



S TRENGTHENING **R** WANDAN **A** DMINISTRATIVE **J** USTICE

Public Procurement Data Analysis

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A NNEX 1: Quantitative Results

1 General Characteristics

Table 1: Characteristics of our sample

Characteristics		Frequency	Percentage
DISTRICT	District C	5	10%
	District B	13	26%
	District F	7	14%
	District A	16	32%
	District D	9	18%
Gender	Male	47	94%
	Female	3	6%
Marital status	Single	3	6%
	Married	47	94%
Age	26-35 years	16	32%
	36-45 years	20	40%
	46-55 years	12	24%
	More than 55 years	2	4%
Highest level of education	Primary	1	2%
	Junior Secondary	1	2%
	Advanced Secondary	3	6%
	University	45	90%
Size of the business	Small and medium enterprise (SME)	41	82%
	Large enterprise	9	18%
Business sector	Agriculture and livestock	4	8%
	Manufacturing	1	2%
	Water supply, sewage, waste management and remediation activities	1	2%
	Construction	18	36%
	Wholesale and retail trade	2	4%
	Transportation and storage	3	6%
	Food service and hospitality/accommodations	1	2%
	Information and communication	4	8%
	Professional, scientific, and technical activities	4	8%
	Human health and social work activities	1	2%
	Cleaning services	3	6%
	General supply of service	7	14%

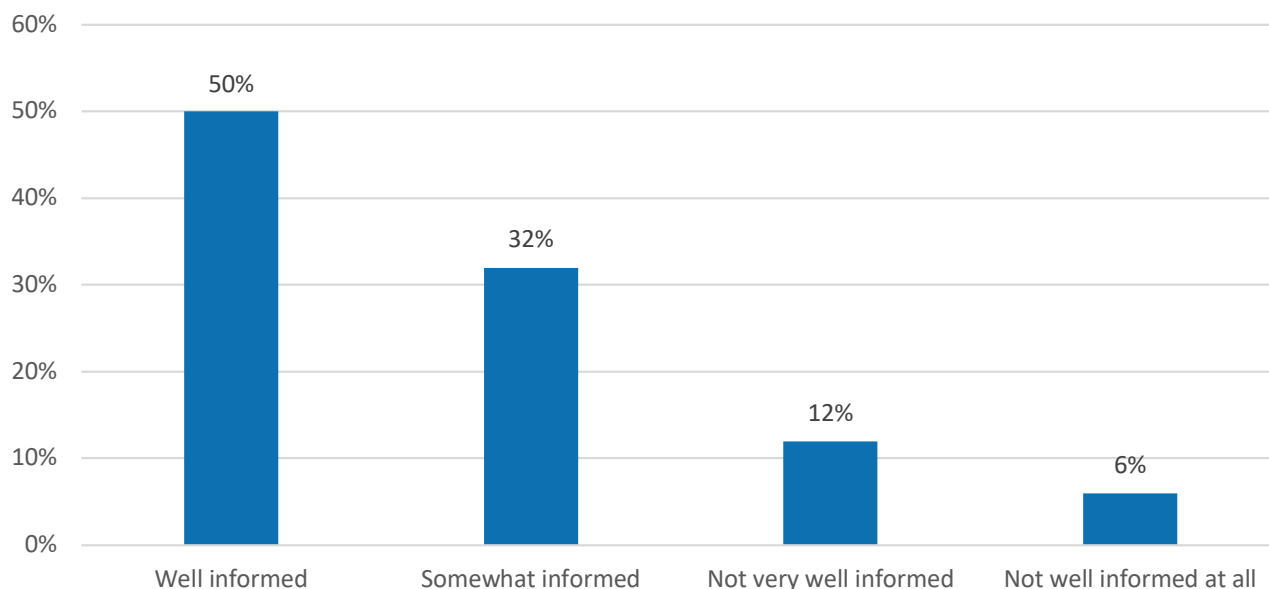
Based on our sample composed by 50 respondents, complainers on public procurement related disputes are married men (both 94%) with a university education (90%), they own small and medium businesses (82%) and are mostly active in the construction sector (36%) and in supplying general services (14%).

PS: There were no disabled person in the sample. Therefore, no analysis on disability impact

2 Information on public procurement rights

2.1 Prior information

Figure 1: Level of awareness on rights in procurement processes



Overall 82% of respondents are either well informed or somewhat informed about their rights in procurement process. However, it seems that men are way well informed than women (85.1% against 33.3%), complainers in District A and District C districts are the least aware individuals with respectively 66.6% and 80% of informed individuals while the rest of the district's respondents are well informed and somewhat informed at a level higher than 80%. Regarding the size of the business, larger businesses are well informed than smaller ones (i.e. 41.5% for the latter against 88.9% when it comes to larger ones). Lastly, the most well informed sectors are manufacturing; water supply, sewage, waste management and remediation activities; transportation and storage; Food service and hospitality/accommodations; and information and communication sector (all respondent from these sectors affirmed to be 100% at least somewhat informed on their rights in procurement processes). The least aware individuals are from professional, scientific and technical activities and general supply of services sectors (respectively informed at 50% and 57.2%).

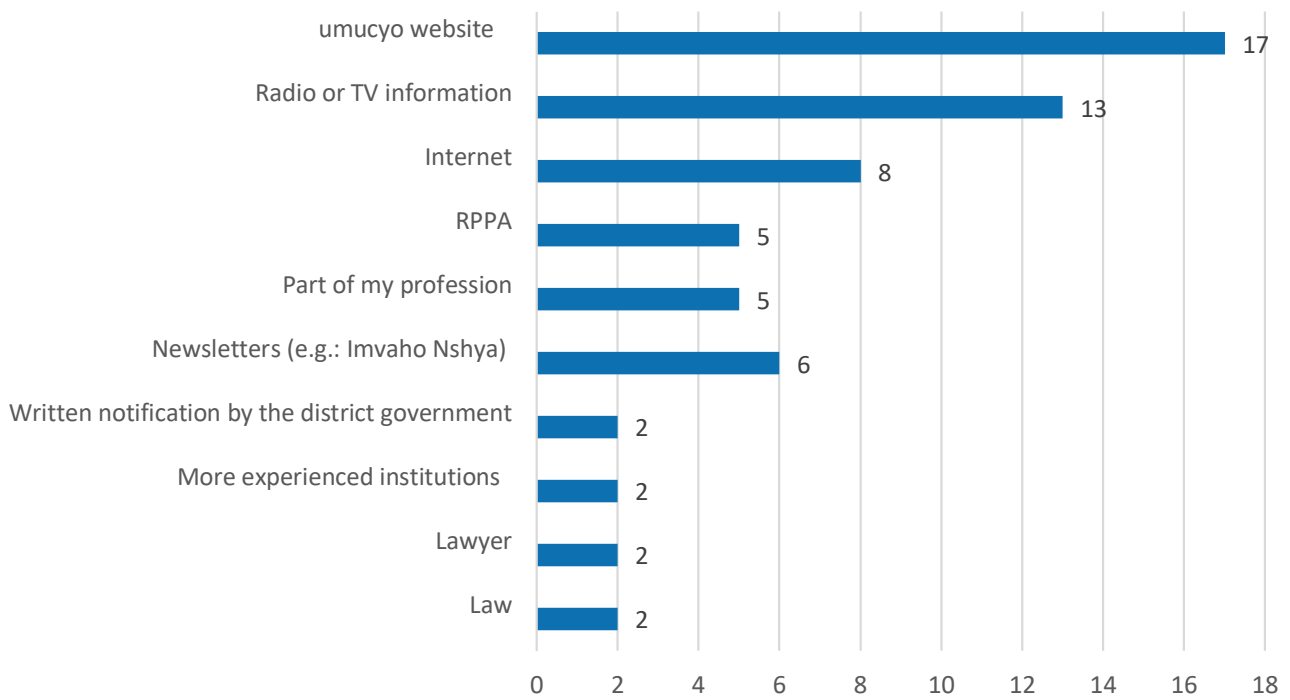
Table 2: Level of awareness on rights in procurement processes by characteristic

		All categories	Well informed	Somewhat informed	Not very well informed	Not well informed at all
DISTRICT	District C	5	4	0	0	1
		100.00%	80.00%	0.00%	0.00%	20.00%
	District F	7	2	4	1	0
		100.00%	28.60%	57.10%	14.30%	0.00%
	District B	13	11	1	0	1
		100.00%	84.60%	7.70%	0.00%	7.70%
	District D	9	4	2	2	1
		100.00%	44.40%	22.20%	22.20%	11.10%
	District A	16	4	9	3	0
		100.00%	25.00%	56.20%	18.80%	0.00%

Gender	Male	47	25	15	5	2
		100.00%	53.20%	31.90%	10.60%	4.30%
	Female	3	0	1	1	1
		100.00%	0.00%	33.30%	33.30%	33.30%
Age	26-35 years	16	6	6	2	2
		100.00%	37.50%	37.50%	12.50%	12.50%
	36-45 years	20	12	4	3	1
		100.00%	60.00%	20.00%	15.00%	5.00%
	46-55 years	12	6	5	1	0
		100.00%	50.00%	41.70%	8.30%	0.00%
	More than 55 years	2	1	1	0	0
		100.00%	50.00%	50.00%	0.00%	0.00%
Size of the enterprise	Small and medium enterprise (SME)	41	17	15	6	3
		100.00%	41.50%	36.60%	14.60%	7.30%
	Large enterprise	9	8	1	0	0
		100.00%	88.90%	11.10%	0.00%	0.00%
Business sector	Agriculture and livestock	4	1	2	1	0
		100.00%	25.00%	50.00%	25.00%	0.00%
	Manufacturing	1	1	0	0	0
		100.00%	100.00%	0.00%	0.00%	0.00%
	Water supply, sewage, waste management and remediation activities	1	1	0	0	0
		100.00%	100.00%	0.00%	0.00%	0.00%
	Construction	18	10	6	2	0
		100.00%	55.60%	33.30%	11.10%	0.00%
	Wholesale and retail trade	2	2	0	0	0
		100.00%	100.00%	0.00%	0.00%	0.00%
	Transportation and storage	3	1	2	0	0
		100.00%	33.30%	66.70%	0.00%	0.00%
	Food service and hospitality/accommodations	1	1	0	0	0
		100.00%	100.00%	0.00%	0.00%	0.00%
	Information and communication	4	2	2	0	0
		100.00%	50.00%	50.00%	0.00%	0.00%
	Professional, scientific, and technical activities	4	0	2	2	0
		100.00%	0.00%	50.00%	50.00%	0.00%
	Human health and social work activities	1	1	0	0	0
		100.00%	100.00%	0.00%	0.00%	0.00%
Cleaning services	3	1	1	0	1	
	100.00%	33.30%	33.30%	0.00%	33.30%	
General supply of service	7	3	1	1	2	
	100.00%	42.90%	14.30%	14.30%	28.60%	

2.2 Source of Information if needed

Figure 2: Source of information on rights in procurement processes (Frequency)



When needed individuals involved in the public procurement process find their information on the Umucyo website (i.e.: Rwanda online E-procurement website), on radio/TV or on internet.

3 Tender participation

In general, during the last four years; complainers participated in public tenders in supply of goods and materials type of tender mainly at district level for more than 20 times (70%). Moreover, often participate in tender with a value larger than 500 Million Rwf (43.2%).

3.1 Frequency of tender participation

Figure 3: Tender participation frequency (Percentage)

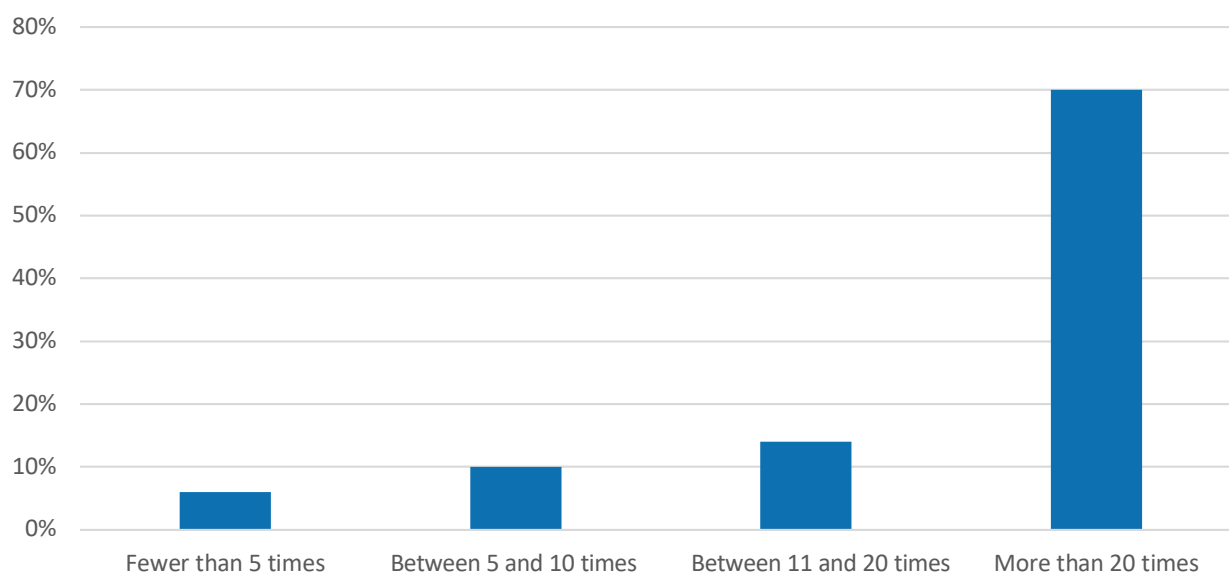


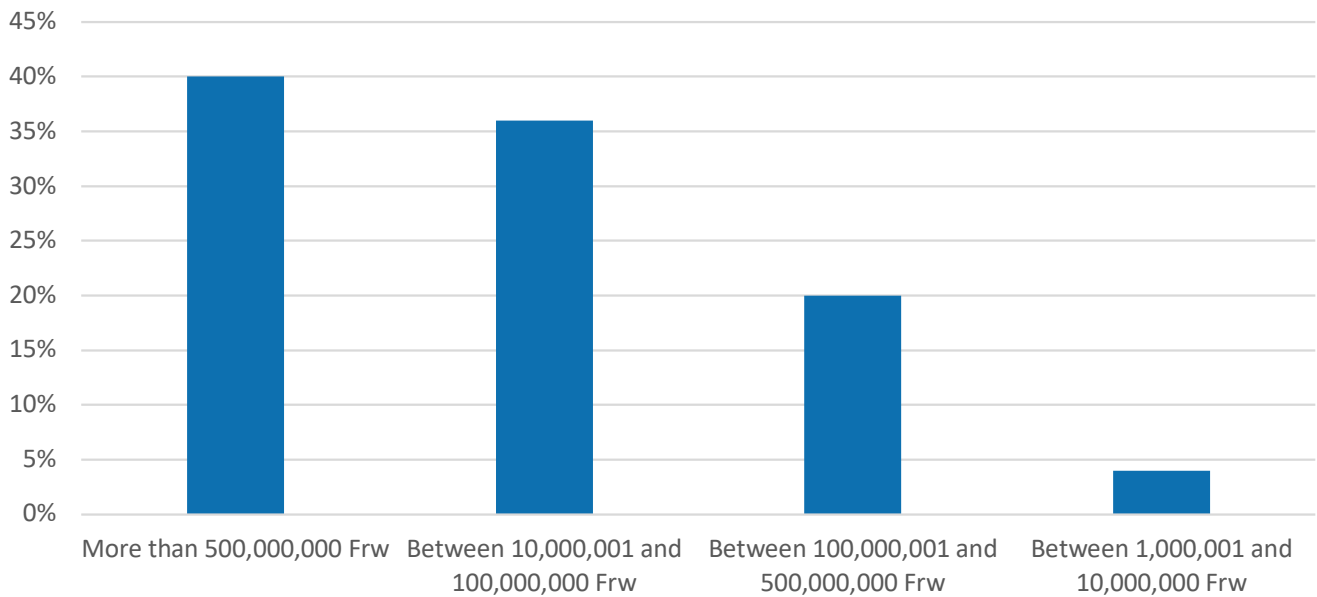
Table 3: frequency of tender participation per complainer's characteristics

		All category	Fewer than 5 times	Between 5 and 10 times	Between 11 and 20 times	More than 20 times
DISTRICT	District C	5	0	1	2	2
		100.00%	0.00%	20.00%	40.00%	40.00%
	District F	7	3	0	1	3
		100.00%	42.90%	0.00%	14.30%	42.90%
	District B	13	0	1	2	10
		100.00%	0.00%	7.70%	15.40%	76.90%
District D	9	0	0	1	8	
	100.00%	0.00%	0.00%	11.10%	88.90%	
District A	16	0	3	1	12	
	100.00%	0.00%	18.80%	6.20%	75.00%	
Gender	Male	47	3	5	6	33
		100.00%	6.40%	10.60%	12.80%	70.20%
	Female	3	0	0	1	2
		100.00%	0.00%	0.00%	33.30%	66.70%

Age	26-35 years	16	0	0	2	14
		100.00%	0.00%	0.00%	12.50%	87.50%
	36-45 years	20	1	1	4	14
		100.00%	5.00%	5.00%	20.00%	70.00%
	46-55 years	12	1	3	1	7
		100.00%	8.30%	25.00%	8.30%	58.30%
More than 55 years	2	1	1	0	0	
	100.00%	50.00%	50.00%	0.00%	0.00%	
Size of the enterprise	Small and medium enterprise (SME)	41	3	4	5	29
		100.00%	7.30%	9.80%	12.20%	70.70%
	Large enterprise	9	0	1	2	6
		100.00%	0.00%	11.10%	22.20%	66.70%
Business sector	Agriculture and livestock	4	0	0	1	3
		100.00%	0.00%	0.00%	25.00%	75.00%
	Manufacturing	1	0	1	0	0
		100.00%	0.00%	100.00%	0.00%	0.00%
	Water supply, sewage, waste management and remediation activities	1	0	0	0	1
		100.00%	0.00%	0.00%	0.00%	100.00%
	Construction	18	1	1	4	12
		100.00%	5.60%	5.60%	22.20%	66.70%
	Wholesale and retail trade	2	0	0	0	2
		100.00%	0.00%	0.00%	0.00%	100.00%
	Transportation and storage	3	1	0	0	2
		100.00%	33.30%	0.00%	0.00%	66.70%
	Food service and hospitality/	1	0	0	1	0
		100.00%	0.00%	0.00%	100.00%	0.00%
	Information and communication	4	0	1	1	2
		100.00%	0.00%	25.00%	25.00%	50.00%
	Professional, scientific, and technical activities	4	0	1	0	3
		100.00%	0.00%	25.00%	0.00%	75.00%
	Human health and social work activities	1	0	0	0	1
		100.00%	0.00%	0.00%	0.00%	100.00%
	Cleaning services	3	0	0	0	3
		100.00%	0.00%	0.00%	0.00%	100.00%
	General supply of service	7	1	1	0	5
		100.00%	14.30%	14.30%	0.00%	71.40%

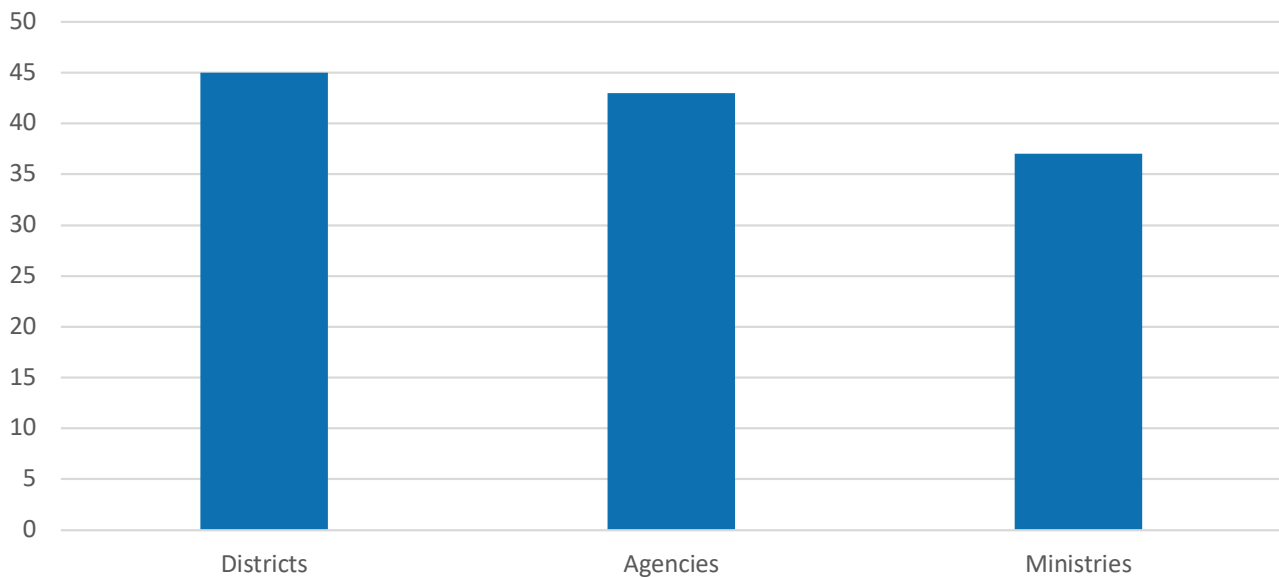
3.2 Type of tenders in which complainers are involved in

Figure 4: Type of tender (percentage)



3.3 Frequency of tender application in government institution

Figure 5: Institutions involved (Frequency)



3.4 Value of tenders involved in

Figure 6: Value of tenders frequently participated in (Percentage)

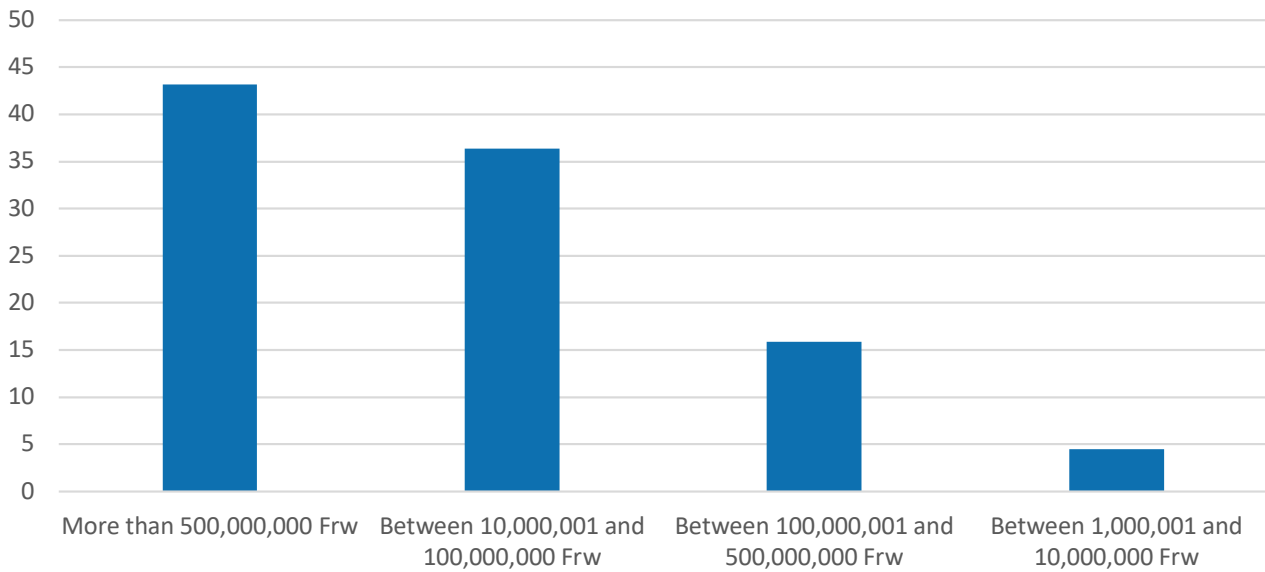


Table 4: Value of tenders frequently participated in per characteristic

Monetary value of tenders		All categories	Between 1,000,001 and 10,000,000 Frw	Between 10,000,001 and 100,000,000 Frw	Between 100,000,001 and 500,000,000 Frw	More than 500,000,000 Frw
DISTRICT	District C	5	0	2	1	2
		100.00%	0.00%	40.00%	20.00%	40.00%
	District F	7	0	2	1	4
		100.00%	0.00%	28.60%	14.30%	57.10%
	District B	13	0	4	3	6
		100.00%	0.00%	30.80%	23.10%	46.20%
	District D	9	1	5	2	1
		100.00%	11.10%	55.60%	22.20%	11.10%
	District A	16	1	5	3	7
		100.00%	6.20%	31.20%	18.80%	43.80%
Gender	Male	47	2	16	10	19
		100.00%	4.30%	34.00%	21.30%	40.40%
	Female	3	0	2	0	1
		100.00%	0.00%	66.70%	0.00%	33.30%
Age	26-35 years	16	1	7	2	6
		100.00%	6.20%	43.80%	12.50%	37.50%
	36-45 years	20	1	6	6	7
		100.00%	5.00%	30.00%	30.00%	35.00%
	46-55 years	12	0	4	2	6
		100.00%	0.00%	33.30%	16.70%	50.00%
	More than 55 years	2	0	1	0	1
		100.00%	0.00%	50.00%	0.00%	50.00%

Size of the enterprise	Small and medium enterprise (SME)	41	2	17	7	15
		100.00%	4.90%	41.50%	17.10%	36.60%
	Large enterprise	9	0	1	3	5
		100.00%	0.00%	11.10%	33.30%	55.60%
Business sector	Agriculture and livestock	4	0	1	0	3
		100.00%	0.00%	25.00%	0.00%	75.00%
	Manufacturing	1	0	0	0	1
		100.00%	0.00%	0.00%	0.00%	100.00%
	Water supply, sewage, waste management and remediation activities	1	0	0	0	1
		100.00%	0.00%	0.00%	0.00%	100.00%
	Construction	18	1	6	3	8
		100.00%	5.60%	33.30%	16.70%	44.40%
	Wholesale and retail trade	2	0	1	0	1
		100.00%	0.00%	50.00%	0.00%	50.00%
	Transportation and storage	3	0	1	0	2
		100.00%	0.00%	33.30%	0.00%	66.70%
	Food service and hospitality/ accommodations	1	0	1	0	0
		100.00%	0.00%	100.00%	0.00%	0.00%
	Information and communication	4	0	0	1	3
		100.00%	0.00%	0.00%	25.00%	75.00%
	Professional, scientific, and technical activities	4	1	1	2	0
		100.00%	25.00%	25.00%	50.00%	0.00%
	Human health and social work activities	1	0	0	1	0
		100.00%	0.00%	0.00%	100.00%	0.00%
	Cleaning services	3	0	1	1	1
		100.00%	0.00%	33.30%	33.30%	33.30%
	General supply of service	7	0	5	2	0
		100.00%	0.00%	71.40%	28.60%	0.00%

4 Explications during the process

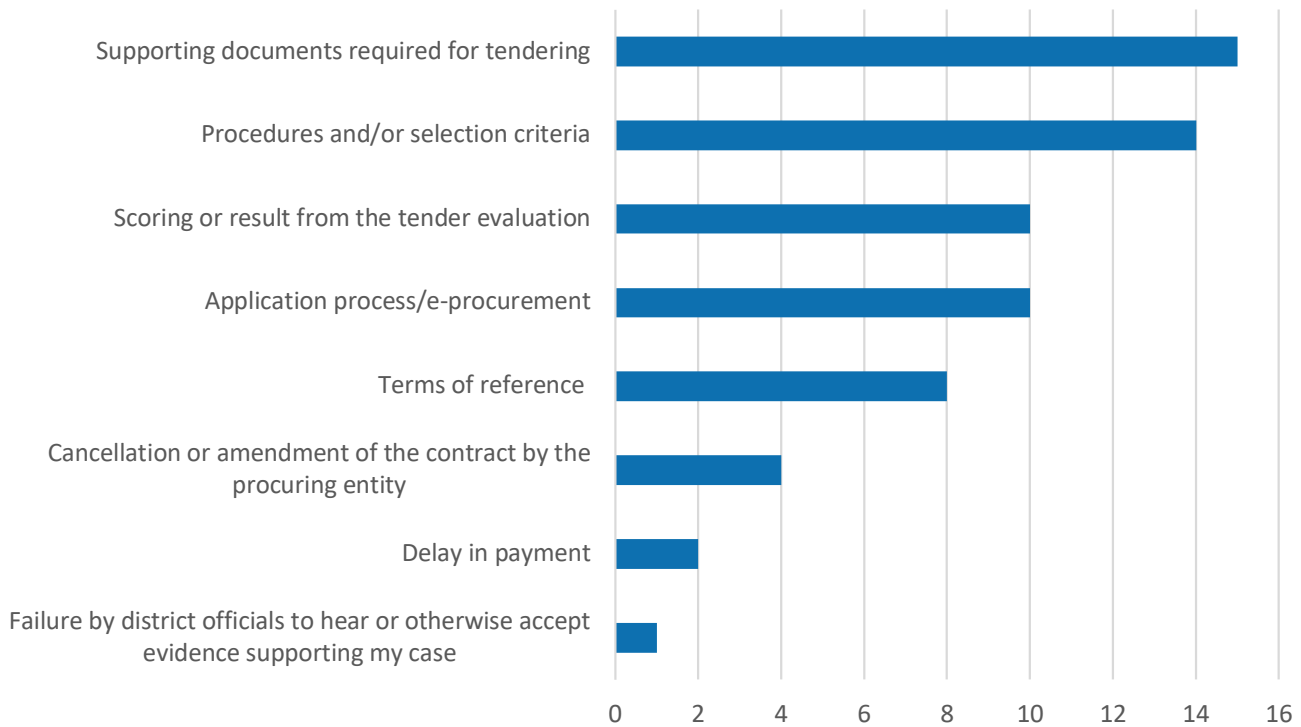
Table 5: Helpfulness of explanation provided by district

How helpful was the explanations		All district	District C	District F	District B	District D	District A
Explanation on Terms of references	Did not Explain	18%	40%	14%	8%	44%	6%
	Explained; Very helpful	42%	40%	57%	39%	22%	50%
	Explained; Somewhat helpful	10%		14%	15%		13%
	Explained; Not very helpful	10%		14%	8%	11%	13%
	Explained; Not at all helpful	20%	20%		31%	22%	19%
Explanation on Technical specifications	Did not Explain	18%	60%	14%	8%	33%	6%
	Explained; Very helpful	36%	20%	57%	31%	22%	44%
	Explained; Somewhat helpful	16%		14%	15%	22%	19%
	Explained; Not very helpful	6%		14%	8%		6%
	Explained; Not at all helpful	24%	20%		39%	22%	25%
Explanation on procedures and/or selection criteria	Did not Explain	26%	60%		15%	33%	31%
	Explained; Very helpful	34%	20%	71%	39%	22%	25%
	Explained; Somewhat helpful	18%		29%	15%	22%	19%
	Explained; Not very helpful	2%					6%
	Explained; Not at all helpful	20%	20%		31%	22%	19%
Explanation on Appeal rights and time frames for appeal	Did not Explain	36%	40%	43%	15%	44%	44%
	Explained; Very helpful	30%	40%	43%	31%	22%	25%
	Explained; Somewhat helpful	2%					6%
	Explained; Not very helpful	2%			8%		
	Explained; Not at all helpful	30%	20%	14%	46%	33%	25%

Overall, district government representatives provide explanation on questions from bidders when they need during the course of the procurement process at the district level. Moreover, when district government representatives provide information it is perceived as either very helpful or somewhat helpful by bidders.

5 Dispute

Figure 7: Frequency of procurement - related dispute reason

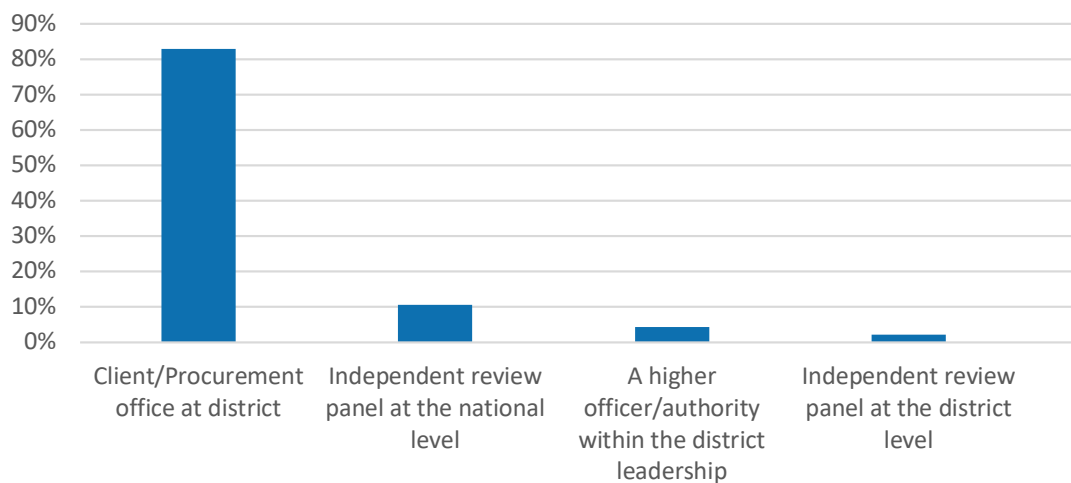


During the past four years, the dispute in which complainers were involved in was regarding supporting documents required for tendering, procedures and/or selection criteria and scoring or result from the tender evaluation.

6 First appeal

6.1 Institution appealed to for the first appeal

Figure 8: Distribution of institution appealed to for the first appeal (in percentage)



For the first complaint, complainers addressed their complaints to the procurement officer at district level (83%) and a small number of complainers went to an independent review panel at the national level.

6.2 Reasons for not complaining

All respondents (count=3) who did not complain for the first time did not appeal because they were satisfied with the administrative decision.

6.3 Institution appealed to for the first appeal per respondent's characteristics

Table 6: Selected Institution for the first appeal per respondent's characteristic

	All institutions	Client/ Procurement office at district	A higher officer/ authority within the district	Independent review panel at the district level	Independent review panel at the national level	Did not pursue a complaint/appeal		
DISTRICT	District C	5	1	1	1	0		
		100.00%	40.00%	20.00%	20.00%	0.00%		
	District F	7	6	100.00%	0	0	0.00%	
		100.00%	85.70%	14.30%	0.00%	0.00%	0.00%	
	District B	13	9	0.00%	0	4	0	0.00%
		100.00%	69.20%	0.00%	0.00%	30.80%	0.00%	
	District D	9	8	0.00%	0	0	1	11.10%
	100.00%	88.90%	0.00%	0.00%	0.00%	11.10%		
District A	16	14	0.00%	0	0	2	12.50%	
	100.00%	87.50%	0.00%	0.00%	0.00%	12.50%		
Gender	Male	47	36	200.00%	1	5	3	6.40%
		100.00%	76.60%	4.30%	2.10%	10.60%	6.40%	
Size of the enterprise	Female	3	3	0.00%	0	0	0	0.00%
		100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	
Size of the enterprise	Small and medium en- terprise (SME)	41	36	100.00%	0	1	3	7.30%
		100.00%	87.80%	2.40%	0.00%	2.40%	7.30%	
Size of the enterprise	Large enterprise	9	3	100.00%	1	4	0	0.00%
		100.00%	33.30%	11.10%	11.10%	44.40%	0.00%	

Business sector	Agriculture and livestock	4	3	0.00%	0	0	1	0.00%	0	0	1	25.00%
	Manufacturing	1	1	100.00%	75.00%	0.00%	0	0.00%	0	0	0	0.00%
	Water supply, sewage, waste management and remediation activities	1	1	100.00%	100.00%	0.00%	0	0.00%	0	0	0	0.00%
	Construction	18	16	100.00%	100.00%	100.00%	0	0.00%	0	1	0	0.00%
	Wholesale and retail trade	2	2	100.00%	100.00%	0.00%	0	5.60%	5.60%	0	0	0.00%
	Transportation and storage	3	1	100.00%	33.30%	100.00%	0	0.00%	0	1	0	0.00%
	Food service and hospitality/accommodations	1	0	100.00%	0.00%	0.00%	1	0.00%	0	0	0	0.00%
	Information and communication	4	2	100.00%	50.00%	0.00%	0	0.00%	0	2	0	0.00%
	Professional, scientific, and technical activities	4	3	100.00%	75.00%	0.00%	0	0.00%	0	0	1	25.00%
	Human health and social work activities	1	0	100.00%	0.00%	0.00%	0	0.00%	0	1	0	0.00%
	Cleaning services	3	3	100.00%	100.00%	0.00%	0	0.00%	0	0	0	0.00%
	General supply of service	7	6	100.00%	85.70%	0.00%	0	0.00%	0	0	1	14.30%
		100.00%		0.00%		0.00%	0	0.00%	0	0	0	

6. 4 Reasons for choosing the institution and the feedback timeline

Table 7.1.: Reasons for choosing an institution and the timeline to receive a feedback

	All institutions	Client/ Procurement office at district	A higher officer/ authority within the district	Independent review panel at the district level	Independent review panel at the national level
Reasons for choosing the institution	You understood this to be required by law	44 95.70%	2 100.00%	1 100.00%	5 100.00%
	You felt this institution/unit would handle your dispute efficiently	1 2.20%	0 0.00%	0 0.00%	0 0.00%
Feedback timeline	Recommended by the system (e-procurement)	1 2.20%	0 0.00%	0 0.00%	0 0.00%
	Less than 2 weeks	28 59.60%	1 50.00%	0 0.00%	0 0.00%
	Less than 1 month	9 19.10%	4 10.30%	0 0.00%	1 100.00%
	1-3 Months	4 8.50%	3 7.70%	1 50.00%	0 0.00%
	4-6 Months	1 2.10%	0 0.00%	0 0.00%	0 0.00%
	Never received a response	5 10.60%	5 12.80%	0 0.00%	0 0.00%

The main reason complainers chosen the institution they complained to was because they understood it as a requirement by the law. 20% Respondent from District C added that they felt that the institution would handle their dispute efficiently. And overall received a feedback in less than 2 weeks mainly when their complaints are address to the procurement officer at district level.



Table 7.2.: Reasons for choosing an institution and the timeline to receive a feedback per district

	All districts	District C	District F	District B	District D	District A	
Reasons for choosing the institution	You understood this to be required by law	44	4	7	12	7	14
	You felt this institution/unit would handle your dispute efficiently	95.70%	80.00%	100.00%	92.30%	100.00%	100.00%
	Recommended by the system (e-procurement)	1	1	0	0	0	0
Feedback timeline	2.20%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	1	0	0	1	0	0	0
	2.20%	0.00%	0.00%	7.70%	0.00%	0.00%	0.00%
	28	2	5	7	6	8	8
	59.60%	40.00%	71.40%	53.80%	75.00%	57.10%	57.10%
	9	2	1	4	0	2	2
	19.10%	40.00%	14.30%	30.80%	0.00%	14.30%	14.30%
4	1	0	0	1	2	2	
8.50%	20.00%	0.00%	0.00%	0.00%	12.50%	14.30%	
1	0	0	1	0	0	0	
2.10%	0.00%	0.00%	7.70%	0.00%	0.00%	0.00%	
5	0	1	1	1	1	2	
10.60%	0.00%	14.30%	7.70%	7.70%	12.50%	14.30%	



6.5 Interaction experience with the institution

Table 8.1.: Quality of the interaction by institution for the first appeal

	All institutions	Client/ Procurement office at district	A higher officer/ authority within the district	Independent review panel at the district level	Independent review panel at the national level
The information provided was	Very helpful in providing the information relevant to your case	6	0	1	4
	Helpful in providing the information relevant to your case	23.40%	0.00%	100.00%	80.00%
	Unhelpful in providing the information relevant to your case	2	0	0	0
	Very unhelpful in providing the information relevant to your case	4.30%	5.10%	0.00%	0.00%
	Not Applicable	6	5	0	1
	Very courteous	12.80%	12.80%	0.00%	20.00%
	Courteous	27	25	2	0
	Discourteous	57.40%	64.10%	100.00%	0.00%
	Very discourteous	1	1	0	0
	Not Applicable	2.10%	2.60%	0.00%	0.00%
How courteous was the institution	Very helpful in providing the information relevant to your case	11	6	1	4
	Helpful in providing the information relevant to your case	23.40%	15.40%	0.00%	80.00%
	Unhelpful in providing the information relevant to your case	4	3	0	1
	Very unhelpful in providing the information relevant to your case	8.50%	7.70%	0.00%	20.00%
	Not Applicable	8	8	0	0
	Very courteous	17.00%	20.50%	0.00%	0.00%
	Courteous	17	15	2	0
Discourteous	36.20%	38.50%	100.00%	0.00%	
Very discourteous	7	7	0	0	
Not Applicable	14.90%	17.90%	0.00%	0.00%	

Listening	10	6	0	1	3
Were very attentive when listening to your explanation of the case	21.30%	15.40%	0.00%	100.00%	60.00%
Were somewhat attentive in listening to your explanation of the case	6	4	1	0	1
Were mostly inattentive in listening to your explanation of the case	12.80%	10.30%	50.00%	0.00%	20.00%
Were not at all attentive in listening to your explanation of the case	5	5	0	0	0
Not Applicable	10.60%	12.80%	0.00%	0.00%	0.00%
	19	17	1	0	1
	40.40%	43.60%	50.00%	0.00%	20.00%
	7	7	0	0	0
	14.90%	17.90%	0.00%	0.00%	0.00%

At this stage of appeal, complainants felt that the information provided was either unhelpful or very unhelpful (70.2%). Moreover, during their interaction complainants felt that the institution they complained to was mostly inattentive or not at all attentive in listen to their explanation of the case (56%) and that they were discourteous or very discourteous with them (53.2%).

Table 8.2.: Quality of the interaction by different institutions for the first appeal per district

	All districts	District C	District F	District B	District D	District A
The information provided was	Very helpful in providing the information relevant to your case	11	1	1	5	2
	Helpful in providing the information relevant to your case	23.40%	20.00%	14.30%	38.50%	25.00%
	Unhelpful in providing the information relevant to your case	2	0	1	0	1
	Very unhelpful in providing the information relevant to your case	4.30%	0.00%	14.30%	0.00%	0.00%
	Not Applicable	6	1	2	1	1
		12.80%	20.00%	28.60%	7.70%	12.50%
		27	3	3	7	4
		57.40%	60.00%	42.90%	53.80%	50.00%
		1	0	0	0	1
		2.10%	0.00%	0.00%	0.00%	12.50%

	11	1	2	5	1	2
Very courteous	23.40%	20.00%	28.60%	38.50%	12.50%	14.30%
Courteous	4	1	0	2	0	1
	8.50%	20.00%	0.00%	15.40%	0.00%	7.10%
Discourteous	8	0	2	2	1	3
	17.00%	0.00%	28.60%	15.40%	12.50%	21.40%
Very discourteous	17	2	3	4	3	5
	36.20%	40.00%	42.90%	30.80%	37.50%	35.70%
Not Applicable	7	1	0	0	3	3
	14.90%	20.00%	0.00%	0.00%	37.50%	21.40%
Listening	10	1	1	5	1	2
Were very attentive when listening to your explanation of the case	21.30%	20.00%	14.30%	38.50%	12.50%	14.30%
Were somewhat attentive in listening to your explanation of the case	6	2	1	1	0	2
	12.80%	40.00%	14.30%	7.70%	0.00%	14.30%
Were mostly inattentive in listening to your explanation of the case	5	0	1	2	0	2
	10.60%	0.00%	14.30%	15.40%	0.00%	14.30%
Were not at all attentive in listening to your explanation of the case	19	1	4	5	3	6
	40.40%	20.00%	57.10%	38.50%	37.50%	42.90%
Not Applicable	7	1	0	0	4	2
	14.90%	20.00%	0.00%	0.00%	50.00%	14.30%

Table 8.3.: Quality of support provided by institution for the first appeal

	All institutions						Client/ Procurement office at district		A higher officer/ authority within the district		Independent review panel at the district level		Independent review panel at the national level	
	Yes	No												
Information was provided verbally or in writing about how the complaint process operated.	Yes		38	30	2	1	5							
	No		80.90%	76.90%	100.00%	100.00%	100.00%							
You were given an opportunity to make your views known and to offer any evidence supporting my case verbally or in writing	Yes		9	9	0	0	0							
	No		19.10%	23.10%	0.00%	0.00%	0.00%							
At the conclusion of the process, you were provided with a written decision	Yes		31	25	1	1	4							
	No		66.00%	64.10%	50.00%	100.00%	80.00%							
The written decision was accompanied by an explanation with reasons for the decision	Yes		16	14	1	0	1							
	No		34.00%	35.90%	50.00%	0.00%	20.00%							
You were provided with information about how and where to further appeal your case if you were dissatisfied with the decision in this institution/unit	Yes		39	31	2	1	5							
	No		83.00%	79.50%	100.00%	100.00%	100.00%							
You had help from a lawyer in presenting your complaint/appeal to this institution/unit	Yes		8	8	0	0	0							
	No		17.00%	20.50%	0.00%	0.00%	0.00%							
You were provided with information about how and where to further appeal your case if you were dissatisfied with the decision in this institution/unit	Yes		35	27	2	1	5							
	No		74.50%	69.20%	100.00%	100.00%	100.00%							
You had help from a lawyer in presenting your complaint/appeal to this institution/unit	Yes		12	12	0	0	0							
	No		25.50%	30.80%	0.00%	0.00%	0.00%							
You were provided with information about how and where to further appeal your case if you were dissatisfied with the decision in this institution/unit	Yes		11	6	0	1	4							
	No		23.40%	15.40%	0.00%	100.00%	80.00%							
You had help from a lawyer in presenting your complaint/appeal to this institution/unit	Yes		36	33	2	0	1							
	No		76.60%	84.60%	100.00%	0.00%	20.00%							
You were provided with information about how and where to further appeal your case if you were dissatisfied with the decision in this institution/unit	Yes		7	3	2	0	2							
	No		14.90%	7.70%	100.00%	0.00%	40.00%							
You had help from a lawyer in presenting your complaint/appeal to this institution/unit	Yes		40	36	0	1	3							
	No		85.10%	92.30%	0.00%	100.00%	60.00%							

When interacting with institutions they appealed to for the first appeal, complainants were provided with a verbal or written information about how the complaint/appeal process operated (80.9%), had an opportunity to make their views known and to offer any evidence supporting their case verbally or in writing (66%). At the conclusion of the process, complainants were provided with a written decision (83%), and the decision was accompanied by an explanation with reasons for the decision (74.5%). However, when the decision was not satisfying for them, they were not provided with information about how and where to further appeal their cases (76.6%). Moreover, at this stage of appealing they were not represented by a lawyer (85.1%).

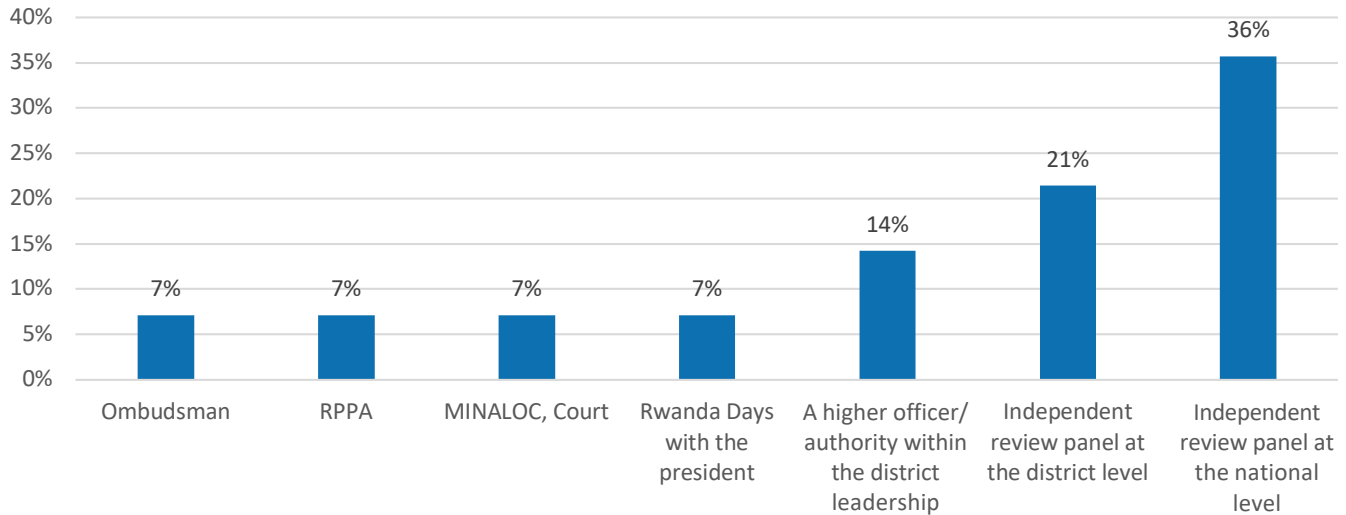
Table 8.4.: Quality of support provided by different institutions per district

	All districts	District C	District F	District B	District D	District A
Information was provided verbally or in writing about how the complaint process operated.	Yes	5	6	11	5	11
	80.90%	100.00%	85.70%	84.60%	62.50%	78.60%
You were given an opportunity to make your views known and to offer any evidence supporting my case verbally or in writing	No	0	1	2	3	3
	19.10%	0.00%	14.30%	15.40%	37.50%	21.40%
At the conclusion of the process, you were provided with a written decision	Yes	3	4	9	4	11
	66.00%	60.00%	57.10%	69.20%	50.00%	78.60%
The written decision was accompanied by an explanation with reasons for the decision	No	2	3	4	4	3
	34.00%	40.00%	42.90%	30.80%	50.00%	21.40%
You were provided with information about how and where to further appeal your case if you were dissatisfied with the decision in this institution/unit	Yes	4	6	11	5	13
	83.00%	80.00%	85.70%	84.60%	62.50%	92.90%
You had help from a lawyer in presenting your complaint/appeal to this institution/unit	No	1	1	2	3	1
	17.00%	20.00%	14.30%	15.40%	37.50%	7.10%
You had help from a lawyer in presenting your complaint/appeal to this institution/unit	Yes	4	3	10	6	12
	74.50%	80.00%	42.90%	76.90%	75.00%	85.70%
You had help from a lawyer in presenting your complaint/appeal to this institution/unit	No	1	4	3	2	2
	25.50%	20.00%	57.10%	23.10%	25.00%	14.30%
You had help from a lawyer in presenting your complaint/appeal to this institution/unit	Yes	2	0	5	1	3
	23.40%	40.00%	0.00%	38.50%	12.50%	21.40%
You had help from a lawyer in presenting your complaint/appeal to this institution/unit	No	3	7	8	7	11
	76.60%	60.00%	100.00%	61.50%	87.50%	78.60%
You had help from a lawyer in presenting your complaint/appeal to this institution/unit	Yes	2	2	2	1	0
	14.90%	40.00%	28.60%	15.40%	12.50%	0.00%
You had help from a lawyer in presenting your complaint/appeal to this institution/unit	No	3	5	11	7	14
	85.10%	60.00%	71.40%	84.60%	87.50%	100.00%

7 Second appeal

7.1 Institution appealed to for the second appeal

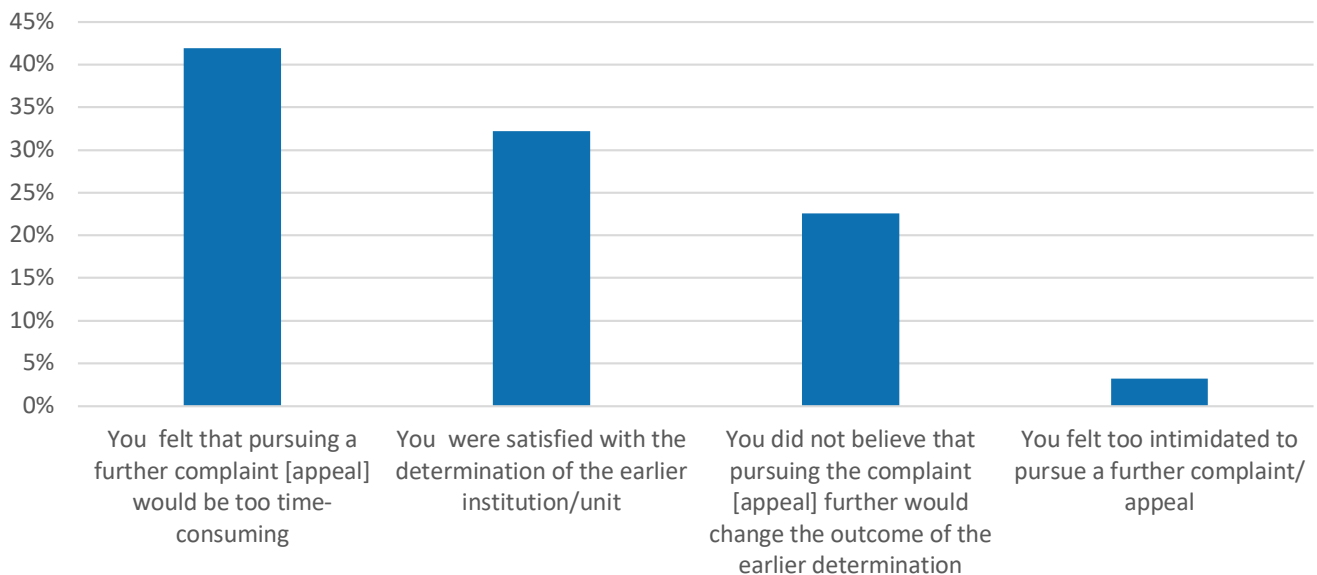
Figure 9: Distribution of institution appealed to for the second time (in percentage)



For their second appeal, complainers that pursued their complaints further mainly presented their cases to an independent review panel either at the district level (21%) or at the national level (36%).

7.2 Reasons for not complaining for the second appeal

Figure 10: Reasons for not complaining for the second time (Frequency)



From the individuals who complained for the first time 69.6% of them did not pursue their complaints further. Mainly because they felt that pursuing further their complaints would be too time consuming for them (42%). While for 32% of them did not pursue the case because they were satisfied with the determination of the earlier institution.



7.3 Institution appealed to for the second appeal per respondent's characteristics

Table 9: Selected Institution for the second appeal per respondent's characteristic

	All categories (Count)	A higher officer/ authority within the district	Independent review panel at the district level	Independent review panel at the national level	Ombudsman	Did not pursue a complaint/ appeal	RPPA	MINALOC, Court	Rwanda Days with the president
Gender	Male	5.40%	8.10%	10.80%		67.60%	2.70%	2.70%	2.70%
	Female			33.30%	33.30%	33.30%			
Size of the enterprise	Small and medium enterprise (SME)	5.60%	8.30%	13.90%	2.80%	63.90%	2.80%	2.80%	
	Large enterprise					75.00%			25.00%
Business sector	Agriculture and livestock			50.00%		50.00%			
	Manufacturing					100.00%			
	Water supply, sewage, waste management and remediation activities		100.00%						
	Construction	5.90%	11.80%	5.90%	5.90%	64.70%		5.90%	
	Wholesale and retail trade					100.00%			
	Transportation and storage			50.00%					50.00%
	Information and communication			50.00%		50.00%			
	Professional, scientific, and technical activities					100.00%			
	Cleaning services					100.00%			



DISTRICT	General supply of service	6			16.70%	66.70%	16.70%	
	District F	7	14.30%	14.30%	14.30%	14.30%	14.30%	14.30%
	District A	14	7.10%	7.10%	21.40%	64.30%		
	District B	8		12.50%		87.50%		
	District C	3				66.70%	33.30%	
	District D	8			12.50%	87.50%		

7.4 Reasons for choosing the institution and the feedback timeline

Table 10.1.: Reasons for choosing an institution and the timeline to receive a feedback for the second appeal

	All institutions	A higher officer/ authority within the district	Independent review panel at the district level	Independent review panel at the national level	Ombudsman	RPPA	MINALOC, Court	Rwanda Days with the president
Reasons for choosing the institution	You understood this to be required by law	10	2	3	5		0	0
	You felt this institution/ unit had the necessary expertise	76.90%	100.00%	100.00%	100.00%		0.00%	0.00%
	You felt this institution/ unit would handle your dispute efficiently	2	0	0	0		1	0
		15.40%	0.00%	0.00%	0.00%		100.00%	0.00%
Feedback timeline	Less than 2 weeks	1	0	0	0		0	1
	Less than 1 month	7.70%	0.00%	0.00%	0.00%		0.00%	100.00%
	1-3 Months	7	0	1	5	0	0	1
	Never received a response	50.00%	0.00%	33.30%	100.00%	0.00%	0.00%	100.00%
		3	1	2	0	0	0	0
		21.40%	50.00%	66.70%	0.00%	0.00%	0.00%	0.00%
	2	1	0	0	0	0	1	0
	14.30%	50.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
	2	0	0	0	1	1	0	0
	14.30%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%

For their second appeal most complainers' choice was driven by the understanding of what is required by the law (76.9%) and their feeling regarding the expertise and efficiency of the chosen institution. Regardless of the chosen institution, it most of time took complainers less one month to receive a feedback (73.3%).

Table 10.2.: Reasons for choosing an institution and the timeline to receive a feedback for the second appeal per district

	All districts	District C	District F	District B	District D	District A
Reasons for choosing the institution	You understood this to be required by law	10 76.90%	0 0.00%	3 60.00%	1 100.00%	5 100.00%
	You felt this institution/unit had the necessary expertise	2 15.40%	1 100.00%	1 20.00%	0 0.00%	0 0.00%
	You felt this institution/unit would handle your dispute efficiently	1 7.70%	0 0.00%	1 20.00%	0 0.00%	0 0.00%
Feedback timeline	Less than 2 weeks	8 53.30%	0 0.00%	2 33.30%	2 100.00%	3 60.00%
	Less than 1 month	3 20.00%	0 0.00%	2 33.30%	0 0.00%	1 20.00%
	1-3 Months	2 13.30%	1 100.00%	0 0.00%	0 0.00%	1 20.00%
	Never received a response	2 13.30%	0 0.00%	2 33.30%	0 0.00%	0 0.00%

7.5 Interaction experience with different institution during the second appeal

Table 1.1.1.: Quality of the interaction with complainers by institution for the second appeal

	All institutions	A higher officer/ authority within the district	Independent review panel at the district level	Independent review panel at the national level	Ombudsman	RPPA	MINALOC, Court	Rwanda Days with the president
The information provided was	Very helpful in providing the information relevant to your case	4 28.60%	0 0.00%	3 60.00%	1 100.00%	0 0.00%	0 0.00%	0 0.00%
	Helpful in providing the information relevant to your case	2 14.30%	0 0.00%	1 20.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%
	Unhelpful in providing the information relevant to your case	1 7.10%	0 0.00%	1 33.30%	0 0.00%	0 0.00%	0 0.00%	0 0.00%
	Very unhelpful in providing the information relevant to your case	6 42.90%	1 50.00%	2 66.70%	1 20.00%	0 0.00%	1 100.00%	1 100.00%
	Not Applicable	1 7.10%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	1 100.00%	0 0.00%
	Very courteous	3 21.40%	0 0.00%	0 0.00%	3 60.00%	0 0.00%	0 0.00%	0 0.00%
	Courteous	3 21.40%	1 50.00%	0 0.00%	1 20.00%	1 100.00%	0 0.00%	0 0.00%
How courteous was the institution	Discourteous	3 21.40%	1 33.30%	1 20.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%
	Very discourteous	4 28.60%	0 0.00%	2 66.70%	0 0.00%	0 0.00%	1 100.00%	1 100.00%
	Not Applicable	1 7.10%	0 0.00%	0 0.00%	0 0.00%	1 100.00%	0 0.00%	0 0.00%

Listening	Very attentive when listening to your explanation of the case						Somewhat attentive in listening to your explanation of the case						Mostly inattentive in listening to your explanation of the case						Not at all attentive in listening to your explanation of the case						Not Applicable										
	4	0	0	3	1	0	0	0	0	1	0	0	0	1	0	0	0	0	1	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	28.60%	0.00%	0.00%	60.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	33.30%	0.00%	0.00%	0.00%	0.00%	66.70%	20.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	14.30%	50.00%	0.00%	20.00%	0.00%	0.00%	0.00%	50.00%	0.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	2	1	0	1	0	0	0	1	0	0	0	0	0	1	0	0	0	0	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	5	1	0	1	0	0	0	1	0	1	0	0	0	2	1	0	0	0	66.70%	20.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	7.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

In general, during their interactions with complainers, the information provided by institutions was not helpful in terms of relevance with complainers' cases (.). Moreover, institutions are not perceived as courteous nor attentive when listening to complainer's explanations. However, this trend is not applicable when complaining to the ombudsman, independent review panel at national level and with a higher authority with the district.

Table 11.2.: Quality of the interaction with different institutions for the second appeal per district

The information provided was	All districts		District C	District F	District B	District D	District A
	Count	Percentage	Count	Percentage	Count	Percentage	Count
Very helpful in providing the information relevant to your case	4	26.70%	0	0.00%	0	100.00%	1
Helpful in providing the information relevant to your case	2	13.30%	0	0.00%	1	0.00%	1
Unhelpful in providing the information relevant to your case	1	6.70%	0	0.00%	0	0.00%	0
Very unhelpful in providing the information relevant to your case	7	46.70%	1	16.70%	2	0.00%	3
Not Applicable	1	6.70%	0	0.00%	0	0.00%	0

How courteous was the institution	Very courteous	3	0	1	0	1	1	1
		20.00%	0.00%	16.70%	0.00%	100.00%	20.00%	20.00%
	Courteous	3	0	2	0	0	1	1
		20.00%	0.00%	33.30%	0.00%	0.00%	20.00%	20.00%
	Discourteous	3	0	1	0	0	2	2
		20.00%	0.00%	16.70%	0.00%	0.00%	40.00%	40.00%
	Very discourteous	5	1	1	2	0	1	1
		33.30%	100.00%	16.70%	100.00%	0.00%	20.00%	20.00%
	Not Applicable	1	0	1	0	0	0	0
		6.70%	0.00%	16.70%	0.00%	0.00%	0.00%	0.00%
Listening	Very attentive when listening to your explanation of the case	4	0	2	0	1	1	1
		26.70%	0.00%	33.30%	0.00%	100.00%	20.00%	20.00%
	Somewhat attentive in listening to your explanation of the case	2	0	1	0	0	1	1
		13.30%	0.00%	16.70%	0.00%	0.00%	20.00%	20.00%
	Mostly inattentive in listening to your explanation of the case	2	0	2	0	0	0	0
		13.30%	0.00%	33.30%	0.00%	0.00%	0.00%	0.00%
	Not at all attentive in listening to your explanation of the case	6	1	0	2	0	3	3
		40.00%	100.00%	0.00%	100.00%	0.00%	60.00%	60.00%
Not Applicable	1	0	1	0	0	0	0	
	6.70%	0.00%	16.70%	0.00%	0.00%	0.00%	0.00%	

Table 11.3.: Quality of support provided by institution for the second appeal

		All institutions	A higher officer/ authority within the district	Independent review panel at the district level	Independent review panel at the national level	Ombudsman	RPPA	MINALOC, Court	Rwanda Days with the president
Information was provided verbally or in writing about how the complaint process operated.	Yes	12	2	3	5	0	0	1	1
		85.70%	100.00%	100.00%	100.00%	0.00%	0.00%	100.00%	100.00%
	No	2	0	0	0	1	1	0	0
		14.30%	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%

You were given an opportunity to make your views known and to offer any evidence supporting my case verbally or in writing	Yes	10	1	1	5	1	0	1	1	0	1	1
	No	71.40%	50.00%	33.30%	100.00%	100.00%	0.00%	100.00%	100.00%	0.00%	100.00%	100.00%
At the conclusion of the process, you were provided with a written decision	Yes	4	1	2	0	0	1	0	0	1	0	0
	No	28.60%	50.00%	66.70%	0.00%	0.00%	100.00%	0.00%	100.00%	100.00%	0.00%	0.00%
The written decision was accompanied by an explanation with reasons for the decision	Yes	8	1	3	2	0	0	1	0	0	1	1
	No	57.10%	50.00%	100.00%	40.00%	0.00%	0.00%	100.00%	100.00%	0.00%	100.00%	100.00%
You were provided with information about how and where to further appeal your case if you were dissatisfied with the decision in this institution/unit	Yes	6	1	0	3	1	1	0	1	1	0	0
	No	42.90%	50.00%	0.00%	60.00%	100.00%	100.00%	0.00%	100.00%	100.00%	0.00%	0.00%
You had help from a lawyer in presenting your complaint/ appeal to this institution/unit	Yes	8	1	3	3	0	0	1	0	0	1	0
	No	57.10%	50.00%	100.00%	60.00%	0.00%	0.00%	100.00%	100.00%	0.00%	100.00%	0.00%
When interacting with institutions they appealed to for their second appeal, complainants were provided with a verbal or written information about how the complaint/ appeal process operated (85.7%), had an opportunity to make their views known and to offer any evidence supporting their case verbally or in writing (71.4%). At the conclusion of the process, complainants were provided with a written decision (57.1%), and the decision was accompanied by an explanation with reasons for the decision (85.7%). Moreover, at this stage of appealing they were not represented by a lawyer (71.4%).	Yes	2	1	0	1	0	0	0	0	0	0	0
	No	14.30%	50.00%	0.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
You had help from a lawyer in presenting your complaint/ appeal to this institution/unit	Yes	6	1	0	2	1	1	0	1	1	0	1
	No	42.90%	50.00%	0.00%	40.00%	100.00%	100.00%	0.00%	100.00%	100.00%	0.00%	100.00%
You had help from a lawyer in presenting your complaint/ appeal to this institution/unit	Yes	4	1	1	0	0	0	0	0	0	1	1
	No	28.60%	50.00%	33.30%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
When interacting with institutions they appealed to for their second appeal, complainants were provided with a verbal or written information about how the complaint/ appeal process operated (85.7%), had an opportunity to make their views known and to offer any evidence supporting their case verbally or in writing (71.4%). At the conclusion of the process, complainants were provided with a written decision (57.1%), and the decision was accompanied by an explanation with reasons for the decision (85.7%). Moreover, at this stage of appealing they were not represented by a lawyer (71.4%).	Yes	10	1	2	5	1	1	1	0	1	0	0
	No	71.40%	50.00%	66.70%	100.00%	100.00%	100.00%	0.00%	100.00%	100.00%	0.00%	0.00%

When interacting with institutions they appealed to for their second appeal, complainants were provided with a verbal or written information about how the complaint/ appeal process operated (85.7%), had an opportunity to make their views known and to offer any evidence supporting their case verbally or in writing (71.4%). At the conclusion of the process, complainants were provided with a written decision (57.1%), and the decision was accompanied by an explanation with reasons for the decision (85.7%). Moreover, at this stage of appealing they were not represented by a lawyer (71.4%).

Table 11.4.: Quality of support provided by different institutions for the second appeal per district

	All districts	District C	District F	District B	District D	District A	
Information was provided verbally or in writing about how the complaint process operated.	Yes	13	1	4	2	1	5
	No	86.70%	100.00%	66.70%	100.00%	100.00%	100.00%
You were given an opportunity to make your views known and to offer any evidence supporting my case verbally or in writing	Yes	2	0	2	0	0	0
	No	13.30%	0.00%	33.30%	0.00%	0.00%	0.00%
At the conclusion of the process, you were provided with a written decision	Yes	11	1	5	1	1	3
	No	73.30%	100.00%	83.30%	50.00%	100.00%	60.00%
The written decision was accompanied by an explanation with reasons for the decision	Yes	4	0	1	1	0	2
	No	26.70%	0.00%	16.70%	50.00%	0.00%	40.00%
You were provided with information about how and where to further appeal your case if you were dissatisfied with the decision in this institution/unit	Yes	9	1	4	2	0	2
	No	60.00%	100.00%	66.70%	100.00%	0.00%	40.00%
You had help from a lawyer in presenting your complaint/appeal to this institution/unit	Yes	6	0	2	0	1	3
	No	40.00%	0.00%	33.30%	0.00%	100.00%	60.00%
You were given an opportunity to make your views known and to offer any evidence supporting my case verbally or in writing	Yes	9	1	3	2	0	3
	No	60.00%	100.00%	50.00%	100.00%	0.00%	60.00%
At the conclusion of the process, you were provided with a written decision	Yes	6	0	3	0	1	2
	No	40.00%	0.00%	50.00%	0.00%	100.00%	40.00%
You were provided with information about how and where to further appeal your case if you were dissatisfied with the decision in this institution/unit	Yes	2	0	2	0	0	0
	No	13.30%	0.00%	33.30%	0.00%	0.00%	0.00%
You had help from a lawyer in presenting your complaint/appeal to this institution/unit	Yes	13	1	4	2	1	5
	No	86.70%	100.00%	66.70%	100.00%	100.00%	100.00%
You were given an opportunity to make your views known and to offer any evidence supporting my case verbally or in writing	Yes	4	1	2	1	0	0
	No	26.70%	100.00%	33.30%	50.00%	0.00%	0.00%
At the conclusion of the process, you were provided with a written decision	Yes	11	0	4	1	1	5
	No	73.30%	0.00%	66.70%	50.00%	100.00%	100.00%

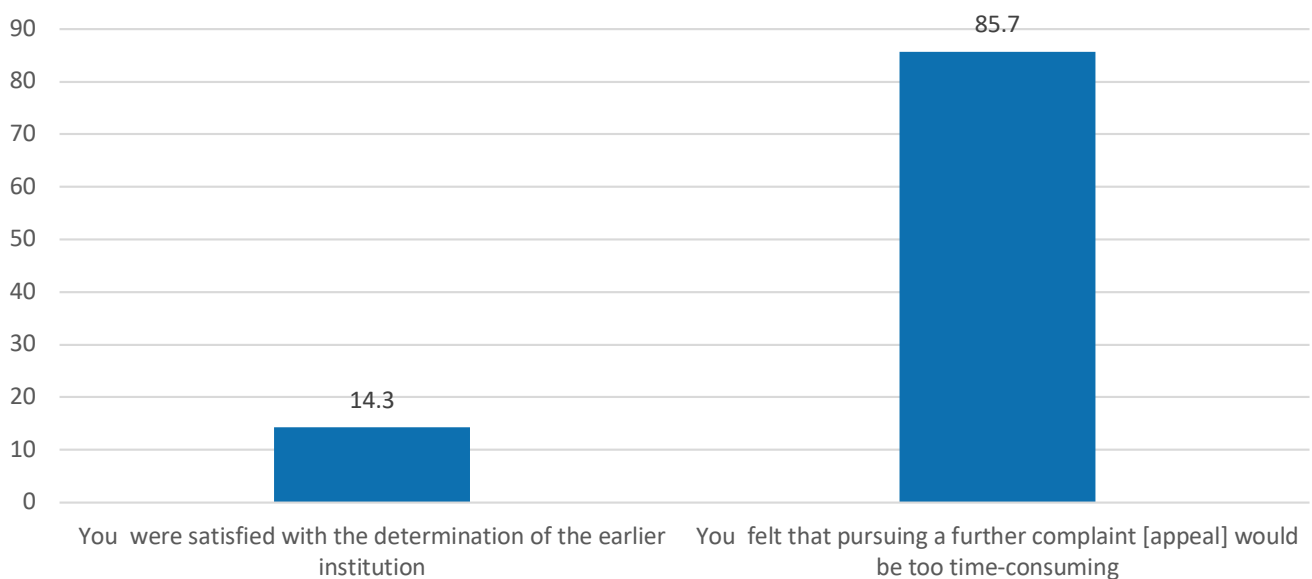
8 Third appeal

8.1 Institution appealed to for the third appeal

Complainers choice of institution to complain to for the third appeal was equally distributed between and independent review panel at the national level, to courts, to the ombudsman, to transparency Rwanda and to the e-procurement support system. Knowing that from our sample only 5 individuals pursued their complaint to the third appeal.

8.2 Reasons for not complaining for the third appeal

Figure 11: Reasons for not complaining (Percentage)



58.3% of the individuals who complained for the second appeal did not pursue their complaints to the third appeal mainly because they felt that pursuing a further complaint would be too time consuming. Furthermore, 14% of them it was because they were satisfied with the determination of the institution during the second appeal.

8.3 Institution appealed to for the third appeal per respondent's characteristics

Table 12: Selected Institution per respondent's characteristic for the third appeal

	All categories (Count)	Independent review panel at the national level	Courts	Ombudsman	Did not pursue a complaint/ appeal	Transparency Rwanda	E-procurement system support
Gender	Male	10.00%	10.00%		60.00%	10.00%	10.00%
	Female			50.00%	50.00%		
Size of the enterprise	Small and medium enterprise (SME)	9.10%	9.10%	9.10%	63.60%		9.10%
	Large enterprise					100.00%	
Business sector	Agriculture and livestock				100.00%		
	Water supply, sewage, waste management and remediation activities	100.00%					
	Construction		20.00%	20.00%	40.00%		20.00%
	Transportation and storage				50.00%	50.00%	
	Information and communication				100.00%		
	General supply of service				100.00%		
DISTRICT	District F			20.00%	60.00%	20.00%	
	District A				75.00%		25.00%
	District B	100.00%					
	District C		100.00%				
	District D				100.00%		

8.4 Reasons for choosing the institution and the feedback timeline

Table 13.1.: Reasons for choosing an institution and the timeline to receive a feedback for the third appeal

	All institutions	Independent review panel at the national level	Courts	Ombudsman	Transparency Rwanda	E-procurement system support
Reasons for choosing the institution	You understood this to be required by law	1 100.00%	1 100.00%	0	1 100.00%	0 0.00%
	You know people at this institution/unit who could help you	0 0.00%	0 0.00%	0	0 0.00%	1 100.00%
Feedback timeline	Less than 2 weeks	1 100.00%	0 0.00%	0	1 100.00%	0 0.00%
	1-3 Months	0 0.00%	1 100.00%	0	0 0.00%	0 0.00%
	Never received a response	0 0.00%	0 0.00%	1 100.00%	0 0.00%	1 100.00%

Consistent with what was perceived for the second appeal the main reason driving the choice of complainers when they are choosing the institution to appeal to is because it is required by the law (80%). Again it takes overall less than 1 month to receive a feedback from institutions they appealed to.

Table 13.2.: Reasons for choosing an institution and the timeline to receive a feedback for the third appeal per district

	All districts	District C	District F	District B	District A
Reasons for choosing the institution	You understood this to be required by law	4 80.00%	1 100.00%	2 100.00%	0 0.00%
		You know people at this institution/unit who could help you	1 20.00%	0 0.00%	0 0.00%



Feedback timeline	3	0	1	2	0
Less than 2 weeks	37.50%	0.00%	33.30%	100.00%	0.00%
Less than 1 month	1	0	1	0	0
1-3 Months	12.50%	0.00%	33.30%	0.00%	0.00%
Never received a response	2	1	0	0	1
	25.00%	100.00%	0.00%	0.00%	50.00%
	2	0	1	0	1
	25.00%	0.00%	33.30%	0.00%	50.00%

8.5 Interaction experience with the institution

Table 14.1.: Quality of the interaction with complainers by institution for the third appeal

	All institutions	Independent review panel at the national level	Courts	Ombudsman	Transparency Rwanda	E-procurement system support
The information provided was	2	0	0	1	1	0
	40.00%	0.00%	0.00%	100.00%	100.00%	0.00%
	2	1	1	0	0	0
	40.00%	100.00%	100.00%	0.00%	0.00%	0.00%
How courteous was the institution	1	0	0	0	0	1
	20.00%	0.00%	0.00%	0.00%	0.00%	100.00%
	2	0	0	1	1	0
	40.00%	0.00%	0.00%	100.00%	100.00%	0.00%
Listening	1	0	1	0	0	0
	20.00%	0.00%	100.00%	0.00%	0.00%	0.00%
	2	1	0	0	0	1
	40.00%	100.00%	0.00%	0.00%	0.00%	100.00%
Very helpful in providing the information relevant to your case	3	0	1	1	1	0
	60.00%	0.00%	100.00%	100.00%	100.00%	0.00%
	1	1	0	0	0	0
	20.00%	100.00%	0.00%	0.00%	0.00%	0.00%
Very unhelpful in providing the information relevant to your case	1	0	0	0	0	0
	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	2	1	0	0	0	1
	40.00%	100.00%	0.00%	0.00%	0.00%	100.00%
Not Applicable	3	0	1	1	1	0
	60.00%	0.00%	100.00%	100.00%	100.00%	0.00%
	1	1	0	0	0	0
	20.00%	100.00%	0.00%	0.00%	0.00%	0.00%
Very attentive when listening to your explanation of the case	1	0	0	0	0	0
	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	2	1	0	0	0	1
	40.00%	100.00%	0.00%	0.00%	0.00%	100.00%
Not at all attentive in listening to your explanation of the case	1	0	0	0	0	0
	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	2	1	0	0	0	1
	40.00%	100.00%	0.00%	0.00%	0.00%	100.00%
Not Applicable	1	0	0	0	0	1
	20.00%	0.00%	0.00%	0.00%	0.00%	100.00%
	2	1	0	0	0	1
	40.00%	100.00%	0.00%	0.00%	0.00%	100.00%

For their third appeal, complainers receive helpful information relevant to their cases from institution they appealed (75%), three out five institutions are courteous and attentive when listening to complainer's cases. when interacting with complainers.

Table 14.2.: Quality of the interaction with different institutions for the third appeal per district

	All districts	District C	District F	District B	District A
The information provided was	Very helpful in providing the information relevant to your case	0 0.00%	2 66.70%	0 0.00%	0 0.00%
	Very unhelpful in providing the information relevant to your case	1 50.00%	1 33.30%	2 100.00%	0 0.00%
	Not Applicable	0 25.00%	0 0.00%	0 0.00%	2 100.00%
How courteous was the institution	Very courteous	0 25.00%	2 66.70%	0 0.00%	0 0.00%
	Courteous	1 12.50%	0 100.00%	0 0.00%	0 0.00%
	Discourteous	2 25.00%	0 0.00%	1 33.30%	1 50.00%
Listening	Very discourteous	3 37.50%	0 0.00%	2 100.00%	1 50.00%
	Very attentive when listening to your explanation of the case	3 37.50%	1 100.00%	2 66.70%	0 0.00%
	Mostly inattentive in listening to your explanation of the case	1 12.50%	0 0.00%	0 0.00%	1 50.00%
	Not at all attentive in listening to your explanation of the case	3 37.50%	0 0.00%	2 100.00%	0 0.00%
	Not Applicable	1 12.50%	0 0.00%	0 0.00%	1 50.00%

Table 14.3.: Quality of support provided by institution for the third appeal

	All institutions	Independent review panel at the national level	Courts	Ombudsman	Transparency Rwanda	E-procurement system support
Information was provided verbally or in writing about how the complaint process operated.	Yes	1	1	0	1	0
	No	0	0	1	0	1
You were given an opportunity to make your views known and to offer any evidence supporting my case verbally or in writing	Yes	0	1	0	1	0
	No	1	0	1	0	1
At the conclusion of the process, you were provided with a written decision	Yes	1	1	0	1	0
	No	0	0	1	0	1
The written decision was accompanied by an explanation with reasons for the decision	Yes	1	1	0	1	0
	No	0	0	1	0	1
You were provided with information about how and where to further appeal your case if you were dissatisfied with the decision in this institution/unit	Yes	0	1	0	1	0
	No	1	0	1	0	1
You had help from a lawyer in presenting your complaint/appeal to this institution/unit	Yes	1	1	0	1	0
	No	0	0	1	0	1

When interacting with institutions they appealed to, complainants were provided with a verbal or written information about how the complaint/appeal process operated (75%), had an opportunity to make their views known and to offer any evidence supporting their case verbally or in writing when appealed to two out of five institutions (i.e. court and transparency Rwanda). At the conclusion of the process, complainants were provided with a written decision (75%), and the decision was accompanied by an explanation with reasons for the decision (62.5%). When the decision was not satisfying for them, they were provided with information

about how and where to further appeal their cases again when appealing at court or transparency Rwanda level. Moreover, at this stage of appealing they were represented by a lawyer (72.5%).

Table 14.4.: Support provided by different institutions for the third appeal per district

	All districts	District C	District F	District B	District A
Information was provided verbally or in writing about how the complaint process operated.	Yes	6	2	2	1
	No	75.00%	100.00%	100.00%	50.00%
You were given an opportunity to make your views known and to offer any evidence supporting my case verbally or in writing	Yes	2	1	0	1
	No	25.00%	0.00%	0.00%	50.00%
At the conclusion of the process, you were provided with a written decision	Yes	4	2	1	0
	No	50.00%	100.00%	50.00%	0.00%
The written decision was accompanied by an explanation with reasons for the decision	Yes	4	1	1	2
	No	50.00%	0.00%	50.00%	100.00%
You were provided with information about how and where to further appeal your case if you were dissatisfied with the decision in this institution/unit	Yes	6	2	2	1
	No	75.00%	100.00%	100.00%	50.00%
You had help from a lawyer in presenting your complaint/appeal to this institution/unit	Yes	2	1	0	1
	No	25.00%	0.00%	0.00%	50.00%
You were provided with information about how and where to further appeal your case if you were dissatisfied with the decision in this institution/unit	Yes	5	2	2	0
	No	62.50%	100.00%	100.00%	0.00%
You had help from a lawyer in presenting your complaint/appeal to this institution/unit	Yes	3	1	0	2
	No	37.50%	0.00%	0.00%	100.00%
You were provided with information about how and where to further appeal your case if you were dissatisfied with the decision in this institution/unit	Yes	4	2	1	0
	No	50.00%	100.00%	50.00%	0.00%
You had help from a lawyer in presenting your complaint/appeal to this institution/unit	Yes	4	1	1	2
	No	50.00%	0.00%	50.00%	100.00%
You were provided with information about how and where to further appeal your case if you were dissatisfied with the decision in this institution/unit	Yes	5	2	2	0
	No	62.50%	100.00%	100.00%	0.00%
You had help from a lawyer in presenting your complaint/appeal to this institution/unit	Yes	3	1	0	2
	No	37.50%	0.00%	0.00%	100.00%

ANNEX 2: Public Procurement Survey

Consent Form

Your decision to participate in this research is entirely voluntary. You may choose not to participate or you may withdraw from the study for any reason without penalty of any kind. **Do we have your consent to proceed?**

1. Yes
2. No

Section 1: Demographic identification

(Interviewer Please Circle Correct Answer)

Q 1.1. Gender	<ol style="list-style-type: none"> 1. Male 2. Female
Q 1.2. Marital status	<ol style="list-style-type: none"> 1. Single 2. Married 3. Divorced 4. Separated 5. Widow (er)
Q 1.3. Age	Indicate years _____
Q 1.4. Highest level of education	<ol style="list-style-type: none"> 1. None, never been to school 2. Primary 3. Junior Secondary 4. Advanced Secondary 5. Vocational 6. University
Q 1.5. Are you a person with a disability?	<ol style="list-style-type: none"> 1. Yes 2. No
Q 1.5.1. If yes, Q.1.5 what kind of disability do you have?	<ol style="list-style-type: none"> 1. Physical disability 2. Vision impairment 3. Deaf and dumb 4. Mental health condition/ 5. Other (Specify)
Q 1.6. Size of the enterprise	<ol style="list-style-type: none"> 2.1. Small and medium enterprise (SMEs) 1. Large enterprise

Q 1.6. Business sector	<ol style="list-style-type: none"> 2. Agriculture and livestock 3. Mining and quarrying 4. Manufacturing 5. Energy (electricity, gas, etc.) 6. Water supply, sewage, waste management and remediation activities 7. Construction 8. Wholesale and retail trade 9. Motor vehicle and motorcycle repair 10. Transportation and storage 11. Food service and hospitality 12. Information and communication 13. Financial and insurance activities 14. Professional, scientific, and technical activities 15. Education 16. Human health and social work activities 17. Arts, entertainment and recreation 18. Other (specify)
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Section 2: Procurement related questions

Q 2.1. Prior to the initiation of the most recent procurement, to what extent would you say that you were informed about your rights as a citizen/enterprise in the procurement process?

1. Very well informed
2. Well informed
3. Not very well informed
4. Not well informed at all

Q 2.2. How do you find information about your rights in the procurement process if you need to? (Tick all that applies)

1. District government land officer
2. District government Good Governance officer
3. Written notification by the district government?
4. Radio or TV information
5. Lawyer
6. Other (specify)

Q 2.3. How many times have you participated in any public (government) tenders in the last four years?

1. Fewer than 5 times
2. Between 5 and 10 times
3. Between 11 and 20 times
4. More than 20 times

Q 2.4. What types of tenders were involved? (Tick all that applies)

1. Supply of goods and/or materials
2. Non-consultance Services
3. Consultancies
4. Works/infrastructure

Q 2.5. Of the following government institutions, where have you tendered?

1. Districts
2. Ministries
3. Agencies
4. None of the above

Q 2.6. Among the tenders in which you participated in the last five years, which of the following monetary values have you tendered for (Please check all that apply)?

1. Less than 1,000,000 Frw
2. Between 1,000,001 and 10,000,000 Frw
3. Between 10,000,001 and 100,000,000 Frw
4. Between 100,000,001 and 500,000,000 Frw
5. More than 500,000,000 Frw

Q 2.7.1 During the course of the procurement process at the district level, did district government representatives help explain terms of reference you did not understand, and if so, how helpful were the explanations?

1. Did not Explain
2. Explained; Very helpful
3. Explained; Somewhat helpful
4. Explained; Not very helpful
5. Explained; Not at all helpful

Q 2.7.2. During the course of the procurement process at the district level, did district government representatives help explain technical specifications you did not understand, and if so, how helpful were the explanations?

1. Did not Explain
2. Explained; Very helpful
3. Explained; Somewhat helpful
4. Explained; Not very helpful
5. Explained; Not at all helpful

Q 2.7.3. During the course of the procurement process at the district level, did district government representatives help explain procedures and/or selection criteria you did not understand, and if so, how helpful were the explanations?

1. Did not Explain
2. Explained; Very helpful
3. Explained; Somewhat helpful

4. Explained; Not very helpful
5. Explained; Not at all helpful

Q 2.7.4. During the course of the procurement process at the district level, did district government representatives help explain appeal rights and time frames for appeal you did not understand, and if so, how helpful were the explanations?

1. Did not Explain
2. Explained; Very helpful
3. Explained; Somewhat helpful
4. Explained; Not very helpful
5. Explained; Not at all helpful

Q 2.7.5. Other (Specify)

Q 2.7.6. During the course of the procurement process at the district level, did district government representatives help explain any OTHER the issues you did not understand, and if so, how helpful were the explanations??

1. Did not Explain
2. Explained; Very helpful
3. Explained; Somewhat helpful
4. Explained; Not very helpful
5. Explained; Not at all helpful

Q 2.8. According to the information we have, you've had at least one expropriation-related dispute at the district level during the past four years. What was the dispute about? [IF THE INDIVIDUAL HAD MORE THAN ONE EXPROPRIATION-RELATED DISPUTE, REQUEST THAT THE RESPONDENT ADDRESS ONLY THE MOST RECENT DISPUTE WITHIN THE PAST FOUR YEARS].

1. Terms of reference
2. Application process/e-procurement
3. Scoring or result from the tender evaluation
4. Procedures and/or selection criteria
5. Supporting documents required for tendering
6. Contract management
7. Delay in payment
8. Interest on overdue payment by the public institution
9. Cancellation or amendment of the contract by the procuring entity.
10. Failure by district officials to hear or otherwise accept evidence supporting my case
11. Blacklisting
12. Other (Specify)

Q 2.9. For this dispute, where did you go initially to complain/appeal?

1. Procurement office at district
2. A higher authority within the district government
3. Independent review panel at the district level
4. Independent review panel at the national level

5. Courts
6. Ombudsman
7. Did not pursue a complaint/appeal
8. Other (specify)

Q 2.10. Why did you choose to go to this institution first?

1. You understood this to be required by law
2. You felt this institution/unit had the necessary expertise
3. You felt this institution/unit would handle my dispute efficiently
4. It is convenient to where I live
5. You know people at this institution/unit who could help me
6. Other (specify)

Q 2.11. If you decided not to pursue a complaint/appeal of some kind, what was the most important reason for not doing so?

1. You were satisfied with the administrative decision
2. You did not believe that pursuing a complaint/appeal would change the outcome of the decision.
3. You did not have sufficient information about how to pursue a complaint/appeal
4. You did not know that a complaint/appeal was available as an option.
5. You felt that pursuing a complaint/appeal would be too time-consuming.
6. You felt too intimidated to pursue a complaint/appeal
7. Other (Specify)

Q 2.12. After complaining/appealing to the individual or institution/unit identified in Q 2.9, how long did it take to receive some response about the substance of your complaint/appeal?

1. Less than 2 Weeks
2. Less than 1 Month
3. 1-3 Months
4. 4-6 Months
5. 6-12 Months
6. More than 12 Months

Q 2.13. When you think about your experience with the institution or individual identified in Q 2.9, would you say that:

- a. The representative(s) I interacted with were:
 1. Very helpful in providing information relevant to your case
 2. Helpful in providing information relevant to your case
 3. Unhelpful in providing information relevant to your case
 4. Very unhelpful in providing information relevant to your case
 5. Not applicable
- b. The representative(s) I interacted with were:

1. Very courteous
 2. Courteous
 3. Discourteous
 4. Very discourteous
 5. Not applicable
- c. The representative(s) I interacted with:
1. Was very attentive when listening to my explanation of the case
 2. Was generally attentive in listening to my explanation of the case
 3. Was generally inattentive in listening to my explanation of the case
 4. Was very inattentive in listening to my explanation of the case
 5. Not applicable

Q 2.14. When you think about your experience with the institution identified in Q 2.9, would you say that:

1. Information was provided verbally or in writing about how the complaint/appeal process operated.
 1. Yes
 2. No
2. You were given an opportunity to make my views known and to offer any evidence supporting my case verbally or in writing.
 1. Yes
 2. No
3. At the conclusion of the process, I was provided with a written decision.
 1. Yes
 2. No
4. The written decision was accompanied by an explanation with reasons for the decision
 1. Yes
 2. No
5. You were provided with information about how and where to further appeal my case if I was dissatisfied with the decision in this institution/unit.
 1. Yes
 2. No
6. You had help from a lawyer in presenting my complaint/appeal to this institution/unit
 1. Yes
 2. No
7. You would have used a free lawyer if I could have had one.
 1. Yes
 2. No

Q 2.15. If you are a person with disability, when you think about your experience with the institution identified in Q 2.9., would you say that: the representatives of the institution you interacted with gave you an equitable treatment?

- 1) Yes

- 2) No

Q 2.15.1. If not Q 2.15., what was the problem?

- 1) I couldn't read the documents presented
- 2) I couldn't hear what they were saying
- 3) I couldn't reach their offices (Stairs)
- 4) I couldn't communicate verbally
- 5) Other (Specify)

SECOND APPEAL

Q 2.16. If you pursued your complaint further, to what institution did you take such complaint/appeal?

1. A higher authority within the district government
2. Independent review panel at the district level
3. Independent review panel at the national level
4. Courts
5. Ombudsman
6. Did not pursue a complaint/appeal
7. Other(specify)

Q 2.17. What is the main reason that you went to this institution or individual next?

1. You understood this to be required by law
2. You felt this institution/unit had the necessary expertise
3. You felt this institution/unit would handle my dispute efficiently
4. It is convenient to where I live
5. You know people at this institution/unit who could help me
6. Other (specify)

Q 2.18. If you decided not to pursue a complaint/appeal of some kind, what was the most important reason for not doing so?

1. You were satisfied with the administrative decision
2. You did not believe that pursuing a complaint/appeal would change the outcome of the decision
3. You did not have sufficient information about how to pursue a complaint/appeal
4. You did not know that a complaint/appeal was available as an option
5. You felt that pursuing a complaint/appeal would be too time-consuming
6. You felt too intimidated to pursue a complaint/appeal
7. Other (Specify)

Q 2.19. If you pursued a complaint/appeal to the institution identified in Q 2.16, how long did it take to receive some response about the substance of your complaint/appeal?

1. Less than 2 Weeks
2. Less than 1 Month
3. 1-3 Months

4. 4-6 Months
5. 6-12 Months
6. More than 12 Months

Q 2.20. When you think about your experience with the institution or individual identified in Q 2.16, would you say that:

- a. The representative(s) I interacted with were:
 1. Very helpful in providing information relevant to your case
 2. Helpful in providing information relevant to your case
 3. Unhelpful in providing information relevant to your case
 4. Very unhelpful in providing information relevant to your case
 5. Not applicable
- b. The representative(s) I interacted with were
 1. Very courteous
 2. Courteous
 3. Discourteous
 4. Very discourteous
 5. Not applicable
- c. The representative(s) I interacted with
 1. Was very attentive when listening to my explanation of the case
 2. Was generally attentive in listening to my explanation of the case
 3. Was generally inattentive in listening to my explanation of the case
 4. Was very inattentive in listening to my explanation of the case
 5. Not applicable

Q 2.21. When you think about your experience with the institution identified in Q2.16, would you say that:

1. Information was provided verbally or in writing about how the complaint/appeal process operated.
 1. Yes
 2. No
2. You were given an opportunity to make my views known and to offer any evidence supporting my case verbally or in writing.
 1. Yes
 2. No
3. At the conclusion of the process, I was provided with a written decision
 1. Yes
 2. No
4. The written decision was accompanied by an explanation with reasons for the decision.
 1. Yes
 2. No
5. You were provided with information about how and where to further appeal my case if I was dissatisfied

with the decision in this institution/unit

1. Yes
 2. No
6. You had help from a lawyer in presenting my complaint/appeal to this institution/unit
1. Yes
 2. No
7. You would have used a free lawyer if I could have had one
1. Yes
 2. No

Q 2.22. If you are a person with disability, when you think about your experience with the institution identified in Q 2.16., would you say that: the representatives of the institution you interacted with gave you an equitable treatment?

- 1) Yes
- 2) No

Q 2.22.1. If no Q 2.22., what was the problem? Q 2.22.

- 1) I couldn't read the documents presented
- 2) I couldn't hear what they were saying
- 3) I couldn't reach their offices (Stairs)
- 4) I couldn't communicate verbally
- 5) Other (Specify)

THIRD APPEAL

Q 2.23. If you pursued your complaint further, to what institution did you take such complaint [appeal]?

1. Independent review panel at the district level
2. Independent review panel at the national level
3. Courts
4. Ombudsman
5. Did not pursue a complaint/appeal
6. Other(specify)

Q 2.24. What is the main reason that you went to this institution or individual next?

1. You understood this to be required by law
2. You felt this institution/unit had the necessary expertise
3. You felt this institution/unit would handle my dispute efficiently
4. It is convenient to where I live
5. You know people at this institution/unit who could help me
6. Other (specify)

Q 2.25. If you decided not to pursue a complaint/appeal of some kind, what was the most important reason for not doing so?

1. You were satisfied with the administrative decision
2. You did not believe that pursuing a complaint/appeal would change the outcome of the decision
3. You did not have sufficient information about how to pursue a complaint/appeal
4. You did not know that a complaint/appeal was available as an option/
5. You felt that pursuing a complaint/appeal would be too time-consuming
6. You felt too intimidated to pursue a complaint/appeal
7. Other (Specify)

Q 2.26. If you pursued a complaint/appeal to the institution identified in Q 2.23, how long did it take to receive some response about the substance of your complaint/appeal?

1. Less than 2 Weeks
2. Less than 1 Month
3. 1-3 Months
4. 4-6 Months
5. 6-12 Months
6. More than 12 Months

Q 2.27. When you think about your experience with the institution or individual identified in Q 2.23, would you say that:

- a. The representative(s) I interacted with were:
 1. Very helpful in providing information relevant to your case
 2. Helpful in providing information relevant to your case
 3. Unhelpful in providing information relevant to your case.
 4. Very unhelpful in providing information relevant to your case
 5. Not applicable
- b. The representative(s) I interacted with were:
 1. Very courteous
 2. Courteous
 3. Discourteous
 4. Very discourteous
 5. Not applicable
- c. The representative(s) I interacted with::
 1. Was very attentive when listening to my explanation of the case
 2. Was generally attentive in listening to my explanation of the case
 3. Was generally inattentive in listening to my explanation of the case
 4. Was very inattentive in listening to my explanation of the case
 5. Not applicable

Q 2.28. When you think about your experience with the institution identified in Q 2.23, would you say that:

1. Information was provided verbally or in writing about how the complaint/appeal process operated.
 1. Yes
 2. No

2. You were given an opportunity to make my views known and to offer any evidence supporting my case verbally or in writing
 1. Yes
 2. No
3. At the conclusion of the process, I was provided with a written decision
 1. Yes
 2. No
4. The written decision was accompanied by an explanation with reasons for the decision
 1. Yes
 2. No
5. You were provided with information about how and where to further appeal my case if I was dissatisfied with the decision in this institution/unit.
 1. Yes
 2. No
6. You had help from a lawyer in presenting my complaint/appeal to this institution/unit
 1. Yes
 2. No
7. You would have used a free lawyer if I could have had one
 1. Yes
 2. No

Q 2.29. If you are a person with disability, when you think about your experience with the institution identified in Q 2.23, would you say that: the representatives of the institution you interacted with gave you an equitable treatment?

- 1) Yes
- 2) No

Q 2.29.1. If not Q 2.29., what was the problem?

- 1) I couldn't read the documents presented
- 2) I couldn't hear what they were saying
- 3) I couldn't reach their offices (Stairs)
- 4) I couldn't communicate verbally
- 5) Other (Specify)/

Q 2.30.1. What would you suggest/recommend as the most important action that could be taken to improve the procurement process at the district level. Please select what you believe is the most important suggestion.

1. Improve the e-procurement system
2. Improve bidders' understanding of procedures and rights in the procurement process through improved information provision
3. Improve training and oversight of government officials to ensure better understanding of legal requirements and procedures in procurement

4. Expand provision mediation and other ADR mechanisms to help resolve certain procurement disputes
5. Increase collection and dissemination of procurement information (standard bidding documents, Procurement plan, awarded contracts, IRP decisions)
6. Other (Specify)

Q 2.30.2. What would you suggest/recommend as the most important action that could be taken to improve the procurement process at the district level. Please select what you believe the second most important suggestion.

1. Improve the e-procurement system
2. Improve bidders' understanding of procedures and rights in the procurement process through improved information provision
3. Improve training and oversight of government officials to ensure better understanding of legal requirements and procedures in procurement
4. Expand provision mediation and other ADR mechanisms to help resolve certain procurement disputes
5. Increase collection and dissemination of procurement information (standard bidding documents, Procurement plan, awarded contracts, IRP decisions)
6. Other (Specify)

A NNEX 3: Qualitative guidelines

1. Procurement Contractors (Bidders)

1. How many times have you participated in any public (government) tenders in the last four years? What types of tenders were involved? [Probe: Terms of reference involved, supply of goods and/or materials, Consultancies, Works/infrastructure, general monetary amounts, etc.] [Also okay to probe multiple tenders ; this is more flexible than the survey]
2. How well did you understand the procurement process? Did the district government representatives help explain any of the issues you did not understand? [Probe specific issues, such as terms of reference, tender documents, technical terms, selection criteria, tender procedures, appeal rights, etc.]. If so, how would you assess the help of district officials in explaining any issues you did not understand in the procurement process? [Probe: their courtesy, provision of helpful information, attentiveness in listening explanation, timeliness, etc.]
3. What kind of procurement disputes have you been involved in at the District level over the past four years? How well did you understand the administrative procedures that were involved in this/these dispute(s)? How well prepared did you feel in challenging the decision against you? Did you have any apprehension about proceeding to challenge this decision? If so, why? If not, why not?
4. Where did you go to dispute/complain about this/these issues/decisions, and why did you choose this course of action? [Probe: Procurement office at district, a higher authority within the district government, Independent review panel at the district level, Independent review panel at the national level, Courts, Ombudsman and other alternative avenues and why this avenue was chosen —either due to the reputation of the institution, a sympathetic official, personal connections, trust in the institution, etc.].
5. If you pursued a complaint somewhere, how would you describe the kind of treatment you received from that institution? [Probe: Their level of courtesy? Opportunities to make your views and offer supporting evidence? Provision of information verbally or in writing? Taking a decision within a reasonable time? Clear written explanation for decisions? Provision of information on further complaint/appeal? Etc.].
6. How would you characterize the knowledge and skills of the district officials with whom you interacted on procurement related issues?
7. How long did it take to receive a decision from this individual/institution? If this determination went against you, did you appeal your case further? [Probe: where did you go, and why?]
8. Overall, what do you see as the main challenges that are/may be encountered in the complaint/appeal process? [Probe: lack of information/clarity of the process; lack of knowledge of bidders' rights and available redress, slowness of the process; ambiguities in the law, lack of responsiveness/lack of knowledge or expertise of the procurement officers, complaint cost, independence of procurement officers and Review Panels, etc.]
9. What would you recommend for the improvement of the procurement process? [Probe: different kinds of recommendations — either legal, organizational or managerial, etc. These may include the following: Revising the laws and regulations, Improving the e-procurement system, increasing awareness of bidder's rights and procedures for seeking redress, training and oversight of government officials to

ensure better understanding of procurement process, expand provision of dialogue and mediation mechanisms to help resolve certain procurement disputes, reinforcing the capacity of the procurement officers (staffing capacity, training, resources, etc.); involving the users/technicians in the management of specific domains of the contracts, improving procurement processes by involving technicians from advert to the end, etc.

2. 2. District decision makers responsible for public procurement decisions (principally procurement officers)


1. What are challenges do you generally face in the procurement process? [Probe: ambiguities in the law, use of e-procurement, preparation of technical specifications for technical and complex tenders (e.g., tenders related to road construction, medical and ICT equipment, etc.), joint ventures, addendum, lack of sufficient skills for contract management (especially for some complex and technical procurement contracts), lack of procedure for market survey, , lack of contract negotiation skills, etc.]
2. What steps do you take to ensure that bidder's rights are properly respected within the procurement process? [Probe: compliance with the procurement laws and regulations; provision of information to bidders on their rights and available recourse/appeals avenues; provision of information on any issue they do not understand in the procurement process, communication of time frames for resolution of dispute, etc.]
3. How well do you think procurement disputes are handled at the district level? What about the process works well, and what doesn't, and why?
4. What do you think are the biggest challenges facing government officials seeking to resolve procurement disputes at the district level and the dispute resolution process generally? What are the major challenges that you personally face in handling procurement disputes? [Probe: lack of resources, limited staffing capacity of the Independent Review Panels, lack of specialized procurement skills in some technical and complex tenders, corruption, interference by the third party, delay in procurement, lack of penalties for defaulting public entity, fraud, specialized tenders such as medical and ICT related tenders, ambiguities in the law, broad discretion of the Independent Review Panels, cost of appeals, etc.]
5. How effectively do you respond to the complaints related to procurement laws and regulations raised by bidders? [; providing information to citizen, the level of courtesy, decision within reasonable time, conciliation mechanisms/avenues to reduce recourse to court; required documents for consideration of bidders' complaints, etc.]
6. Do you think that district recordkeeping and documentation related to procurement activities are adequate? How do kept tenders inspire you in preparation of new tender documents? How can they be improved?
7. How do you interact with the District Legal Adviser in handling procurement disputes? What kind of challenges have you faced in coordinating your work with the Legal Adviser? [Probe: extent to which there is coordination/consultation on matters of policy or legal interpretation, etc.]
8. Have there been any Court or Ombudsman decisions [reports] relating to procurement that have reversed or modified any decisions of your district? In what way? Has this provided a learning experience and if so, how?
9. What do you see as the key challenges encountered by district officials in handling procurement disputes?

[Probe: gaps/contradictions/ambiguities in law/procedure, lack of knowledge of procurement laws/procedures, appeals time frames, inadequate resources, delay in payment, lack of sanctions to public entity in case of delayed payments, independence of review panel at District level, lack of automatic right to appear before IRP, complaint fees, etc.].

10. What kind of professional training have you received? In what areas do you or others have particular training needs that are not being sufficiently addressed? What areas for future training should be prioritized? How would those areas help improve your job effectiveness and performance?
11. Overall, what would you recommend for overcoming the challenges encountered by government officials seeking to handle procurement disputes? [probe: Revision of the laws and procedures to improve certain aspects of dispute resolution or to eliminate ambiguities or contradictions in the law, capacity building of procurement officers and other officials involved in the procurement process, reinforcing the staffing capacity in the District IRP, refunding the complaint fees, right to appear before independent review panel, providing for penalties in case of delayed payment, etc.]



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