;
 - The database providing information related to civil status is not updated, whenever a service provider needs to provide, for example, a marriage certificate, you need to refer to the information provided by the cell level.
 - For some services like land transfer, it is tough to get it, it might take even 2 or 3 months to get the service a citizen is looking for;

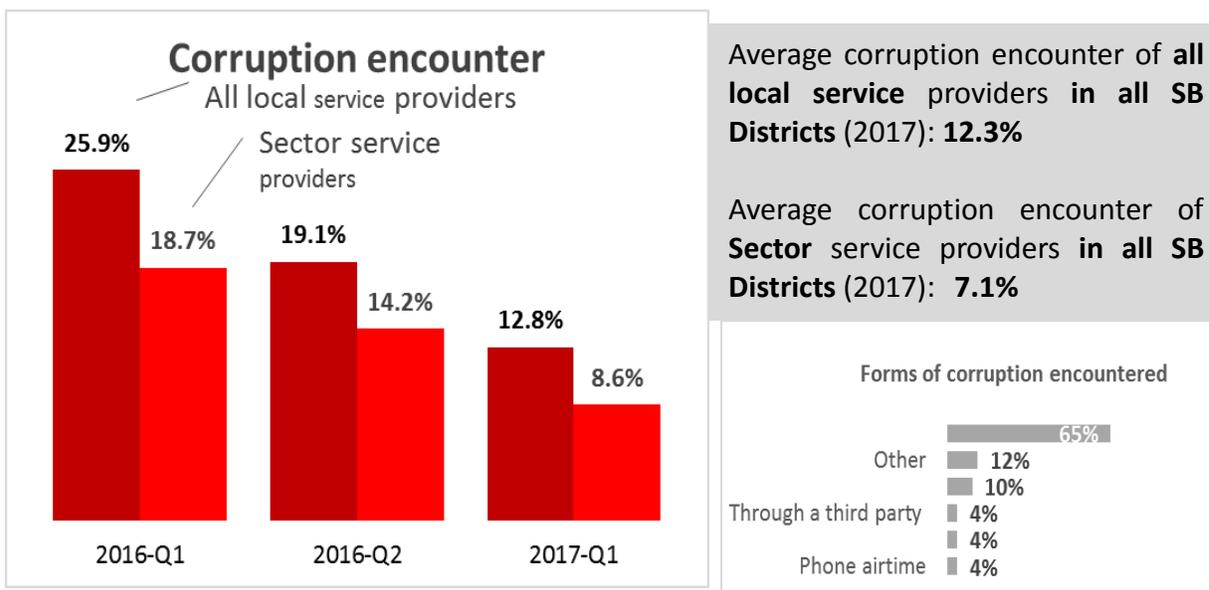
2. Irembo services

- Irembo services at kanama sector only provides information to citizens on the cost to pay, and citizens go to other places to pay;
- Most of the time they pay extra costs and it is a challenge to citizens;
- There is a problem of network connection.

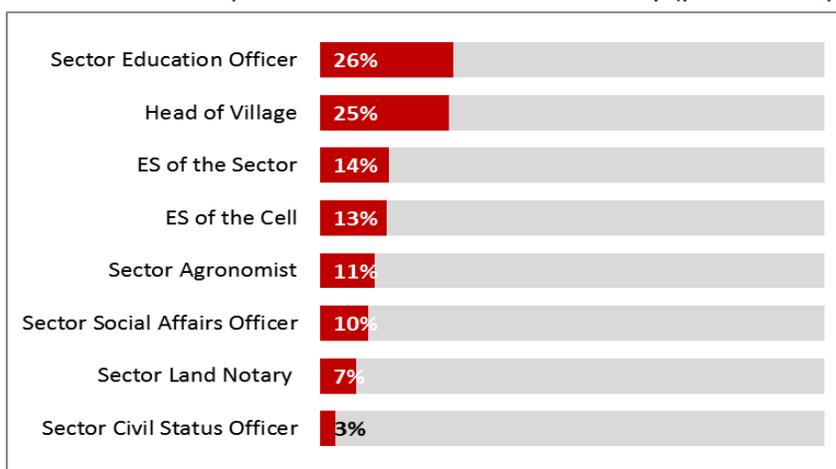
3. Issues related to health services

- Citizens mentioned that No medicines available at health centers (Karambo-Kanama) , citizens are always provided with the same medicines and it is even not easy to provide those medicines;
- At Gisenyi Hospital, they first send you to buy medicines before operating your patient and citizens even pay those medicines with high prices whereas they have mutuelle de santé;
- Citizens said they are charged more money even with mutuelle de santé.

Corruption encounter

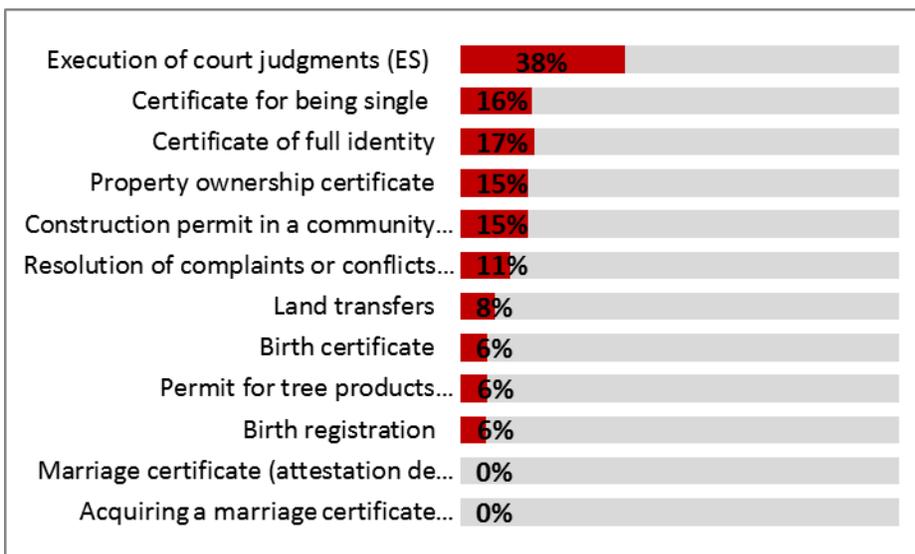


Corruption encounter in service delivery (per service provider)



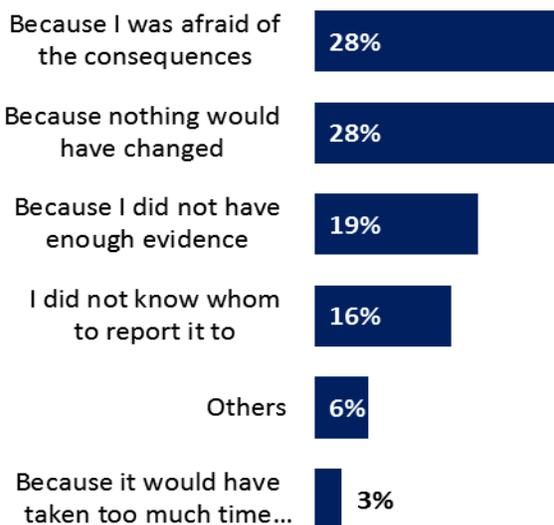
Note: Despite limited official role, heads of villages render many services to citizens and often demand bribe.

Corruption encounter in service delivery per service



Note: Common, standardized, online services are less vulnerable to corruption

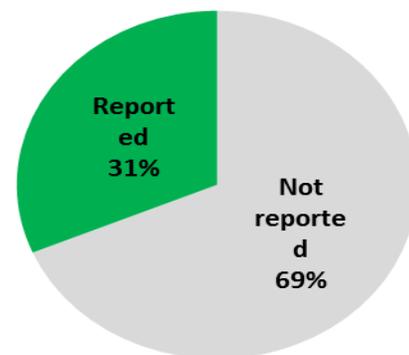
Reasons for not reporting



Overall reporting level:
24%

Note: Corruption reporting rates are high in Rubavu.

Reporting of encountered corruption cases



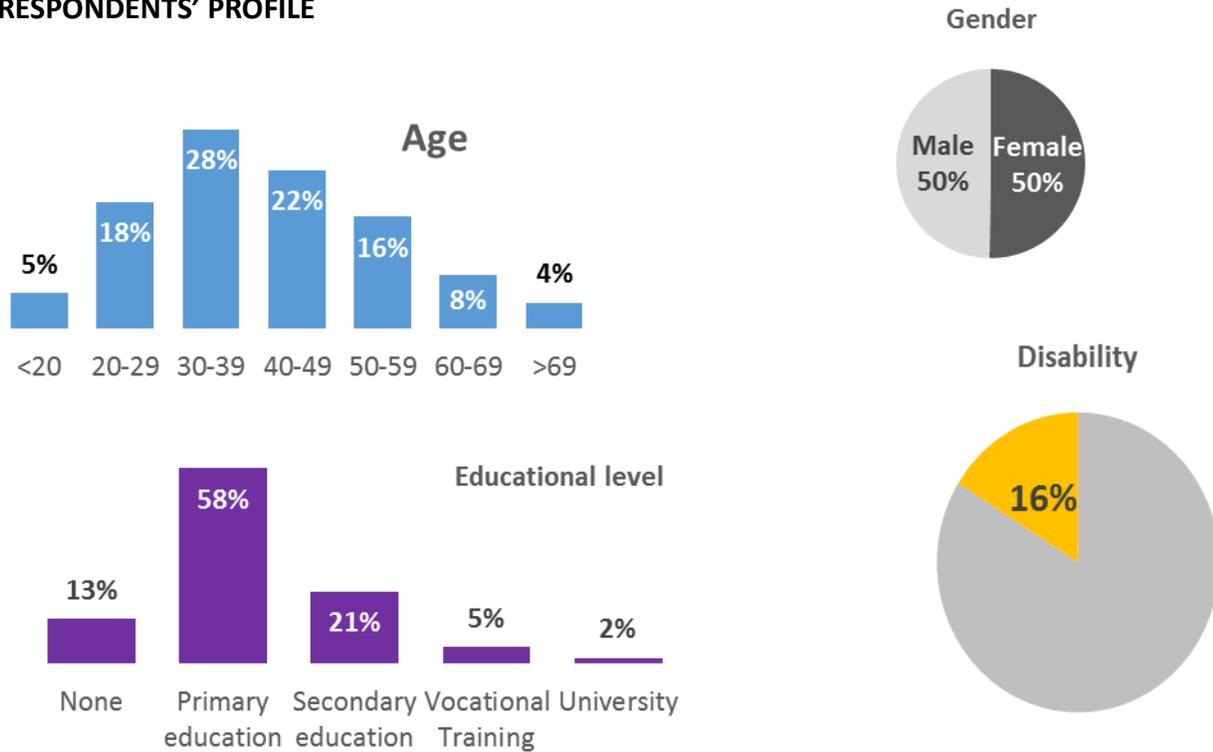
Qualitative Findings on Corruption

In the district of Rubavu, Heads of villages are suspected by citizens as being more corrupted than other service providers

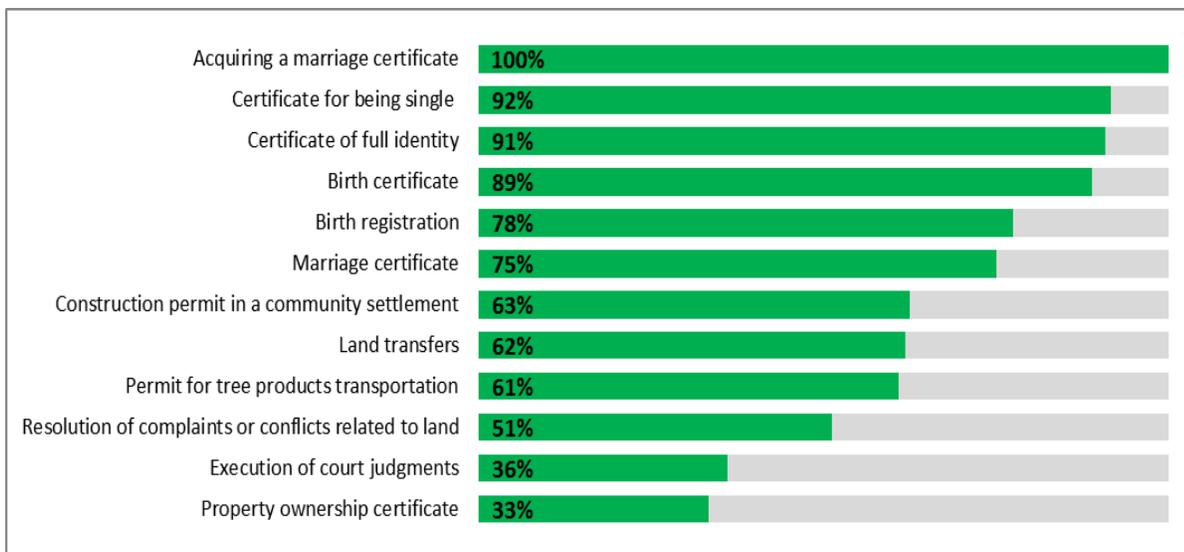
- Citizens mentioned cases of corruption during conflicts resolutions in the community where citizens are asked to pay the so called “Inzoga y’abagabo”;
- The same issue applies when executing court decisions, a citizen needs to pay a bribe to get a signature;
- The rate of bribe increases in proportion with the magnitude of the issue a village leader is going to solve;
 - There are problems of corruption in building, starting from the village leaders up to the sector, a citizen has to pay something to avoid assisting his/her house being destroyed;
 - Citizens mentioned that people keep building houses despite that the master plan is not yet available and there are instructions of not building without an official permit;
 - Citizens mentioned that even though it is said that the Village Leader doesn’t provide any service, they provide lots of services and which expose them to corruption. Citizens mentioned some of the services provided by the village leader such as: certificate to allow a citizen to get a laissez passer, Certificate of being single, Certificate confirming that you have lost your identity (but here you need a stamp from the cell level) and Certificate of good moeurs
- Citizens have ranked low level local leaders as far as corruption is concerned as follows: Village leaders are the most corrupted, and the second ones are Cell executive secretaries, and finally the staff in charge of agriculture in the sector;
- Whenever you need the village leader to intervene in the resolution of your problem, you should pay him/her something (bribe).

NYAMAGABE DISTRICT

RESPONDENTS' PROFILE

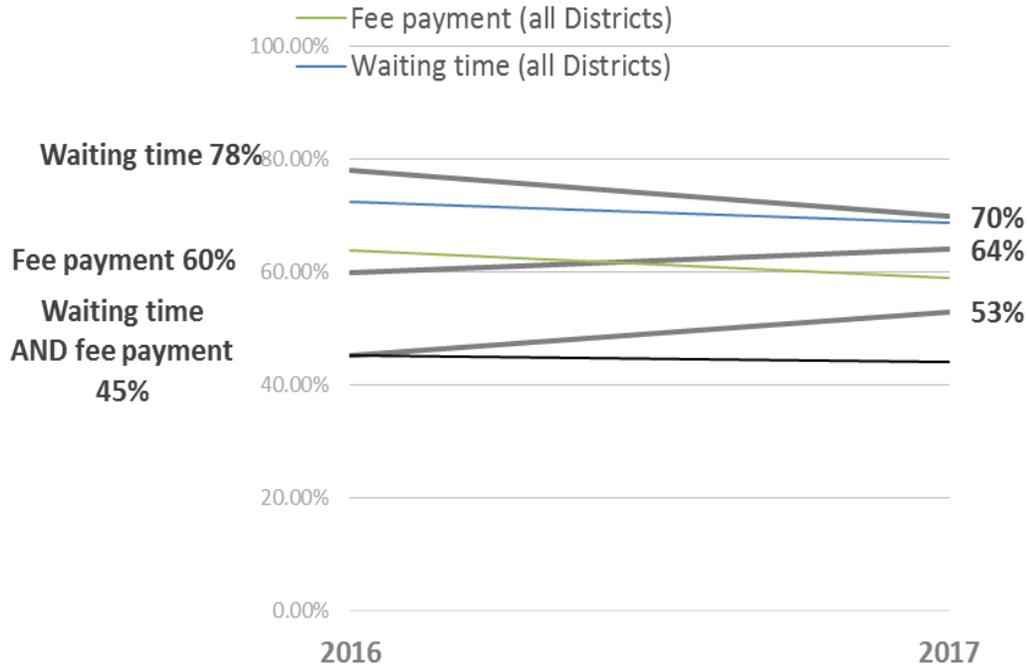


PROPORTION OF SERVICES DEMANDED THAT WERE EFFECTIVELY DELIVERED



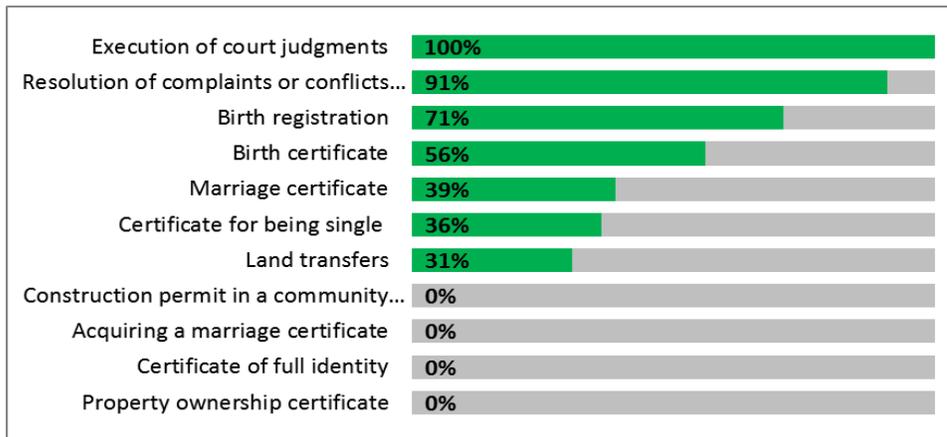
COMPLIANCE LEVEL OF SERVICE DELIVERY

Compliance level of service delivery

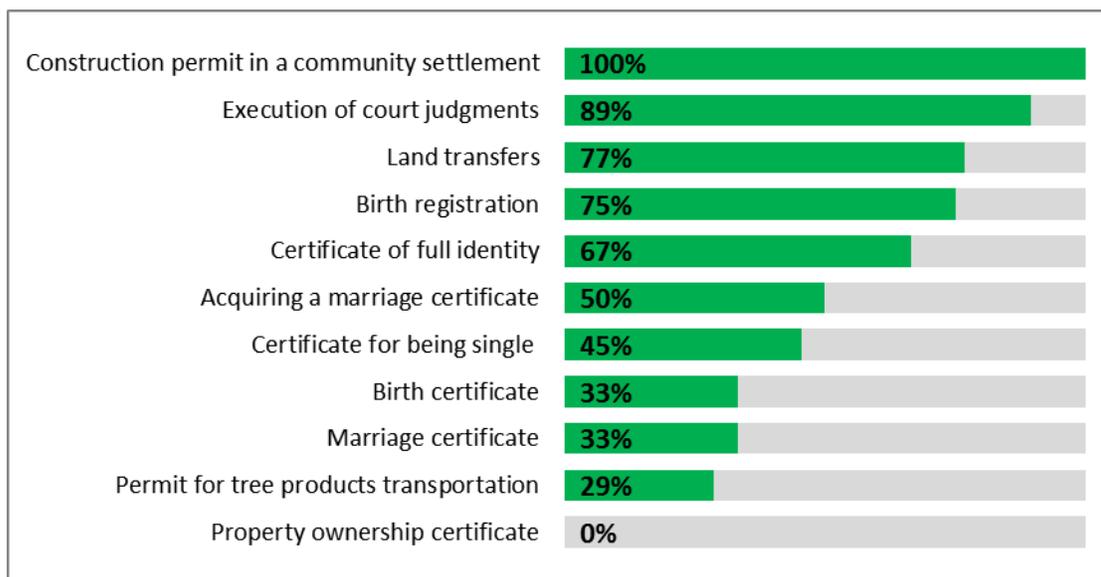


Note: Compliance of service delivery with standards in Nyamagabe

FEE PAYMENT COMPLIANCE PER SERVICE



Service delivery time compliance



Qualitative Findings on Service delivery

1. The use of a service charter and its importance

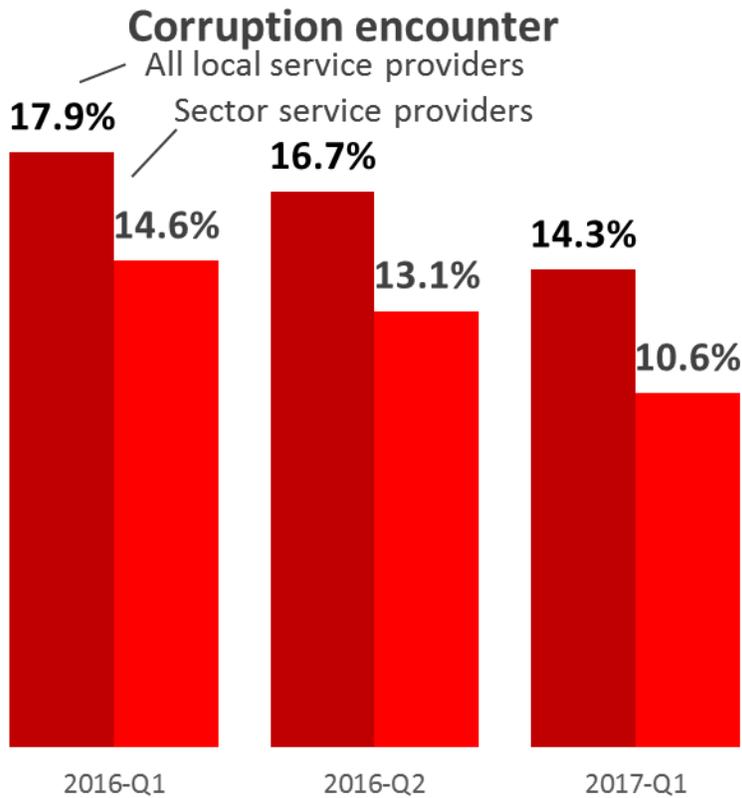
- Service charter helps citizen to get information about different services provided at the sector level. Service charter also helps to know the requirements for each service;
- For citizens who are unable to read, there is a staff in charge of customer care who is at their services and conducts citizens where they can find the service they are looking for;
- The main challenge is that service charters are not used effectively, few people read its contents;
- In order to increase citizens awareness about the service charter, local authorities inform citizens about its existence through different meetings;

Irembo services

- Irembo services are useful to both citizens and service providers;
- Few people are aware of the existence of irembo services;

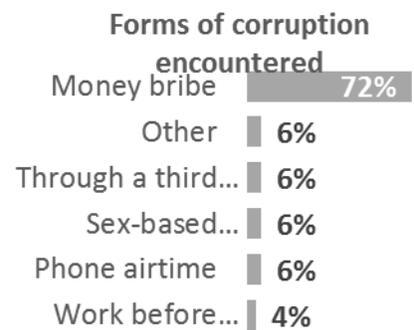
3. Challenges with Irembo services

- At some sector office, like Gatare sector, there is no agent of irembo and citizens pay the services at SACCO;
- The main challenge is related to network connection. In some sectors like Gatare, citizens walk for a long time to find irembo services in Musebeya or go to pay through BPR but those without a bank account in BPR, they are charged some extra fees to what they were supposed to pay;
- There is still quite a number of citizens who are not aware of the existence of irembo, its use and importance

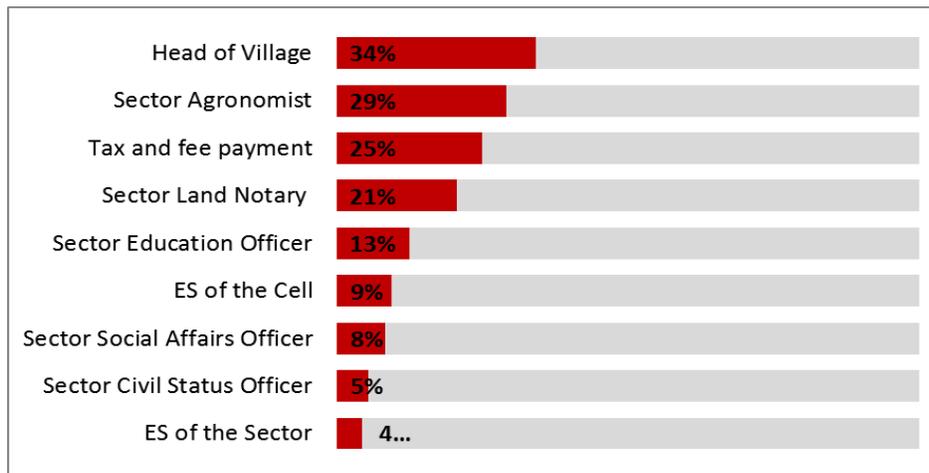


Average corruption encounter of all local service providers in all SB Districts (2017): **12.3%**

Average corruption encounter of Sector service providers in all SB Districts (2017): **7.1%**

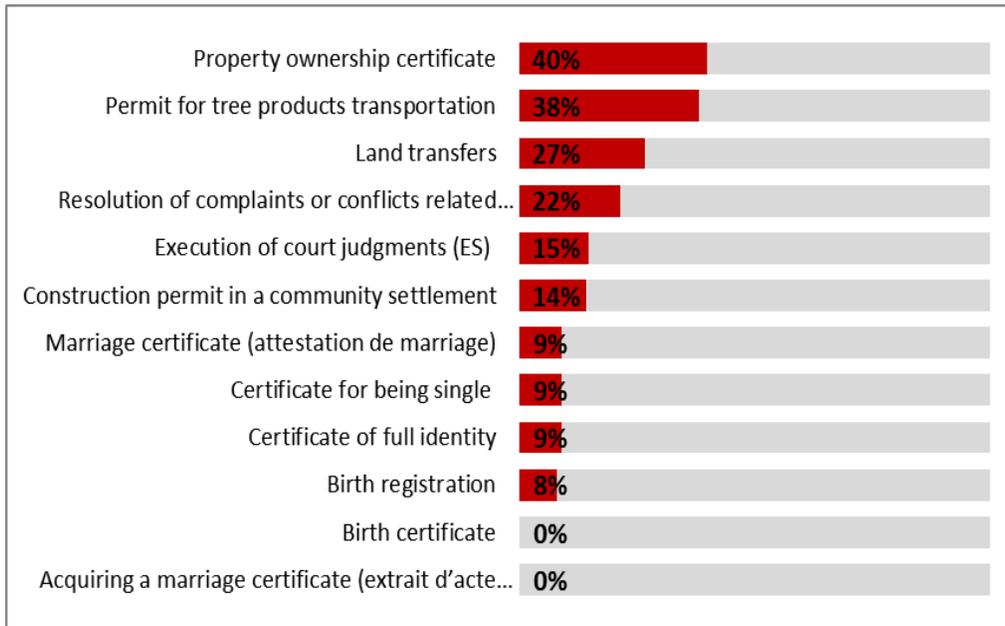


Corruption encounter in service delivery per service provider



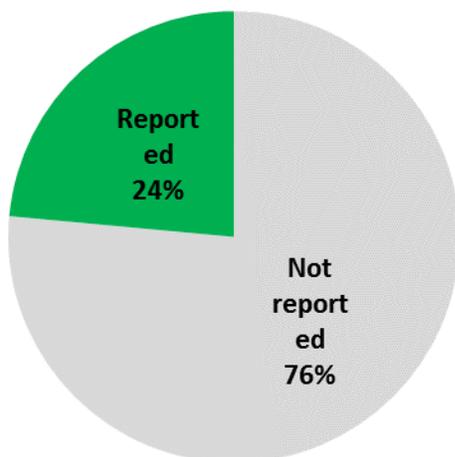
Note: Despite limited official role, heads of villages render many services to citizens – and often demand bribe

Corruption encounter in service delivery (per service)

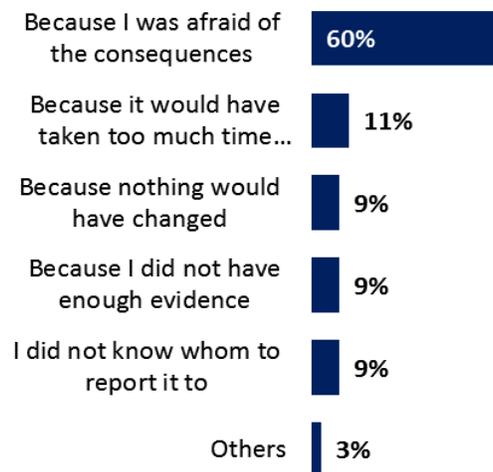


Note: Common, standardized, online services are less vulnerable to corruption.

Reporting of encountered corruption cases



Reasons for not reporting



Note: Corruption reporting rates do not increase. Too many citizens are afraid of consequences

Qualitative Findings on Corruption

- In the District of Nyamagabe, there are reported cases of corruption in the local entities especially in the village leaders:
- During interviews, respondents confirmed that citizens pay bribe to village leaders in order to escape from participating in community works, security patrol, etc;
- There are village leaders who take advantage of citizens and ask them bribe in order to provide some services or lying to citizens that they will give them a certain service, something that they are no longer allowed to provide;
- In Gatare sector, Citizens' participants in the FGD have mentioned that there are no cases of corruption now due to the new leadership (New Executive Secretary). The new Executive Secretary regularly conduct field visits to solve issues encountered by citizens and also monitor the social welfare of the population;
- Citizens are still paying transport to veterinaries or other staffs when they are coming to provide any service. Something which should not be done by citizens, because veterinaries are provided with transport facilitation.
- Citizens mentioned that all services are provided starting from the village level. If someone is looking for a marriage certificate, he/she should start from his/her village. The village leader provides basic information on his/her marital status;
- Citizens do pay bribe due to lack of knowledge about their rights. For example to pay bribe to get a cow in the Gir'Inka program whereas this program is designed to benefit them;
- In Kaduha sector, there is also a problem of corruption in the committee of mediators (ABUNZI). This is demonstrated by their favoritism while taking court decisions;
- Conflict resolution: Here a citizen should pay at least 1,000 rwf as prime (insimburamubyizi) to get his issue solved. There are those who pay even 2,000 rwf;
- Girinka program: None can get the cow without paying a bribe. There is no free signature at the village and cell level;
- In the mediator committee, you can't win without paying a bribe, there are even citizens who voluntarily destroy their neighbors' crops and they say to them that they won't get anywhere to sue them, and even if they manage to do so, they won't win;
- When you haven't yet paid bribe, the court keeps postponing your judgment, the same way when you have paid less than what you have agreed with them, they keep postponing until you pay the total;
- On average, mediators used to ask 10,000 rwf as bribe for poor people, it can go beyond depending on your financial status;
- Sometime village leaders act as brokers (commissionaire) of executive secretaries of cells. The village leader send a citizen at the cell level, and on the other side he/she informs the

cell executive secretary the amount of money to ask the citizen depending on her/his financial status;

- Some leaders fail to register in a citizen book how they have solve citizen issue simply because they completely know that they have been unfair;
- At the sector level: There is a problem of corruption with the officer in charge of veterinary services. For example He can't provide medical services to your livestock if you haven't paid to him some money. An example of a citizen who once requested a service for her cow, and the veterinary sent to her a private veterinary. This one charged her 8,000 rwf, and the citizen refused to pay that money because the service is normally free of charge. After a certain period of time, she came looking for insemination services at the sector office and the veterinary denied her this service because there was conflicts between them resulting from what she had done before.

The citizen was forced to pay 3,000 rwf elsewhere to get her cow bred on a bull:

- For those with butchery business, apart from money they should pay for which they receive even a receipt, they also have to pay additional money as follow: for a goat: 500 rwf, for a cow: 2,000 rwf, for a pig: 10,000 rwf;
- For the officer in charge of agriculture: Some citizens do harvest their forests and produce charcoal without paying the required fees, instead they pay the agronomist. There are cases of citizens who have failed to sell their charcoals simply because the agronomist have seized their production whereas they had authorization from the cell Executive secretary. The citizens mentioned that to harvest a forest not bigger than 1ha, you should look for authorization at the cell level. Citizens mentioned that they harvest their forest openly in the eyes of officials, but these ones wait until the charcoals are ready to ask for bribe;

Mechanisms to fight corruption

- Citizens are provided with phone numbers for which they can call to report any bad service or corruption;
- The sector executive committee has committed to mobilize citizens on the use of service charters (Know the information contained on the charters, responsible people to provide any service and different requirements). Currently, they are mobilizing citizens in different meetings at both the village and cell level on the use of service charter;
- The sector committee is doing everything to sensitize cells and village leaders to abstain from receiving corruption, and report any local leader who is asking corruption. The local officials have encouraged citizens to report any issue through phone call;
- To use community meetings (inteko z'abaturatione) to sensitize citizens against corruption;

- The local entities (sectors) envisioning to use youth (coming from camps: intore zo ku rugerero) to conduct a survey on how citizens perceive service delivery at the local entities level (sector, cell and villages). In one sector, around 120 youths will be used in this exercise;
- Sectors are also envisioning using suggestion boxes to collect information on service delivery from citizens;
- There are consultation meetings at the sector level which are organized once per two months where stakeholders discuss about issues of corruption and injustices, and identify together mechanisms to fight them. One of the mechanism which was proposed and approved during that meeting is to establish suggestion boxes at each cell office, and these suggestion boxes will be managed by the sector.

RECOMMENDATIONS

1. Increase citizen awareness of standards defined in service charter (SSC) and monitor to ensure proper display of SSCs at all levels and to make sure it is updated ;
2. Ensure that everything is clear on services provided by the village leaders and monitor the implementation of social protection programs.
3. Increase citizen awareness of standards defined in service charter (SSC) and monitor to ensure proper display of SSCs at all levels.
4. Avail service charters at the sector office;
5. Establish different mechanisms aiming at facilitating the tracking and reporting of corruption cases by the citizens (example of introducing suggestion boxes at both the sector and cell level)
6. Ensure that any village leaders who are found to engage in corrupt practices are immediately relieved of their functions.
7. Establish different mechanisms aiming at facilitating the tracking and reporting of corruption cases by the citizens;
8. Foster cooperation between TI-RW, District and Sectors to successfully address problem hotspots;
9. Revise established criteria regarding ubudehe categories taking into account both rural and urban areas realities