

# **CITIZENS' PARTICIPATION AND SUCCESS OF DECENTRALIZED SERVICES DELIVERY SYSTEMS IN RWANDA: A CASE STUDY OF RUBAVU SECTOR**

**BY**

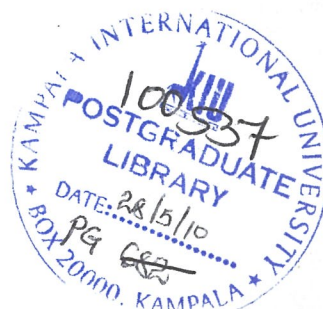


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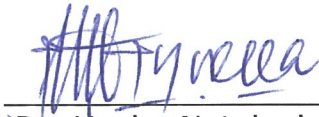
## DECLARATION

I, Ruterahagusha Roger, do hereby declare that this Thesis on, "*Citizens' Participation and Success of Decentralized Services Delivery Systems in Rwanda: a case study of Rubavu Sector*" is my own and has never been presented for any award in any other University or Institution of higher learning.

Signature  Date 21/09/2009

## SUPERVISOR'S APPROVAL

This work of Ruterahagusha Roger, entitled "*Citizens' Participation and Success of Decentralized Services Delivery Systems in Rwanda: a case study of Rubavu Sector*" has been submitted for examination with my approval as his Supervisor.

  
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Dr. Kepha Natolooka

Date 22/09/2009

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## **DEDICATION**

To my beloved Wife, Gisèle Nyirashuri, and our Daughters, Lois Nzima and Eunice Nziza.

## **ACKNOWLEDGEMENT**

I give glory to the God the Almighty for His provisions towards the accomplishment of this programme in my life time.

For the completion of this work, many individuals have contributed a great deal. Some of them must be mentioned for their extraordinary contribution.

I thankfully acknowledge the contribution of my Supervisor, Dr. Kepha Natolooka, made to me to make this work a success. His intellectual and professional advice, guidance and efforts made this manuscript to take shape.

Special thanks go to Mr. Setuza Rukundo Friend, and all other colleagues at Kampala International University.

Last but not least, am greatly indebted to my family members for the sacrifice, support and encouragement they have accorded me throughout.

May Almighty God bless you all.

RR.

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## **LIST OF ACRONYMS**

CVI	:	Content Validity Index
DDPs	:	District Development Plans
FAO	:	Food and Agricultural Organization
KIU	:	Kampala International University
NGO	:	None Governmental Organization
PRSP2	:	Poverty Reduction Strategy Paper2
UNDP	:	United Nations Development Program

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## **ABSTRACT**

The study examined the relationship between citizens' participation and success of decentralized services delivery systems in Rwanda, using Rubavu Sector in Rubavu District as a case study. The researcher used both a case study and survey research designs. A questionnaire (self-administered) was used as the main method of data collection. Nevertheless, informal interview data collection method was also used to supplement and validate data that were generated through the questionnaire. The study findings made four main revelations. First, citizens in Rubavu Sector participate in various decentralized services delivery systems in areas of Health, education, drinking water and sanitation, justice, agricultural extension, seeds and roads. Second, citizens in Rubavu Sector use two modes of participation, namely; direct participation at lower level, and representation (by elected Representatives) at the Sector Level. Third, to participate in decentralized services delivery systems, citizens in Rubavu Sector follow several procedures including, appearing for public hearing, attending meetings in person and airing out their views freely, deciding on priorities through voting (and use of majority vote rule to make significant decisions), and use of representatives to air out their views at the Sector Level. Fourth, citizens' participation in Rubavu Sector greatly promotes to the success of decentralized services delivery systems. It should, however, be noted that notwithstanding the foregoing, the study revealed as well that several measures are required to make citizens' participation more vibrant in enhancing the success of decentralized services delivery systems, in

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Rubavu Sector, in particular, and Rwanda in general. The researcher, therefore, recommends as follows. First, Local Governments should increase the level of sensitization to make citizens more aware of the importance of decentralized services delivery systems so that they can participate actively. Second, Local Governments should endeavor to implement the lower level decisions/views, more so when and if they are genuine and reasonable. Third, leaders of the Local Governments should be more transparent and more accountable to the citizens at the grassroots. Fourth, citizens themselves at the local level should endeavor to get more information about the decentralized services delivery systems that benefit them. Fifth, Central Government should work hand-in-hand with Local Governments and citizens to strengthen accountability and transparency. Sixth, Central Government should work hand-in-hand with Local Governments to reactivate local people to initiate, implement and monitor decisions and plans that concern them. Finally, Central Government should enhance responsiveness of public administration to the local environment/people.

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## **CHAPTER ONE**

### **1.0 INTRODUCTION**

#### **1.1 Background to the study**

The experience of the war and genocide in 1994 made it clear that poor governance was at the root of Rwanda's tragic history. Since then, the government was characterized by concentration of powers in the hands of few individuals at the central government level. This has been confirmed by the Ministry of Local Government and Social Affairs (2000), arguing that "The current political, economic and social situation of Rwanda is a direct consequence of the recent political and administrative history of the country the apex of which was the cataclysmic genocide of 1994, a genocide planned and effectively executed by the communities and agents of the state". Those individuals had all the power in their hands and could decide whatever they wanted without the population's participation in terms of governance and in all decisions related to the development of the country.

Relatedly, the inappropriate, highly centralized dictatorial governance of the colonial and post-independence administration of the country excluded the population from participating in the determination of their political, economic and social wellbeing (Ministry of Local Government and Social Affairs, 2000).

Given the foregoing, with the increased demand for embracing of Structural Adjustment Programmes in the 1990s, Rwanda embarked on

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enactment of the Decentralization Policy which, was finally enacted in 2000. To Rwanda's Government, Decentralization was viewed, and is still viewed as important because it gives opportunities to the local citizens, especially at the grass roots level, to participate in matters of their concerns like identifying their own problems and propose solutions to them.

According to Luhring (1975), in order to improve the economic performance in rural areas, many African governments have launched programs of administrative decentralization. Despite this, many of them have not successfully achieved their objectives because of poor implementation process.

For Kiros (1985), if projects undertaken in any locality aim at improving the welfare of the local people, then their involvement at every stage of local projects is not only vital but imperative for the success of that project. To be genuine and effective, local participation, whether on economic, political or social orientation, has to be based on three basic principles, namely; participation in information, power, and services delivery systems. Administrative decentralization if sufficiently implemented can reduce poverty. This can be done only when the local citizens are involved in identifying, management and implementation of projects that are essential to them.

It is impossible to enjoy a durable development if the local citizens have no role in planning for their development processes. As it has been

mentioned above, the local citizens had been excluded from all process of development related to their wellbeing. However, the government tried to implement some projects in terms of development regardless of the participation of the people concerned by the same projects. Even if something good could happen due to the kind of these projects, it could not be sustainable because the beneficiaries and future managers who are the local people had not been motivated and so they were not initiators of the projects concerning their livelihood.

Now that Rwanda took on decentralization generally, and decentralization of services delivery systems in particular, the researcher wanted to establish the relationship between citizens' participation and the success of decentralized services delivery systems in Rwanda.

## **1.2 Statement of the problem**

Rwanda is one of the developing African countries that embraced decentralization of services delivery systems in 2000. Prior to this period, the government of Rwanda was characterized and dominated by over centralization of almost all services delivery systems, which, consequently, and inevitably, led to, among others, inadequate participation of the majority of the population in the making of decisions that concern(ed) their livelihood; and passivity, lack of initiative and dependency syndrome on the part of the majority of population, caused especially by over centralization and exclusion from participation (Ministry of Local Government and Social Affairs, 2000).



In an attempt to mitigate the foregoing and other anomalies that characterized over centralization of government and services, the government of Rwanda, in 2000, introduced the National Decentralization Policy, and decentralization of services delivery systems in particular. This, among others, was meant to ensure and solicit for adequate participation of the majority of the population in decision-making, especially in matters that concern their livelihood; and to bring about a proactive, innovative and a self-reliant population which could be achieved through vibrant participation of citizens in most, if not all, decentralized services in general, and decentralized services delivery systems, in particular.

The foregoing stanced the researcher with several queries: what kinds of decentralized services delivery systems do citizens participate in, in Rwanda? What modes of participation do citizens use in decentralized services delivery systems in Rwanda? What procedures are followed by citizens when they participate in decentralized services delivery systems in Rwanda? Does citizens' participation promote the success of such decentralized services delivery systems? Unfortunately, the researcher could not get the empirical answers to the foregoing queries, and therefore had to do research to get actual facts on ground, using a case study of Rubavu Sector, Rubavu District, in the Western Province of Rwanda.

### **1.3 Purpose and objectives of the study**

#### **1.3.1 Purpose of the study**

The study sought to examine the relationship between citizens' participation and success of decentralized services delivery systems in Rwanda, using Rubavu Sector as a case study.

#### **1.3.2 Objectives of the study**

The study was guided by the following objectives.

- a) To establish the kinds of decentralized services delivery systems in which citizens participate in Rubavu Sector.
- b) To identify the modes of participation used by citizens in the decentralized services delivery systems in Rubavu Sector.
- c) To analyze the procedures followed by citizens to participate in the decentralized services delivery systems, and,
- d) To establish whether, or not, citizens' participation promotes the success of decentralized services delivery systems in Rubavu Sector.

### **1.4 Research questions**

To achieve the foregoing objectives, the researcher used the following research questions.

- a) What are the various decentralized services delivery systems in which citizens participate in Rubavu Sector?

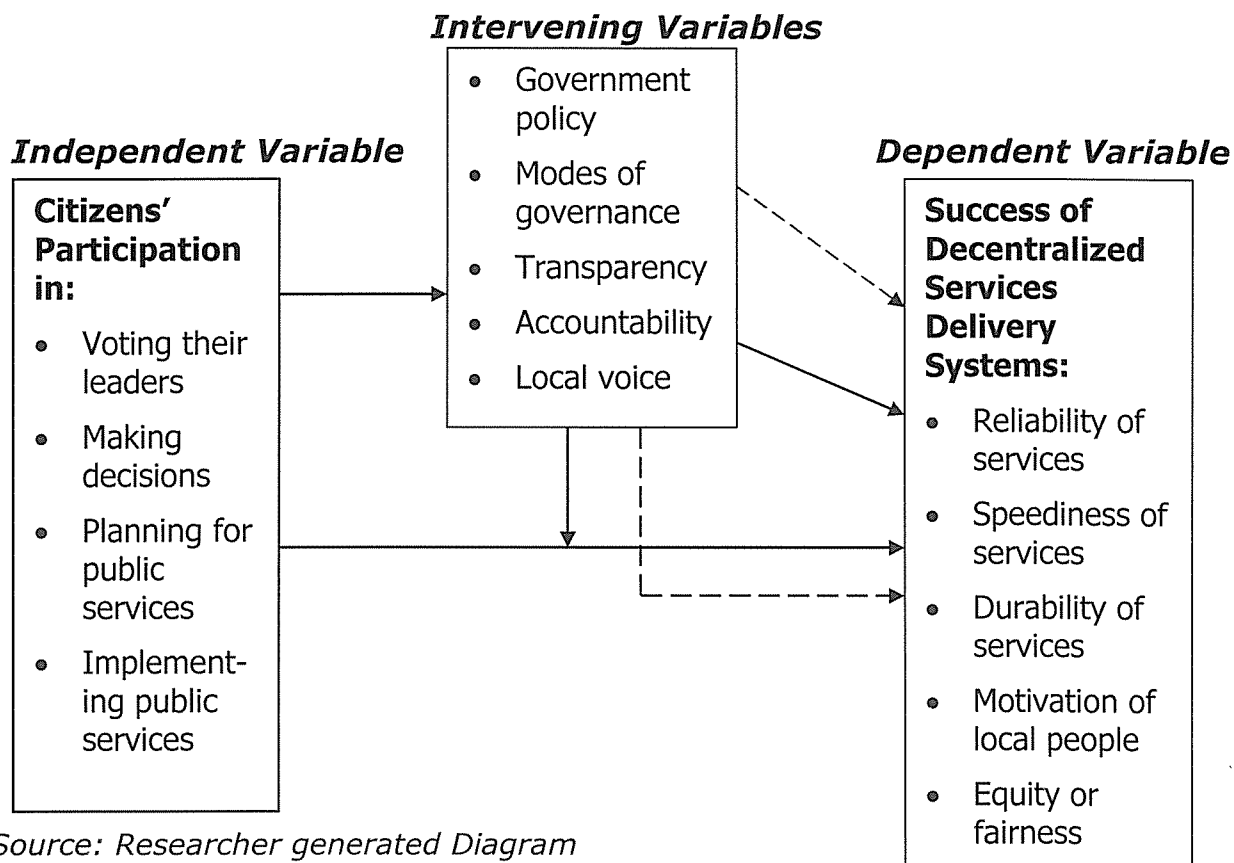
- b) What are the various modes of participation used by citizens in decentralized services delivery systems in Rubavu Sector?
- c) What procedures do citizens follow when participating in decentralized services delivery systems in Rubavu Sector?
- d) In what ways, if any, does citizens' participation promote the success of decentralized services delivery systems in Rubavu Sector?

### **1.5 Significance of the study**

- a) The findings of this study will generate useful information that may contribute to finding solutions to the success of decentralized services delivery systems as the best policy for development in Rwanda and beyond.
- b) This research will promote awareness for carrying out a comprehensive research on various parameters of citizens' participation and success of decentralized services delivery systems.
- c) The study will also provide to policy makers, local government practitioners and other stakeholders with recommendations which can be used to achieve a better society and improve livelihoods while local people are initiated in decision-making.

## 1.6 Conceptual framework

**Figure1. Conceptual Framework**



Source: Researcher generated Diagram

### KEY

—————→ **Positive Relationship**

-----→ **Negative Relationship**

In the above Conceptual Framework, citizens' participation is hypothesized to influence the success of decentralized services delivery systems. This can be reached when the intervening variables are favorable. It means that when people participate in local governance, and there are good Government policies, modes of governance which are foster, transparency in public management, accountability of leaders at all levels and local voice, decentralized services delivery systems will most likely be successful. Citizens' participation could influence the success of decentralized services delivery systems only when the intervening

variables intervene positively otherwise there will be a negative influence. It is said that citizens' participation influence positively the success of decentralized services delivery systems when characteristics of citizens' participation (voting their leaders, making decisions, planning for public services), lead to the success of decentralized services delivery systems characteristics which are: reliability of services, speediness of services, durability of services, motivation of local people and equity or fairness. The researcher wanted to establish whether the conceptual framework fits in what happens in Rubavu Sector in view of citizens' participation and the success of decentralized services delivery systems.

## **CHAPTER TWO**

### **2.0 REVIEW OF RELATED LITERATURE**

#### **2.1 Introduction**

This chapter presents a review of literature related to the issues under investigation. It is a deliberate effort to analyze how the current literature (reviewed) fit in the issues under study and vice versa.

#### **2.2.0 Definition of terms**

##### **2.2.1 Decentralization**

The term "decentralization" embraces a variety of concepts which must be carefully analyzed in any particular country before determining if projects or programs should support reorganization of financial, administrative, or service delivery systems. Decentralization, the transfer of authority and responsibility for public functions from the central government to subordinate or quasi-independent government organizations and/or the private sector is a complex multifaceted concept. Different types of decentralization should be distinguished because they have different characteristics, policy implications, and conditions for success (Litvack, 2000).

The most comprehensive definition of the concept of decentralization is the one given by Mutahaba (1998) where he defines it as, "The transfer of legal, administrative and political authority to make decisions and manage public functions from the central government to field organizations of those agencies like subordinate units of the government semi-

autonomous public corporation, area wide development authorities, autonomous local government or non-governmental-organizations” (Mutahaba, 1998, cited in Atwine, 2006).

### **2.2.2 Citizens’ participation**

The term citizen participation in terms of development is defined by DFID (2000) as enabling people to realize their rights to participate in, and access information relating to, the decision-making processes which affect their lives.

The term citizens’ participation is a multidisciplinary one, and it falls into four major areas of democratic theory, namely, political behaviour, community development, citizen action and government initiated citizen action (Checkoway & Til, 1978:60). Consequently, there are variations in terminology and definitions. For instance, terms like popular participation, community involvement, public participation and citizen participation are often used.

However, in this analysis the term ‘citizen participation’ is preferred because of its relevance to the development context. In addition, there is common agreement that citizen participation entails an active process in which participants take initiative and action in purposeful activities in relation to a local institution or area of which they are citizens or legal residents (Langton 1978:16).



Stein (2001) cited in Mwesigwa (2007) argued that, citizen participation requires reform of public institutions as well as investing in people and organizations, and that, these depend on the system and structures that are put in place in the design of the decentralization framework.

As will be elaborated further, citizen participation is critical to development since it enables local people to control and monitor resources and developmental activities. It serves as a means of monitoring abuse of the powers and ensuring transparency and accountability in resource utilization (Clapper, 1996:76).

In addition, by participating in the various development committees, citizens provide the necessary input in form of labour, resources, information, feedback and advice required in the development process said again Clapper (1996:76).

Citizens' participation, therefore, refers to the active involvement of all the people in the social, economic, institutional and political affairs that affect their lives. It pre supposes that the locals and more so the poor tend to be left behind in most developmental programs, yet their active involvement would help to ensure the sustainability of the programs and projects, thereby promoting sustainable development. Participation could also refer to people making decisions and acting on them to try and solve their own problems.



## **2.3 Theoretical framework**

This study was modeled on the Theory of “The Plan is the People’s Plan” advanced by the Republic of Zambia (1971) in its Second National Development Plan. The Theory was used by Chambers (2007: 86). The Theory postulated that when the people are the initiators and planners of an activity or a project, they will have a decision-making role, which may be theirs exclusively, or joint with others, on a specific issues of a policy or project. Thus, they will count more and more on services delivery systems which they are sure that is for them and the best will be its results for their livelihood.

The only meaningful way to let people feel responsible of all decentralized services delivery systems and enjoy its results for long is the participatory approach where people themselves participate in planning and management of policies and projects related to their livelihood.

As adapted in this study, the “Participation in Planning” Theory holds that, decentralization of services delivery systems influences the internal efficiency of the local people by choosing their priority needs and making decisions concerning the development of their area. The study was to prove whether or not, the foregoing Theoretical framework fits in what happens in Rubavu Sector in view of citizens’ participation and the success of decentralized services delivery systems.

## **2.4 Administration and management in local governments**

According to SOLACE Enterprises and Swiftwork (2005), local authorities exist to serve the needs of their communities and those communities increasingly expect to be able to influence service provision. Improving services means engaging with those communities at all levels to find out what they want, ensuring effective delivery and being accountable. Community engagement helps deliver a culture where resources are committed, where they are most needed and the public better appreciates the council's services.

Building better engagement starts with an honest assessment of the authority's current levels of communication with residents and community groups. Then it must choose the right level of engagement for the desired result, ranging from simple one-way information, through various consultation methods, right up to joint decision making with community representatives.

Community engagement works if those affected by decisions are involved early enough, in a way that is meaningful to them, if results are fed back regularly to stakeholders, if it is coordinated across the authority and if people have realistic expectations about what can change as a result of being able to share their views.

## **2.5 Centralization versus decentralization**

These two terms (centralization and decentralization) are viewed as opposite extremes on a single continuum. It is now reasonable to do an analysis of the relationship and relevance of each of these two theoretical concepts at various stages in this chapter it is also important because the concept of decentralization cannot be better understood without a clear understanding of the concept of centralization. Centralization is in response to the need for national unity, whereas decentralization is in response to demands for diversity (Bonnal, 1997).

Centralization is possession, gaining or non-sharing of substantial power by the upper level of an administrative hierarchy within the capital as defined in the International Encyclopedia of Social Sciences (1968).

According to Workmen (1959), under centralized administration the local authorities are denied of the discretionary power and direction. They are made to work on the directives of the top administrators whether right or wrong. The top administrators always threaten the lower subordinate administrators of the loss of jobs if they did not abide by their directives. Centralized political systems are according to this line of reasoning inherently unresponsive. As such, centralization has become an unpopular approach in addressing people's needs and problems. It is therefore asserted that centralized administration structure is not appropriate for developing countries hence most of the developing countries in the recent have started making moves away from it in favor of decentralization.

It was first attempted in different phases between the 1960s and 1980s with varying objectives. However, to determine the level of decentralization, it is necessary to pinpoint the degree of autonomy, the amount of power, resources and functions that are transferred to local government in the management of their local affairs away from central hierarchy.

## **2.6 Decentralization of services delivery systems and citizens' participation**

Decentralization of services delivery systems has, not only an administrative value, but also a civic dimension, since it increases the opportunities for citizens to take interest in public affairs; it makes them get accustomed to using freedom. The mere fact of opting for decentralization of services delivery systems shall not by itself ensure that the population effectively participates in its development which is the ultimate goal of a good policy of decentralization and good governance. It is important to set up mechanisms reassuring the participation of the population (Boeninger, 1992).

In his definition, Kauzya (2008) stressed that decentralization is no new item on the agenda of policymakers, but is now taking place in a different, arguably more favorable context in political terms.

However, "the decentralization policies that are underway in a number of less developed countries are conceived, on the one hand, under the constraints imposed by conditions of multilateral or bilateral donors, and

on the other, to tackle political conflict linked to national resource management and redistribution, or else with the objective in mind of increasing people's participation in managing of services delivery systems interventions or local affairs (FAO, 1997).

Political decentralization is best conceived within these two frameworks so that the power and authority to decide is not limited to electing leaders or representatives but includes the full range transfer of decision-making from central government to local governments/authorities/communities (Kauzya, 2008).

The involvement of citizens in development planning and implementation enables the formulation of realistic plans that are in line with local circumstances and conditions. Administratively, decentralization is considered as a key strategy that provides solutions to overloaded and over-centralized agencies (Boeninger, 1992).

The decongestion of the workload at the centre promotes cost-effectiveness and greater coordination and efficiency in public resource utilization, service delivery and local development. For instance, by giving local institutions the power to make some decisions without constantly referring to the top levels, delays are minimized and responsiveness in development or project management is enhanced since decisions are flexible and adjusted to respond to circumstances on the ground. In addition, decentralization is regarded as a means of facilitating the even distribution of resources and minimizing development regional inequalities

(Omiya, 2000). For instance, as an economic intervention, the decentralization process entails establishing or decentralizing small-scale projects close to the grassroots. In the worst of cases, the objectives of decentralization have not been achieved because of the seizure of decentralization measures by local elites, or their co-option of individuals to whom increased power has been devolved under new decentralization laws, but the reasons for falling short of envisaged outcomes are varied and complex.

The challenge for proponents of democratic decentralization is to specify methods and approaches by which equity objectives can be realized under decentralized forms of service delivery. Successful interventions are not premised on participation and accountability alone, but require attention to political factors (commitment, leadership and mobilization), institutional arrangements, financial resources, and technical and managerial capacity.

Greater emphasis should be given to measuring and monitoring service delivery outcomes under decentralized forms of provision, to ensure that participation produces real gains for the poor in terms of improved access and quality of services. Failure to do so will undermine the allure of democratic decentralization and encourage policy alternatives that run counter to the ethos of participation in local governance.

Services delivery which citizens ought to participate in according to UNDP (1999) are often equated with public goods like health, education,

drinking water and sanitation and are the most common forms of services provided by local governments. Police, fire, transportation, housing and social welfare services also fall under local government jurisdictions in many countries. Local governments are also given responsibility for a range of other public services, such as infrastructure in the form of roads and bridges, public buildings, and housing. In many developing countries, specialized services for low-income groups are the responsibility of local governments, such as social welfare, credit, and agricultural extension. Local authorities in rural areas often perform a range of functions directed at agriculture and rural development, environmental management, disaster prevention and rehabilitation.

## **2.7 Decentralization policy in Rwanda and its objectives**

The Government of Rwanda adopted the National Decentralization Policy in May 2000, to achieve three main goals: (i) good governance; (ii) pro-poor service delivery; and (iii) sustainable development. This concept was grounded in the nationwide grassroots consultative processes to determine the causes of genocide and chart out lasting solutions. Bad governance, extreme poverty, and exclusive political processes have been identified as some of the main underlying causes of the genocide (World Bank, 2005).

According to the Republic of Rwanda (2006), on the basis of these findings, and within the Government of Rwanda's long term Vision 2020 and the poverty reduction strategy, the decentralization policy

implementation program, was designed and adopted for achieving the above goals. The decentralization implementation process is being undertaken in three phases:

The first phase (2000-2003) established democratic and community development structures and attempted to build their capacities. In a bid to facilitate the functioning of these structures, a number of legal, institutional and policy reforms were undertaken, covering roles and responsibilities of central and decentralized structures; financing services and accountability mechanisms.

The current second phase (2004-2008) is meant to consolidate and deepen the decentralization process by emphasizing service delivery to communities through a well-integrated accountability network. This is through community empowerment by ensuring greater participation and involvement in the planning and management of their affairs. As a mechanism to facilitate effective implementation of poverty reduction programs, decentralization principles and practices are mainstreamed in the ongoing work to update the PRSP2, sectoral strategies and plans, and the District Development Plans (DDPs). The strategy and activities in this phase are, thus, building on the achievements, lessons and challenges of the first phase, as well as emerging concepts and priorities in the service delivery systems.

The third phase will be a continuous process of improving, supporting and sustaining the achievements of the first two phases.



Rwanda's poverty reduction strategy of 2002 has governance as one of its six priority areas. Within the governance sector decentralization is one of the key areas of focus. The global objective of the Decentralization Policy 2000 is 'to ensure political, economic, social, managerial/administrative and technical empowerment of the local populations to fight poverty by participating in planning and management of their development process.'

In 1996-1997, grass-root consultations countrywide were undertaken. The initial grassroots consultations indicated that people wanted to have a say in the conduct of the affairs of the state. They recognized that blind obedience exposes them to manipulation and injustices. Decentralization was the answer to this (MUSONI, 2004).

As it has been highlighted by Ministry of Local Government and Social Affairs (2000), the overall objective of the decentralization policy is to ensure political, economic, social, managerial/administrative and technical empowerment of local populations to fight poverty by participation in planning and management of their development process. The following are the strategic objectives of the policy:

- a) To enable and reactive local people to participate in initiating, making, implementing, and monitoring decisions and plans that concern them taking into consideration their local needs, priorities, capacities and resources by transferring power, authority and resources from central to local government and lower levels;

- b) To strengthen accountability and transparency in Rwanda by making local leaders directly accountable to the communities they serve and by establishing a clear linkage between the taxes people pay and the services that are financed by these taxes;
- c) To enhance the sensitivity and responsiveness of public administration to the local environment by placing the planning, financing, management and control of service provision at the point where services are provided and by enabling local leadership develop organization structures and capacities that take into consideration the local environment and needs;
- d) To develop sustainable economic planning and management capacity at local levels that will serve as the driving motor for planning, mobilization and implementation of social, political and economic development to alleviate poverty; and
- e) To enhance effectiveness and efficiency in the planning, monitoring and delivery of services by reducing the burden from central government officials who are distanced from the point where needs are felt and services delivered.

## 2.8 Modes of citizens' participation

**Table I: Relation to Good Governance Principles**

<b>Case</b>	<b>Participation</b>	<b>Partnership</b>	<b>Transparency</b>	<b>Equity</b>
Brazil municipal health	Open community level forums with management	Some public, limited private Good CBO	Public reporting of expenditures	Improved delivery of affordable public services
Honduras municipal planning	Open participation of civil society at the municipal level	Partnership potential with all sectors	Public reporting and accountability is strong	Increased equity through local participation
India local Panchayats	Active public leadership in participative approach	Opportunity for partnerships is open	Public reporting and accountability is provided for	Equity only occurs where Panchayat leadership is Exercised
Jordan education	The Local Parental Council and the committees of Educational Development	Limited collaboration between public education and that offered by NGOs and private institutions.	Funding is centrally controlled and allocated with limited expenditure authority at the local level.	Generally felt that remote and less fortunate areas are not prioritized
Pakistan squatter settlements normalization	Squatter settlement participation in planning, improving and managing their Own services.	Government in partnership with NGO Training Institute and squatter community CBO.	Community plans and implements many of its own improvements.	Leasing of public land to qualified squatter communities who chose to participate.
Philippines village health services	Local village health Committees planning, education and implementation.	Unit's partnerships with local health committees.	Committees focus on leveraging wise use of available resources,	Local Government Primary health care in the hands of local people.
Poland municipal associations	Municipalities Negotiate agreements—represented by their Mayors.	Municipalities horizontal co-operation with central government vertical cooperation	Public reporting and accountability for use of funds.	Same quality of service goes to all municipality members and the households in them.
Poland private partnerships	Local participation in planning new services.	Tax incentives, public investment and spatial planning in partnership with private enterprise	Public accounting for revenues and expenditures	Increased tax revenues from new business applied to social service and housing for the poor.

Uganda privatization of market services	Market vendors association subcommittees open to 18,000 vendors	Partnership with government contracted management firm	Increased revenues reapplied to municipal services	Market services, improved for the millions who use the market.
South Africa participatory budget preparation	Community based stakeholder participation	No partnership involved	Open participation in budget preparation	Aimed at through system of local tax collection

*Source: UNDP (1999).*

## **2.9 Procedures of citizens' participation**

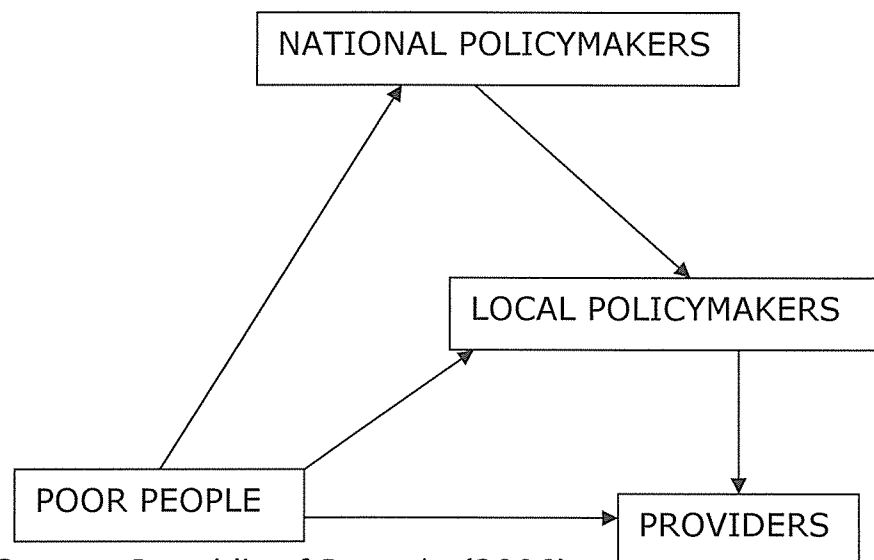
According to UNDP (1999), the scope for decentralization to generate improvements in service delivery offers a useful opportunity to employ both sets of evaluative criteria. However, the literature on democratic decentralization and service delivery generally falls into two distinct categories: opportunities for enhanced popular participation and increased accountability of local authorities, or on new forms of service delivery involving a plurality of actors. There is no systematic or comparative evidence on whether increased participation in decentralized local governance generates better outputs in terms of improvements in the provision of health, education, and drinking water and sanitation services for poor and marginalized people.

Nsibambi (2000) has noted that in assessing community participation, some of the local issues are: procedures and actors at the various stages of the programmes. Participation in consulting, identification, selection, implementation, management of utilities are some of the aspects highlighted.

## 2.10 The framework of accountability relationships under decentralization

The framework of accountability relationships under decentralization in Rwanda can be illustrated diagrammatically as follows.

**Figure2. The framework of accountability relationships under decentralization**



*Source: Republic of Rwanda (2006)*

Concretely, this approach involves, according to Republic of Rwanda (2006), tools and mechanisms to strengthening voice and client power. In order for decentralized service delivery to happen, local governments will incorporate participatory approaches to promote bottom-up planning where communities can decide what their development needs and priorities are. Participation refers to a broad range of actions that citizens, communities and civil society organizations can use to hold government officials, bureaucrats and service providers accountable. These include citizen participation in public policy making, participatory budgeting, public expenditure tracking, citizen monitoring of public service delivery, lobbying and advocacy. In practice, several participatory initiatives

already exist in Rwanda. The will of the Government is to strengthening and scaling up these initiatives and to introduce new ones when needed.

The framework also involves developing new arrangements with the public and/or private providers for better and more accessible service delivery. Appropriate incentives structures and systems have to be put in place to ensure efficient management of public services delivery by service providers. For instance, “compacts” can be used to frame service delivery. A compact refer to performance managing contracts when the service is contracted out to public or private actors or other types of agreements on public sector provision when the government provides the service. The compact specify the features of the service that will be delivered-access, quantity, quality and details on responsibilities, financing, other resources, performance supervision and monitoring. These features have to reflect the aspiration of the users of services-including the poor. Without compacts, it is hard to impose sanctions for inappropriate performance or provide rewards when performance is appropriate. Instructions to providers must be clear and backed with sufficient resources for adequate compensation.

### **2.11 Success of decentralized services delivery systems**

Political factors are of intrinsic importance to decentralized service delivery for several reasons. It is widely accepted that political commitment on the part of federal or state governments is a sine qua non of effective democratic decentralization, and especially forms of

decentralization that are specifically geared to the interests of the poor (Crook, 2001; Blair, 2000).

Cahn and Camper (1968) suggest there are three rationales for citizen participation. First, they suggest that merely knowing that one can participate promotes dignity and self-sufficiency within the individual. Second, it taps the energies and resources of individual citizens within the community. Finally, citizen participation provides a source of special insight, information, knowledge, and experience, which contributes to the soundness of community solutions. The result is an emphasis on problem solving to eliminate deficiencies in the community (Christensen & Robinson 1980).

In its National Decentralization Policy (2000), the Government of Rwanda acknowledges that local communities have better experience and knowledge about their environment. They can therefore better identify their development needs and potentials. The Decentralization Policy has been specifically designed to empower local governance structures with appropriate autonomy to bring public administration closer to the people, and to make local governance accountable to the electorate.

The capacity of citizens to participate in planning, implementing, monitoring and evaluating sustainable poverty reduction and socio-economic development with their collective and individual potentials must therefore be reinforced.

Decentralized governance is effectively strengthened and rendered more accountable when citizens' participation is encouraged, facilitated and institutionalized. Communities, neighborhoods and individuals can play a crucial role in ensuring that local government responds to their needs by participating in the planning, implementation and monitoring of activities and projects affecting their lives and eventually impacting the level of human development they maintain (UNDP, 1999).

The researcher was motivated to do research and find out what were reviewed in the above literature are accurate and valid.



## **CHAPTER THREE**

### **3.0 METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the methodology that was used in the study. Specifically it entails the research design, target population, sample size, sampling techniques, data collection methods, data analysis, data quality control and concludes with the research procedure

#### **3.2 Research design**

A case study and survey research designs were used. A case study was used for two main reasons: First, it gave the researcher an opportunity to do an in-depth analysis of Rubavu Sector which could make it possible to understand the issues under investigation deeper and better. Second, since the researcher could not study the entire country of Rwanda due to limitations of funds and time, a case study which zeroed to Rubavu Sector was viewed and used as a better substitute. The survey design was used within the case study to ensure that as many citizens as possible were incorporated in the sample to make it more representative and generalizable to the entire target population.

#### **3.3 Scope of the study**

The study was done in Rubavu Sector which is located in the Western Province, in Rubavu District. The study was conducted between December 2008 and April 2009. It mainly focused on establishing and analyzing the relationship between citizens' participation and success of decentralized services delivery systems in Rwanda, particularly in Rubavu sector.

### **3.4 Target Population**

The study targeted the entire population of Rubavu Sector. In the "Rubavu Sector, January 2009 Annual Report", the Sector had a population of 23456 with about 6689 households and it is composed of seven cells and 35 villages. The entire population of Rubavu Sector was therefore targeted.

### **3.5 Sample size**

All the seven cells in Rubavu Sector were selected. From seven cells, 372 households as respondents were randomly selected and that is the total numbers of the sample size. The researcher was guided by Amin's book (see appendix A) to determine the sample size; hence, from 6689 households in Rubavu Sector, the researcher selected 372 households as representative sample of the whole population. In addition, the researcher added one Executive Secretary of Rubavu Sector, Seven Coordinators of Cells, and Seven Executive Secretaries of Cells for the interview, hence, making a total sample size of 387 respondents. Table II shows the sample selected from each of the seven Cells in Rubavu Sector.

**Table II: Sample size drawn from each of the Seven Cells in Rubavu Sector.**

<b>Cells</b>	<b>Number of households in each cell</b>	<b>Number of household sample selected from each cell</b>
Bulinda	913	53
Buhaza	462	53
Byahi	1050	54
Gikombe	957	53
Murambi	1703	53
Murara	766	53
Rukoko	838	53
<b>Total</b>	<b>6689</b>	<b>372</b>

*Source: Data from Field Research*

### **3.6 Sampling Techniques**

A random sampling technique was used to select the category of respondents to be included in the sample. Random sampling technique was mainly used to ensure that each member of the target population had an equal and independent chance of being included in the sample. Therefore, generalizations were used basing on information generated from the randomly selected respondents.

### **3.7 Methods of Data Collection**

The study used three methods of data collection, namely: self-administered questionnaires, informal interview and document review. The selection of these tools was guided by the nature of data to be collected, the time available as well as by the objectives of the study. The overall aim of this study is to examine the relationship between citizens'

participation and success of decentralized services delivery systems in Rwanda, particularly in Rubavu Sector. The researcher was mainly concerned with views, opinions, perceptions, feelings and attitudes. Such information could be best collected through the use of questionnaires and informal interview techniques (Bell, 1993; Touliatos & Compton, 1988) cited by Oso and Onen (2008).

### **3.8 Data Analysis**

Primary data were collected from the respondents in sampled households and secondary data were generated through documentary review. Data were organized in a more meaningful and interpretive way to answer to the study objectives and research questions. After being collected from the field, data were organized and sorted using percentages, tables and tabulation - by putting similar findings in one category and dissimilar in another; this was possible with the use of coding.

### **3.9 Quality Control**

To ensure validity of the questionnaires and interview guides, the researcher presented them to 10 academic experts including the supervisor. Nine of these approved the validity of the research instruments.

Content Validity Index (CVI) = (Number of judges declared item valid)/(total number of items)

$$9/10=0.9$$

According to Amin (2005), for the instrument to be accepted as valid, the Average Index should be 0.7 or above, which confirms ours to be valid because it is 0.9 which is beyond 0.7.

To establish the reliability of the questionnaire, the researcher gave out 10 questionnaires to 10 respondents for pre-testing purposes, which they filled and were collected by the researcher. One week after, the same questionnaire was again given to the same 10 respondents; and the responses were basically the same. This helped to reveal to the researcher that the questionnaire instrument was reliable.

## CHAPTER FOUR

### 4.0 PRESENTATION AND DISCUSSION OF FINDINGS

#### 4.1 Introduction

This study investigated the relationship between citizens' participation and success of decentralized services delivery systems in Rwanda, in Rubavu sector. Data were collected using interview guides, self-administered questionnaires, and through documentary review. 400 questionnaires were distributed to 400 householders, all of them from Rubavu Sector, in all Cells, but only 372 answered and returned questionnaires. Informal interviews were held with the Executive Secretary of Rubavu Sector and 14 leaders of Cells, some of them seven were Executive Secretaries of Cells, and others seven were Coordinators of Cells.

#### 4.2 Characteristics of respondents

##### 4.2.1 Age, Gender, and Marital status of respondents

Respondents studied were of varying ages, gender and marital status as showed in the table III.

**Table III: Age, Gender, and Marital status of respondents**

Age group	Gender			Marital status			
	Female	Male	Total	Married	Single	Widow	Total
18-35	56	112	<b>168</b>	116	44	8	<b>168</b>
36-52	48	106	<b>154</b>	120	16	18	<b>154</b>
53-69	18	32	<b>50</b>	40		10	<b>50</b>
Above 69	-	-	-	-	-	-	-
<b>Total</b>	<b>122</b>	<b>250</b>	<b>372</b>	<b>276</b>	<b>60</b>	<b>36</b>	<b>372</b>
<b>Percentage</b>	<b>32.7956</b>	<b>67.2043</b>	<b>100</b>	<b>74.19354</b>	<b>16.1290</b>	<b>9.677419</b>	<b>100</b>

Source: Data from the Field

#### 4.2.2 Respondents' Level of Educational

Respondents studied were of different levels of education. Primary level dominated with 61.8%, Secondary level came second with 28.2%, then bachelors' level was third with 9.9%; no one had masters and/or PhD degrees, as shown in table IV.

**Table IV. Respondents' Level of Educational**

Educational level	Gender		Percentages
	Female	Male	
PhDs	0	0	<b>0</b>
Masters	0	0	<b>0</b>
Bachelors	7	30	<b>9.9</b>
Secondary	35	70	<b>28.2</b>
Primary	80	150	<b>61.8</b>
<b>Total</b>	<b>122</b>	<b>250</b>	<b>100</b>

*Source: Data from field*

#### 4.3 Presentation of findings

Findings from the study are presented according to the research objectives.

##### 4.3.1 Decentralized Services Delivery Systems respondents participate in, in Rubavu Sector

The first objective of the study was: to establish the decentralized services delivery systems in which citizens participate in Rubavu Sector. To achieve this objective, the researcher used research question one,

which states that “What decentralized services delivery systems do you participate in?”

Respondents revealed that citizens in Rubavu Sector participate in various decentralized services delivery systems in areas of Health, education, drinking water and sanitation, justice, agricultural extension, seeds and roads. The study farther revealed that, normally, when citizens participate in decentralized services delivery systems, they refer to the following traditional social institutions that are used by local governance to fight poverty and lead the country to prosperity. These include:

**a) Umuganda:** the tradition of voluntary work on public projects. This is the sustainability philosophy for initiating and implementing labor-intensive public works;

**b) Ubudehe:** the tradition of community action aimed at strengthening decentralized agencies through community action initiated and implemented by the population of each cell. This tradition constitutes a process for identifying needs, prioritizing, planning and implementing community projects;

**c) Gacaca:** the collective tradition for settling disputes. It has been adapted to treat the after-effects of the genocide; subsequently, it could be used to assist in settling land disputes and other civil cases;

**d) Umusanzu:** the tradition of contributing to supporting the poor or attaining a specific community objective. This is the foundation for



the establishment of the Education Fund for Needy Children and the Health Mutual Insurance initiatives; and

**e) Abunzi:** a decentralized structure down to the cell level that links citizens to public and private institutions. It plays a preventive role and combats injustice, corruption, conflict management and other possible abuse from public and private institutions.

In addition to the foregoing, respondents argued that the power of selecting political leadership and representatives were transferred from central governments to local governments, and, also, the power and authority for making socio-politico-economic decisions which was transferred from central governments to local governments and local communities.

#### **4.3.2 Modes of citizens' participation in Rubavu Sector**

The second objective of the study was "to identify the modes of participation used by citizens in the decentralized services delivery systems in Rubavu Sector". To achieve this objective, the researcher used the question: "What modes of participation do you use?"

Respondents revealed that citizens in Rubavu Sector use two modes of participation namely: direct participation and representation. Citizens' participation in decentralized services delivery systems starts at Lower Level and ends at the Sector Council Level. At the cell level, citizens participate directly in planning, managing and controlling the development affairs (i.e. they participate in identifying and prioritizing needs).

After identification and prioritizing of their needs, a report of citizens' decisions goes to the sector level where people participate through representatives (Sector Council Members). The Sector Council Members sit down for analyzing, amending and approving lower level decisions, due to the fact that financial resources are always limited. This Sector Council is mandated to decide the final propositions of projects to be sent at the District Level where the financial decisions are taken according to priorities.

#### **4.3.3 Procedures of citizens' participation in Rubavu Sector**

The third objective of the study was: "to analyze the procedures followed by citizens to participate in the decentralized services delivery systems". To achieve this objective the researcher used the question: "What procedures do citizens follow when participating in decentralized services delivery systems in Rubavu Sector?" Respondents revealed that citizens use the following procedures to participate in Rubavu Sector decentralized services delivery systems.

First, in public hearing. Here, citizens have to address their views in regular meetings. At the cell level, citizens give freely their ideas and select services they find very relevant to meet their needs according to the nature of their region.

Second, while in meetings, citizens are given chances to freely give out their views but in an organized manner. They have to follow the

instructions given by the chairpersons of such meetings and are required to follow the agenda adopted at the beginning of the meeting.

Third, to decide on priorities and/or vote, they follow the majority rule i.e. an issue is only voted or declared a priority if it receives majority voters' support.

Fourth, at Sector level, representatives decide and participate on behalf of the rest of the citizens. What is decided on by representatives is bound to be accepted by the citizens as their decision.

Overall, citizens are expected and required to attend meetings whenever and wherever called upon. Only then can their voices be heard directly from them.

On whether the foregoing procedures promote citizens' participation, 93.01% of respondents argued that the procedures indeed favour their participation as showed in Table V.

***Table V: Whether or not, procedures promote citizens' participation in Rubavu Sector.***

<b>Question</b>	<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Do those procedures favour/promote or hinder/inhibit your participation?	Yes	346	93.01
	No	26	6.98
	<b>Total</b>	<b>372</b>	<b>100</b>

*Source: Data from the Field*

The study revealed that 93.01% of the respondents confirmed that the procedures favour their participation. Why? Because of the following:

- a) Those procedures favour because people at grassroots decide on what to be done in matters concerning their lives.
- b) They favour because the results that will come from development projects shall match with local people needs.
- c) They favour because local people feel responsible in their development process.
- d) They favour because the local people are involved in planning and shall also be involved in the management of their own services.

Some of the respondents (6.9%), however, answered negatively by saying that the procedures don't favour citizens' participation in Rubavu Sector. Why? Because of the following:

- a) They don't favour because local people are not wise enough in order to decide on very important projects like education, health care, modern infrastructures, etc. This is mainly because majority are primary school levels who are not articulated enough.
- b) They hinder/inhibit because local people get bored when some decisions taken by them are not implemented.
- c) They don't favour because some local people don't trust their local leaders.
- d) They hinder because People are reluctant to participate in community activity when they do not have enough information to act responsibly.

- a) Ownership (reduction in redundancy), that they feel part and parcel of the decentralized services delivery systems because they are given chance to participate. Consequently, they end up being identified with the services delivery systems, which enhances their success.
- b) Representation in decision making (by the Sector Council Members). By being represented (through Representatives) at the cell level, citizens know that their views are presented to and at higher levels. They, therefore, feel obliged to be loyal and support the Rubavu Sector Services delivery systems, which, unquestionably enhances their success.
- c) Mobilization of resources. Resources are scarce almost every where, including Rubavu Sector. Sometimes, therefore, citizens participate by helping to mobilize resources, which are helpful in helping to supplement the already available resources to promote the success of the delivery services systems.
- d) Attendance in regular meetings. By attending regular meetings and contributing ideas, citizens enhance the success of the delivery services systems by ensuring that they give views which help to tailor-make the services delivery to the local citizens' needs.
- e) Accountability. By requiring their leaders to be accountable to them, citizens help to minimize misuse of resources and misappropriation and embezzlement of funds, which consequently enhances the success of the decentralized services delivery systems.

f) Reporting corrupted local government agents.

g) Workshop and trainings. By attending training and workshops, citizens get to acquire knowledge and skills that are vital to planning and implementing successful decentralized services delivery systems.

#### **4.4 Discussion of findings**

The present sub-section explores findings as presented in this chapter four in comparison to the existing literature discussed in chapter two.

##### **4.4.1 Decentralized services delivery systems respondents participate in, in Rubavu Sector**

According to Boeninger (1992), the involvement of citizens in development planning and implementation enables the formulation of realistic plans that are in line with local circumstances and conditions. Administratively, decentralization is considered as a key strategy that provides solutions to overloaded and over-centralized agencies. As it has been highlighted by Ministry of Local Government and Social Affairs (2000), the overall objective of the decentralization policy is to ensure political, economic, social, managerial/administrative and technical empowerment of local populations to fight poverty by participation in planning and management of their development process.

Services delivery systems in which citizens ought to participate, according to UNDP (1999), are often equated with public goods like health, education, drinking water and sanitation and are the most common forms

of services provided by local governments. The findings from the field were in conformity with the literature in the following words: Respondents after confirming that the services delivery systems are now decentralized in Rubavu Sector at 94%, mentioned the following decentralized services delivery systems they participate in: Health, education, drinking water and sanitation, justice, agricultural extension, seeds and roads. This is in agreement with what UNDP (1999) noted, as highlighted above.

#### **4.4.2 Modes of citizens' participation**

According to UNDP (1999), some examples of modes of citizens' participation are mentioned from different countries: in Pakistan squatter settlements normalization, the mode of participation used was "Squatter settlement participation in planning, improving and managing their own services". In Jordan education, the mode used was "The Local Parental Council and the committees of Educational Development". In Brazil municipal health, the mode used was "Open community level forums with management".

Likewise, the citizens' participation in the case of Rubavu sector is also guided by two modes of participation, including: Direct participation at the cell level and through representatives at the sector level where the sector council members are the representatives of the citizens interests in decision making process. At this level, the most pertinent issue is that all respondents themselves have given a common answer that their participation in decentralized services delivery systems starts at lower level. It is at the cell level where they directly participate in planning,

managing and controlling the development affairs i.e. identifying and prioritizing needs.

#### **4.4.3 Procedures of citizens' participation**

Nsibambi (2000) noted that in assessing community participation, some of the local issues are: procedures and actors at the various stages of the programmes. Participation in consulting, identification, selection, implementation, management of utilities are some of the aspects highlighted.

According to the Republic of Rwanda (2006), in order for decentralized service delivery to happen, local governments will incorporate participatory approaches to promote bottom-up planning where communities can decide what their development needs and priorities are.

Findings from Rubavu Sector about citizens' participation procedures are in conformity with the foregoing authors because respondents revealed the following procedures to participate in Rubavu Sector decentralized services delivery systems: First, is public hearing. Here citizens have to address their views in regular meetings. At the cell level, citizens give freely their ideas and select services they find very relevant to meet their needs according to the nature of their region.

Second, while in meetings citizens are given chances to freely give out their views but in an organized manner. They should follow the instructions given by the chairpersons of such meetings and should follow the agenda adopted at the beginning of the meeting.



Third, to decide on priorities and/or to vote, they follow the majority only i.e. an issue is only voted or declared a priority if it receives majority voter support.

Fourth, at Sector level, representatives decide and participate on behalf of the rest of the citizens. What is decided on by representatives is bound to be accepted by the citizens as their decision.

#### **4.4.4 Successful services delivery systems**

The decongestion of the workload at the centre promotes cost-effectiveness and greater coordination and efficiency in public resource utilization, service delivery and local development. For instance, by giving local institutions the power to make some decisions without constantly referring to the top levels, delays are minimized and responsiveness in development or project management is enhanced since decisions are flexible and adjusted to respond to circumstances on the ground. In addition, decentralization is regarded as a means of facilitating the even distribution of resources and minimizing development regional inequalities (Omiya, 2000).

By looking at what was said by UNDP (1999), he argued that decentralized governance is effectively strengthened and rendered more accountable when citizens' participation is encouraged, facilitated and institutionalized.

However, if we compare this to the answers given by Rubavu citizens, it is remarkable that the decentralization of services delivery systems in Rubavu Sector is successful. How? In the following words:

- a) Ownership (reduction in redundancy)
- b) Representation in decision making (by the Sector Council Members)
- c) Mobilization of resources
- d) Attendance in regular meetings
- e) Accountability
- f) Reporting corrupted local government agents
- g) Workshop and trainings

Here, the reason is that the beneficiaries are involved in the planning of their services which makes those services of good quality and reliable. This match with what UNDP (1999), said, "Communities, neighborhoods and individuals can play a crucial role in ensuring that local government responds to their needs by participating in the planning, implementation and monitoring of activities and projects affecting their lives and eventually impacting the level of human development they maintain".

## **CHAPTER FIVE**

### **5.0 CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the conclusions accruing from the research findings and recommendations that the researcher gives.

#### **5.2 Conclusions**

From the findings, the researcher makes the following conclusions.

- a) Citizens in Rubavu Sector participate in various decentralized services delivery systems which, among others, include; Health, education, drinking water and sanitation, justice, agricultural extension, seeds and roads (services delivery systems).
- b) In Rubavu Sector, citizens use two modes of participation namely: direct participation and representation. Direct participation is used at Lower/Cell Level while representation is used at Sector Level.
- c) In Rubavu Sector, citizens use the following procedures to participate in decentralized services delivery systems: first, is public hearing; second, while in meetings, citizens are given chances to freely give out their views but in an organized manner; third, to decide on priorities and/or to vote, they follow the majority rule; fourth, at sector level, representatives decide and participate on behalf of the rest of the citizens.
- d) Citizens' participation in Rubavu Sector has increased the success of decentralized services delivery systems in Rubavu Sector. How?

Through ownership and continuous support of the decentralized services delivery systems, representation in decision making (by the Sector Council Members), mobilization of resources, attendance in regular meetings, accountability, reporting corrupted local government agents, and participating in Workshop and trainings

### **5.3 Recommendations**

In order to make citizens' participation more relevant to promoting successful decentralized services delivery systems in Rwanda, the researcher recommended the following:

- a) Local governments should increase the level of sensitization to make the citizens at the lower level more aware about the importance of decentralized services delivery systems so that they can participate actively. This can/should be done through the regular meetings, their representatives, through radios, and news papers, where possible.
- b) Local governments should endeavor to implement the lower level decisions/views, more so when and if they are genuine and reasonable, so that citizens' commitment to, and support for, decentralized services delivery systems don't fade and/or degenerate to demotivational levels.
- c) Leaders of the local governments should be more transparent and more accountable to the citizens at the grassroots which shall lead

citizens to trust them and enthuse them to continue working and cooperating with the local governments for sustainable periods.

- d) The people at the local level must endeavor to get more information about the decentralized services delivery systems that benefit them and use their right to participating in their own services.
- e) The Central Government should work hand-in-hand with Local Governments and citizens to strengthen accountability and transparency. Central Government, in particular, should make local leaders directly accountable to the communities they serve and establish a clear linkage between the taxes people pay and the services that are financed by those taxes.
- f) The Central Government should work hand-in-hand with Local Governments to reactivate local people to initiate, implement and monitor decisions and plans that concern them, by taking into account local assets, needs and priorities; and transfer appropriate and corresponding power, authority and resources from central to local governments for those purposes.
- g) Relatedly, the Central Government should enhance responsiveness of public administration to the local environment/people by strengthening their capacity in planning, financing, management, and control of services provision; improve the predictability of funding, and strengthen economic and financial planning and



management capacity at local levels so these are the driving forces for social, political and economic development.

#### **5.4 Suggested areas for further research**

The researcher does not and cannot guarantee that the study was exhaustive. In any case, the scope of the study was limited in accordance with the space and objectives. It is, therefore, suggested that a national research covering the whole country be undertaken. Also, prospective researchers, and even students, should be encouraged to research into the following areas: Assessment of Citizen Participation in Local Government Budgeting in Rwanda; and strategies for coming up with appropriate methods and procedures of involving citizens in local government decision making.

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## APPENDICES

*Martin E. Amin*

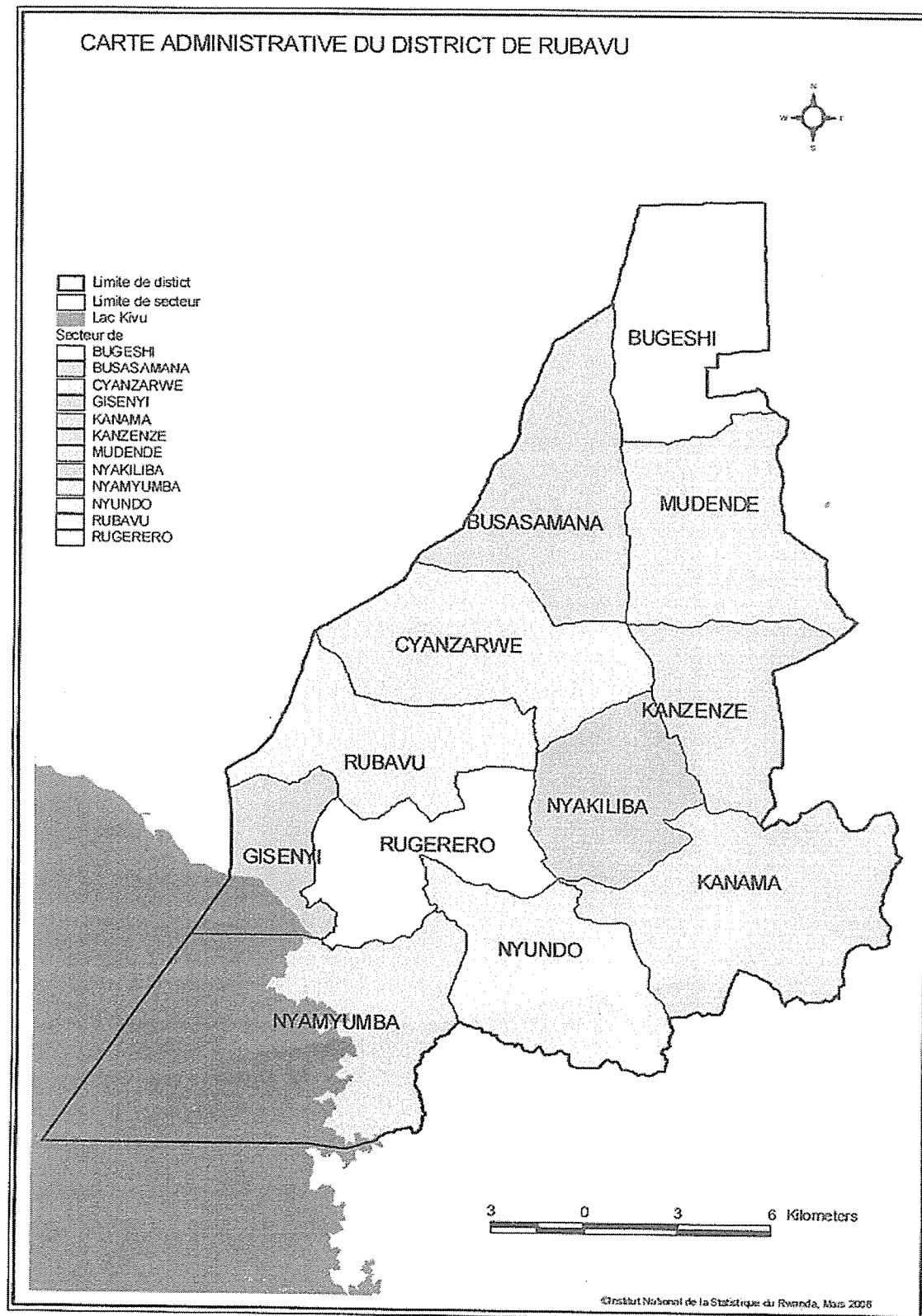
### *Appendix A*

*Sample size (s) required for the given population sizes (N)*

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	256	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Note : From R. V. Krejcie and D. W. Morgan(1970), Determining sample size for research activities, Educational and psychological measurement, 30, 608, Sage Publications.

## Appendix B: MAP OF RUBAVU DISTRICT



## **Appendix C: QUESTIONNAIRE**

Dear sir/ Madam:

I am Ruterahagusha Roger, a student at Kampala International University pursuing a Master of Art in Development Studies. The purpose of this questionnaire is to find out information regarding "Citizens' participation and success of decentralized services delivery systems in Rwanda. A case study of Rubavu sector", you have been selected to participate in this study and therefore, kindly requested to answer the questions below. The information you will give here will be solely for academic purposes and will be treated with a most confidentiality.

Answering all questions will be your important contribution to my research. Please read instructions carefully, and answer all questions in the space provided.

### **Instructions:**

**Put a cross (x) in front of the answer of your choice among the alternative provided. Where there is a space, feel free to give your opinion.**

### **I. Information Background**

#### **1. Age**

Between 18 and 35 years old ☐

Between 36 and 52 years old ☐

Between 52 and 69 ☐

Above 69 years old ☐

#### **2. Gender**



Male ☐

Female ☐

### **3. Marital status**

Married ☐

Single ☐

Widow ☐

### **4. Levels of education**

PhD ☐

Masters ☐

Secondary ☐

Primary ☐

## **II. Questions relating to Citizens' participation and success of decentralized services delivery systems in Rubavu sector.**

1. Are you aware of the national decentralization policy?

Yes ☐

No ☐

2. a) Do you know what decentralized services delivery systems means?

Yes ☐

No ☐

b) If yes what is it?

3. Are services delivery systems in your sector now decentralized?

Yes ☐

No ☐

5. What decentralized services delivery systems do you participate in?

6. What modes of participation do you use?

4. What procedures do you follow when participating in decentralized services delivery systems?

8. Do those procedures favour/promote or hinder/inhibit your participation? How?

9. What do you consider to be the main characteristics of successful services delivery systems?

10. In what ways, does your participation promote the success of decentralized services delivery systems in Rubavu Sector?

**Thank you for your collaboration.**

## Appendix D: INTERVIEW GUIDE

Interview guides for key information reserved to (Executive Secretary of Rubavu sector, Members of sector council and coordinators of cells in Rubavu Sector).

1. Is the power already decentralized in your sector?
2. Are the sector council members empowered in terms of making decisions for the development of the sector?
3. How do you process to planning activities and projects for the development of the sector?
4. Who makes decisions in your sector about projects and activities for its development?
5. Do citizens at grass roots level participate in matters of their concerns like identifying their own problems and propose solutions to those problems?
6. Which services does the sector deliver to the local people?
7. a) Do the local people participate in those activities?  
b) If yes, please tell us what is their role?
8. Do you think that the involvement of citizens in development planning and implementation of development programmes is very important for the success of decentralized services delivery systems in your sector?

