



# **Africa power and politics**

## **Overcoming service delivery bottlenecks:**

Safe motherhood in rural Rwanda

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“What works  
and why?”

## Rwanda maternal health: promising results



Family planning methods available to women at Bisate health centre, Musanze district



Women using the maternity waiting facilities at Jenda health centre, Nyamagabe district

- Households are increasingly limiting and spacing family size

- Women and men attend the 1<sup>st</sup> ANC. Both are tested for HIV

- Women give birth at health centres. Many use waiting facilities to avoid accidental home births



Men and women attending the maternity wing of Kinigi health centre, Musanze district

## How have bottlenecks been overcome?

1. A **coherent local policy environment** has created clear lines of responsibility for service delivery and ensured that DP interventions plug key resource gaps.



*Political commitment in pushing reforms through has been key*

## How have bottlenecks been overcome?

2. By enforcing top-down **performance discipline** to ensure providers are answerable for the services they deliver.
  - effective supervision and monitoring
  - consistent incentives (rewards/sanctions).

<b>TABOO / KIRAZIRA</b>	
1. <b>Inattention to results:</b> Status & ego	1. <b>Gukora utazirikana</b> intego: Ikuzo no kwikunda
2. <b>Avoidance of accountability:</b> Missed deadlines	2. <b>Guhunga inshingano:</b> Kutubahiriza igihe ntarengwa
3. <b>Lack of commitment:</b> Ambiguity	3. <b>Kuba nyiranjyibijya:</b> Gufata ibyemezo bidafatika
4. <b>Fear of conflict:</b> Artificial harmony	4. <b>Kwanga kwiteranya:</b> Kurenzaho
5. <b>Lack of trust:</b> Invulnerability	5. <b>Kutizerana:</b> Kubaka akazu

*There are real consequences for poor performance*



# How have bottlenecks been overcome?

## 3. By facilitation of collective action arenas



*Population participation within local collective action arenas*

# Lessons from Rwanda

- Focusing on material resources alone can ignore the potential of institutional factors to overcome service-delivery blockages in resource-constrained environments.
- Addressing key service-delivery bottlenecks is not just about 'supply' and 'demand' but the interaction between the two. Top-down policy drive and grass-roots engagement have both been crucial.
- Collaborative spaces in which actors come together can provide key arenas in which service delivery bottlenecks can be overcome.



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