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## RESEARCH ARTICLE

### SERVICES DELIVERY AND GOOD GOVERNANCE IN RWANDA

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#### ABSTRACT

Rwanda has recognized customer care at the highest levels and began the first steps on the journey to improving customer care. To achieve this goal Rwanda needs a customer care strategy, a strategy to ensure that the public, private and voluntary (civil society) sectors provide excellent customer service (RGB, 2012). Delivering good services requires applying customer insight and focusing on what is delivered as much as on how the service is delivered. Deep insight into customers needs can reduce the time and money spent on contact that has no value and ensures that services are relevant and easy to use. This study is conducted to assess whether there is a link between the good step made by the Republic of Rwanda in good governance and service delivery campaign being undertaken through different initiatives

## INTRODUCTION

Service delivery is an essential function in the relation between government bodies and citizens. Over the past ten years the realization that citizens are customers has become increasingly important to the way governments think and act (Ntirenganya E, 2015). It is good that in the world of government, and in particular, in the world of local government, we look at ourselves in a more critical way. Customers have a right to demand services from their service providers that meet their needs: fast, accessible, of good quality and at modest cost, and all wrapped in friendly treatment. This applies particularly to the government as a supplier of key public services. The fact that the government is a monopolist in products that are often either not or hardly wanted, gives the government's relationship with its clients a double loading, and in fact mandates extra effort. Good quality and affordable service delivery is also a condition for the good image of government. The meaning of good service delivery for the image that citizens have of the government is not always valued fairly. Service delivery is not an isolated thing, but is part of a complex relation between government and citizens. A complex because, it involves different dimensions.

To many citizens their local government is the most tangible form of government; it is also the layer of government with which they have most contact in their everyday life. So subsequently in this study they will be a critical analysis of the challenges faced by the government in providing good services in order to promote good governance

#### Objectives of the study

- To find out impact and relationship between service delivery and good governance in Rwanda
- To assess either the service delivery is a key indicator of good governance or a tool of good governance in Rwanda

**Methodology Used During This Study:** The researcher used secondary data collection, where documentary technique which consists of reviewing related literature on the problem helped the researcher to collect the data in line with the study

**Service delivery in the promotion of good governance The meaning of Service Delivery its types:** Service delivery" is a common phrase used to describe the distribution of basic

resources citizens depend on like water, electricity, sanitation infrastructure, land, and housing. Service delivery is an indicator of Good Governance (Burns et al, 1994). In fact this definition is in perspective of governance but there is also definitions of service delivery in business and in other perspectives depend on where you want to use the term service delivery.

### Types of service delivery

**Direct:** Passport Information: written, meetings Driving licence, District cleaning.

**Indirect:** Permits Waste collection Compulsory education Public lighting. According to Andrews, Matthew (2003), the distinction between direct and indirect service delivery is significant for the way in which matters need to be organized. Direct services involve direct contact with citizens and demand an alert attitude from municipal staff concerned. Everything they do, and how well they do it, directly affects the people for whom they work. Indirect services often involve an extra step. Sometimes this is easier in terms of personal relations but may demand greater understanding with regard to the effect of the measures.

**Direct service delivery:** Direct service delivery is characterized by the direct effect that is intended for citizens. There is one-on-one contact that revolves around a service, a product which the user benefits from directly and which the user often pays for. It concerns a transaction between the citizen concerned and the government in the form of a member of government staff (Matthew, 2003).

**Indirect service delivery:** Indirect service delivery takes place in a context. It is derived from rules and does not only affect the applicant and/or the user. It is the user's first interest, but other interests also play a role and often require the interests to be weighed. Service delivery by local governments can also concern the further provision of services to other government bodies or organizations that perform a task in the public domain. The land and population registers for example, are dependent on the quality of information and registration with municipalities: central government cannot function properly without a properly maintained population and land register (Matthew, 2003).

**Individual service delivery:** Individual service delivery is aimed at services which have an effect on the individual or a limited group with a strictly private character (for instance residents of a home or a company). This does not mean that there are no third parties that may encounter the consequences of such a decision to provide a service. Even when a permit is refused this must be considered a form of service.

**Collective service delivery:** Collective service delivery is aimed at a community as a whole, a municipality, a district, or possibly a street. This to some degree also concerns the administrative functioning of a local or regional government. Some services do not always have to be directly carried out by the authority concerned. A local government may hire a waste-collection and processing company in the private sector to collect waste in its area of responsibility. However, the final responsibility for the quality of the service provided lies with the contracting out party – in this case local government!

**Service delivery as a tool of good governance:** The fact that the government is a monopolist in products that are often either not or hardly wanted, gives the government's relationship with its clients a double loading, and in fact mandates extra effort. Good quality and affordable service delivery is also a condition for the Good Governance because where the services are well delivered there may not be a problem of corruption or any complaint of injustice in citizens and in that condition the citizens are decentralized. The meaning of good service delivery for the image that citizens have of the government is not always valued fairly. Service delivery is not an isolated thing but it is a part of complex relation among government, society and citizens, Complex because it involves various dimensions. Service delivery is the government's key task. Government exists among other reasons because it is the only structure that can properly provide the guidance of certain critical services such as public order, safety, infrastructure, management and maintenance of public roads and so forth. The requirement and concern for such provisions gives legitimacy to government activities. It is laid down in constitutions and international treaties that government is responsible for basic services in many social areas including:

- Education and schooling
- Social security and basic provisions
- Legal protection
- Housing for the less advantaged

The government must provide citizens with guarantees on the continuity of service delivery: equal access to all irrespective of social and cultural background, and affordable prices. This has consequences for executive organizations. Transparency, efficiency, general accessibility and such like influence the quality of the package of products which the government delivers in its services to citizens.

**Service delivery as a key indicator of good governance:** Service delivery is not purely an economic process. It is a determinant factor in the image of government, the position of government and the legitimate basis of its work. In this way service delivery is one of the pillars of the government's legitimacy and that requires awareness of its effectiveness and efficiency. Provide public services in a professional and proper manner and do so at the lowest possible cost. This adds to the trust and strengthens the foundations of society. It is also why from my analysis the service delivery is key indicator of good governance, because where services are provided in a good manner they will be no corruption in fact they will be transparency and transparency is one of the good governance principles. Administration and organization both benefit in their complementary responsibilities for service delivery. Joint action for instance means greater public insight in where resources originate and how charges are levied. Citizens sometimes feel that services should be offered free of charge as the service comes 'from government'. Simple explanations and citizens understanding that political representatives, officials and administrators are all seeking to guard the efficient handling of government processes only increases citizens' acceptance of the need to pay for services. Where public service delivery is concerned, the people's representation is also a kind of consumer panel. Political representatives also have to behave accordingly. Municipal councils in particular can increase their visibility and so strengthen their place in the front line of the public domain. This makes them an important link in creating legitimacy, (RGB, 2012).

### **Challenges in Service Delivery as key indicator of Good Governance:**

Poor service delivery at the grassroots is still affecting good governance in the country. In the study carried out in May this year in five districts of Gasabo, Gicumbi, Kamonyi, Nyagatare, and Rusizi commissioned by the Rwanda Governance Board (RGB) with the aim of establishing whether service charters— lists of types and description of services that should be offered to people— are available at local entities, cells, sectors and districts—, whether those service charters are being followed and challenges faced in the implementation and the way forward, it was found out that service delivery was still wanting. These challenges are treated in the subsequent paragraphs: Include a lack of open interaction between leaders and the people, where people are not given platform to air out their grievances, as well as the failure to post services and descriptions at respective offices so that people can know what service to seek from which office. Challenges also occur when people seek services that cannot be easily verified such as marital certificate. “Sometimes a person comes seeking a marital certificate which you can’t issue right away because someone may claim to be single, yet they are married. So a local leader tries to verify through close friends and ask the person to bring Identity Cards of three people who know him, as proof before issuing them the certificate.” (Source: <http://www.rgb.rw/downloaded> on 2.1.2017).

Heavy work load among the challenges leading to poor service delivery “Sometimes a cell executive secretary has more cases to address so it becomes very difficult for them to satisfy people as everyone wants their case dealt with first. Population ignorance: sometimes, government sets some policies and measures to help citizens to improve their standards of living but because of ignorance people do not benefit them, for example the case of Vision Umurenge Program (VUP), where the government offered monthly money to the old people to encourage them to improve their standard of living and save or do some income generating activities like buying a cow or other domestic animal but most of them spend or use that money in buying only the consumables or doing other affairs without thinking on the future as programmed by Government. This is due to the ignorance and hence has effect on implementation of good governance. Policies implementation: there is a problem of implementation of policies taken in the promotion of good governance by all administrative entities either public or private, for example, the use of service charter provided by department of governance and service delivery where that service charter was for helping people to know the service and its cost at all level from district to the cell but few of local government entities posted it and explained its role to the citizens. This also hinders the implementation of good governance. (Source: <http://www.rgb.rw/downloaded> on 2.1.2017)

**Conclusion and managerial /policy implications:** Trust and citizen satisfaction in service delivery is an important factor in maintaining the legitimacy of government authority. Local government has the monopoly on the provision of services, some of which citizens sometimes do not look forward to. It is important that these services are professionally provided by capable, trained, dedicated staff. Services should be professional, prompt and modestly priced, irrespective of whether the service targets the individual or the collective. Service delivery is not an isolated thing, but is part of a much larger whole of relationship patterns between local government

and its citizens. It is a dynamic network in which the contacts with companies and citizens need to be of the highest quality. Integrity is all important. No individual can be seen to be personally benefiting. The network of citizens and local government takes its shape from the different forms of service delivery. These are provided directly at counters, and more abstractly in procedures of a formal nature. Service delivery sometimes takes the form of co-operation between government and citizens. Information provision fulfils important functions in the overall communication between local government and local community. New information technology anticipates and supports this and has a far-reaching influence on the dynamic between government and local community. Service delivery is increasingly being managed by thinking in terms of quality. Citizens are customers and appreciate orderly performance from their local government, in the same way as from their bank, insurer, baker or book store. There are many instruments to assist improving work quality and it is possible to give citizens and businesses a role in this. In improving service delivery it is important that the chosen method of working fits the type of organization that a local government seeks to be. Every local administration wants to be recognized by and popular with its citizens. It must lay emphasis on the customer. Together local governments can be examples to each other. It is encouraging to see that throughout Europe hard work is being done by local governments in improving the confidence of citizens and their organizations.

### **Suggestions and Recommendation**

Local governments have the monopoly on the provision of services, some of which citizens sometimes do not look forward to. It is important that these services are professionally provided by capable, trained and dedicated staff. Services should be professional, prompt and modestly priced, irrespective of whether the service targets the individual or the collective. Service delivery is not an isolated thing, but is part of a much larger whole of relationship patterns between local government and its citizens. It is a dynamic network in which the contacts with companies and citizens need to be of the highest quality. Integrity is all important. No individual can be seen to be personally benefiting. The network of citizens and local government takes its shape from the different forms of service delivery. There are many instruments to assist improving work quality and it is possible to give citizens and businesses a role in this. In improving service delivery it is important that the chosen method of working fits the type of organization that a local government seeks to be. Every local administration wants to be recognized by and popular with its citizens. It must lay emphasis on the customer. Together local governments can be examples to each other. It is encouraging to see that throughout Europe a studied effort is made by local governments to improve the confidence of citizens and their organizations (RGB, 2014).

**Those measures include:** Organising regular social gatherings in order to create informal discussions, as well as strengthening team spirit throughout different service providers. Look for regional and international partnerships, and reputable or academic research to share the findings and different experiences. The problem ignorance of the population, Rwanda government should be committed to increase the public awareness and positive attitudes of the general population towards government policies and measures to improve their standards of living and encourage them to take

part in the programs initiated by the government for common interest of the population and hence good governance. By using social media and other means. Concern the problem of implementation of policies, local government should take serious measures including continuous follow up and monitoring to stimulate the implementation of good governance policies at all levels of administration within the country. The report recommends capacity building for local leaders to enable them efficiently handle their daily duties. They should also ensure collaboration between local residents and leaders to address the concerns raised.

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