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RWANDA

COLLEGE OF ARTS AND SOCIAL SCIENCES  
SCHOOL OF GOVERNANCE

**MASTER'S PROGRAMME IN LOCAL GOVERNANCE STUDIES**

**THE ROLE OF CITIZEN PARTICIPATION IN PLANNING  
PROCESS FOR LOCAL ECONOMIC DEVELOPMENT;  
A case study of Gasabo District.**

**A dissertation submitted in partial fulfillment of the  
requirements for the degree of master of social sciences  
in local governance studies.**

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**Huye, May 2021**

## **Declaration**

I, Murebwayire Jeanne d’Arc, a student at University of Rwanda, hereby declare that the thesis titled “**Role of Citizens Participation in Planning Process for Local Economic Development; Case study of Gasabo District (2014 – 2017)**”; the thesis is submitted to the university of Rwanda in partial fulfilment of the requirements for the award of Master’s degree of Local Governance Studies, is my original work.

The content of this thesis has not been submitted in any University or Institution for academic award.

Date: .../...../2021

Signature:

Name: Murebwayire Jeanne d’Arc

**Approved by:**

Names: .....

Signature: .....

Date: .....

## **Acknowledgement**

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## **Dedication**

Dedication goes to:

My lovely spouse for his accompany during the studies and the course of the research;

My family members for their contributions in all the kinds;

My classmates for their cooperation and team spirit;

My lecturers for their contribution to my studies.

## **Abstract**

The role of citizens' participation in local economic development can be located in centralised approach to localised or lower structures of government and have been employed by Rwanda for promotion of good governance, service delivery and aligning development to citizen's needs. However, success of this approach has been generalised but actual benefits has not fully been documented. Three objectives guided the study; to assess the degree to which citizens has access to existing forums for citizens' participation in planning process; to explore the role of citizens' participation in planning for local development; to explore the role of citizens' participation in planning process and local government performance contracts. The study was anchored on the theory of Group Behaviour theory and Empowerment Theory. Descriptive research design was applied in the study with study area as Gasabo district. Both secondary and primary data sources were utilized. A questionnaire was employed to collect primary data and secondary data drawn from library sources, books, e-books, government policies and other publications. Findings indicated that Rwanda adopted centralized system of governance and the role of citizen's participation in planning helps the government to align policies and development programs with citizen needs. The study concluded that to citizen involvement contributed to increase of revenue collection. The study confirms that participation in performance contracts improves efficiency and guarantees translation plans into results on grounds. The study demonstrated participation of citizens monitoring and evaluation improved accountability, transparency and proper management of public funds. The study also identified disconnection in communication at various levels of administrative entities which affect effectiveness of citizens' participation. Finally, it was evident from the study that citizen participation improves their ownership and social equity. The study recommended the government to establish suitable and affordable communication mechanisms to facilitate consultations with citizens. Finally, recommended future research to conduct an impact assessment to ascertain benefits in quantitative terms as result of citizens' participation.

**Key words:** Citizen, citizen Participation, planning process and local economic development.

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## List of abbreviation

BRD	: Development bank of Rwanda
CLADHO	: Collectif des Ligues et Associations de Défense des Droits de l'Homme au Rwanda
EDPRS	: Economic Development and Poverty Reduction Strategy
<i>EICV</i>	: Integrated Household Living Conditions Survey
GoR	: Government of Rwanda
IDP	: Integrated Development Plan
LED	: Local Economic Development
LODA	: Local Administrative Entities Development Agency
MINALOC	: Ministry of Local Government
MTEF	: Medium Term Expenditure Framework
NISR	: National Institute of Statistics of Rwanda
PHP	: People's Housing Process
PRSP	: Poverty Reduction Development Strategy
TVET	: Technical Vocational Education and Training
VUP	: Vision Umurenge Programme

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## **CHAPTER ONE: INTRODUCTION**

### **1.0. Introduction**

Chapter one covers the study background, problem statement, objectives, research questions, significance and scope of the study.

### **1.1. Background of the study**

Pycroft (2000) argues that, empowered local governments deepen democracy on both counts because they facilitate a better alignment of decision-making centers with local preferences and local sources of knowledge and information and because it creates lot of participation that reduce the costs and unevenness of collective action. For example, in South Africa, which is characterized by a lack of strong civil society structures which can represent the interest of the majority of community members, as well as apparent lack of capacity among citizens to respond meaningfully to the complex matters, more resources should be channeled towards strengthen local government in order to facilitate meaningful participation of the ordinary people (Madzivhandila & Asha, 2012).

Furthermore a little insight into history reveals that this challenge is not a new one but rather has been a re-occurring phenomenon at different points in time. For example, the period of the sixties saw ‘a significant increase in demands and proposals for greater governmental decentralization and more citizen involvement in the making and execution of public policy’ (Herbert, 1972; Valk & Wekwete, 1990). But as Herbert however observed, decentralization neither assumes nor implies participation. For instance, evidence from studies of three African countries (Tanzania, Kenya & Sudan) reveal that in spite of decentralized structures, the major goal of popular participation remained largely unachieved at the lower levels (Rondinelli, 1981), and in many other African countries, the 1960s and 1970s witnessed the clawing back of power by the center with attempts to exert even greater central control over local decisions (Turner and Hume, 1997; Hyden, 1983) Citizen Engagement in Public Policy Making Process in Africa. Public Policy and Administration Research) Vol.3, No.4, 2014

Planning process is the collection of all activities through which government identifies priority interventions, prioritizes among the competing priorities, mobilizes the required resources, provides budget allocation and monitors the implementation to ensure achievement of target objectives. Citizens’ participation on the other hand is the engagement through

which ordinary people participating either voluntary or obligatory grounds and while presenting part of the group or individually with the objective of influencing decisions concerning important choices that will have an impact on their community (André, 2012).

The planning process in recent years has moved from a centralised approach to localised or lower structures of government (MINALOC Strategy 2013- 2018). This kind of planning approach is viewed as more inclusive through citizen participation as key stakeholders rather than traditional top-down. In this respect, participation of citizen promotes democratization and service delivery, above relying only on their representatives in government, however, identifying users and populace as the principal role players in planning. The underprivileged gain a greater control in addressing their challenges and warrants their full involvement in identification of developmental needs in line with their priorities.

Rwanda has been implementing a decentralization policy since 2000. This has much contributed to the advancement of national development, good governance and service delivery.

The government of Rwanda adopted a participatory approach towards improving the wellbeing of its citizens. To this end, all plans from Village to national level should aim to develop the citizens (MINALOC, 2014). The government has implemented different development programs including Vision 2020 Umurenge Program (VUP) and Ubudehe using a participatory approach where citizens in a village decide themselves on what to prioritize and the people who are most in need for assistance. The approach has proven to yield positive results and sustainability of the programs through ownership.

The Government of Rwanda is committed to guarantee that integrated national and local planning become central planning practice and the importance of strong, legally-backed linkages through joint performance contracts and other performance management systems supports inter-governmental planning processes (MINALOC, 2014). Local Economic Development and Community Development were critical elements in realizing Rwanda's EDPRS II and Vision2020. The weak implementation of 2001 Community Development Policy and as revived in 2008, was due to the inadequate coordination, fragmented implementation and ineffective evaluation and monitoring mechanisms.

Further to that the Ministry of Local Government (MINALOC) responsible for, Decentralization, Good governance, Local Finance, Community Development and Social Affairs, established National Strategy for Local Economic Development. The Strategy enhanced implementation effectiveness of EDPRSII, Vision 2020, District Integrated Plan (DIP) and the Community Development Policy through improving coordination among stakeholders, focusing on both Community and Local Economic Development while placing businesses and communities as a priority in answering issues that affect people's needs in areas of development, local resource management, and realizing tangible and sustainable outcomes (MINALOC Strategy 2013- 2018). However, to make it a success more citizen involvement in policy formulation process is critical.

## **1.2. Problem statement**

According to the research of (CLADHO, 2014), 34% of Rwandans are not aware about planning and budgeting process, whereas 36% demonstrated to have knowledge of planning and budgeting and were involved. It is 27% only at village level that was involved in identification of priority programs. Inline of these statistics, it can be argued that the Government of Rwanda being of consumers of this report is well aware that in some areas, challenges related to promoting citizens' involvement in planning and budgeting process still exist. It also in tandem with RGB (2011) findings that revealed that at district level Citizen participation in district development plans and budgeting processes, was 11.7% and 11.2% respectively (RGB, 2011). Therefore, in addressing this situation the Government of Rwanda revised decentralization policy which aims at promoting an integrated, participatory, evidence-based planning and budgeting process that focuses on addressing the priority needs of citizens as a way of achieving development objectives (MINALOC, 2013).

According to above Studies/surveys both for CLADHO (2014), RGB (2011) they dwelled more on establishing the level of citizens' participation in national programs for development that include planning and budgeting. However, there is no particular current and well-articulated study done on the contribution and citizens' role in planning and budgeting process through their participation in Rwanda. This study aims to explore current status on the level of citizens' participation and its impact on the planning and budgeting process in order to inform future Government policies and contribute in addressing existing knowledge gap.

### **1.3. Research Objectives**

#### **1.3.1. General objective**

The main objective of the study is to examine the role of citizens' participation in planning and its impact on local economic development.

#### **1.3.2. Specific Objectives**

- i. To assess the extent to which citizens have access to existing forums for citizens' participation in planning process.
- ii. To explore the role of citizens' participation in planning for local development.
- iii. To explore the role of citizens' participation in planning process in local government performance contracts.

### **1.4. Research Questions**

This research intended to revolve the following questions:

- i) To what extent does the citizens of Rwanda participate in planning process?
- ii) What is the role of citizens' participation in planning for local development?
- iii) What is the role of citizens' participation in planning process in local government performance contracts?

### **1.5. Significance of the Study**

#### **1.5.1 Policy justification**

The importance of this study is to create awareness of citizen participation in planning and budgeting process. The study analyses the existing policies employed by Rwanda government in improving citizen participation with view to make recommendations on required interventions.

### **1.5.2 Academic justification**

This study makes a scholarly approach on the topic area that is applicable in enhancing the role of citizen's participation for local economic development. The study creates an empirical discourse and understanding the level of participation of citizens in local government performance contract. For future researchers, the study has created a platform on the subject under study.

### **1.6. Scope of the Study**

The study reviewed documents to augment information obtained through questionnaire. This study examined the degree of participation of citizens in planning and budgeting process for local economic development. This study limited itself within four years' timeframe (2014 to 2017) and conducted in the Gasabo District in Kigali city.

### **1.7. Chapter outline**

The research contains five chapters, chapter one, study introduction was conducted. It started by presenting broad context of the study through problem statement. Objectives followed by research questions, justification of the study and the scope. Chapter two covers literature review. Chapter three gives methodology of the study. The fourth presents the findings by analyzing and interpreting the results. Lastly, chapter five comprises summary, conclusion and recommendations.

## **CHAPTER TWO: THEORETICAL AND CONCEPTUAL FRAMEWORKS**

### **2.0. Introduction**

Chapter two covers the theoretical review, empirical studies, Conceptual framework and, identification of gap in the literature.

### **2.1. Definition of key concepts**

#### **2.1.1. Citizen**

Various scholars defined citizen in many ways. For instance, as put forward by Meyer, Cupido and Theron, (2001:59) the concept citizen is defined as follows: It refers to the people that are not involved formally in the public administration system, the persons whom the government owe to provide services, the persons who are the government resource suppliers, the government partners or people in matters provision of value to the society.

Similarly the concept citizen according to Van der Moren et al...refers to populace or community (Van der Molen, Rooyen & Wyk, and 2001:60). Furthermore, the word citizen would be interpreted as a group or collective as well as an individual citizen.

#### **2.1.2 Citizen participation**

It is paramount to understand citizen participation however Kouvertaries (1997:136) cautions that participation of citizen , many scholars in their definitions stress on the effect of the citizens in the process of decision-making at different levels of national and local government. Scholars such as Paul (1987:2) community participation are ‘an active process through which the beneficiaries or clients affect the implementation and direction of development project seeking the improvement of the people’s welfare such as income and other fundamental needs.

Additionally, Cloete and Meyer (2006:114) argued that community participation is the participation of the populace in the activities towards their development and as a platform to shape the results of the projects or developmental initiatives which leads to maximization of benefits. Therefore, it can be concluded that citizens involvement in developmental activities spearheaded by the government improves ownership and benefits to the citizens.

Finally, participation of citizen is regarded as involvement of citizens in government businesses, mostly in the planning and policies processes and influence the government output. In this respect, this research adopts the meaning put forward by Van der Molen, Van Rooyen and Van Wyk (2001:60) they defines citizen participation as '*an active involvement by people who have a sense of belonging to the policy processes and who play an active role in determining the output of governments*'. The government product is largely what the government does in attaining the community needs. Normally the government pursues its intentions through policies. Therefore, citizens' involvement is an enabler in playing an active role in defining activities undertaken by government in responding to their needs.

### **2.1.3. Local economic development**

As put forward by Canzanelli, (2001) local economic development is a process of participation that promotes as well as partnership facilitation among local partners, supporting the joint design and strategy implementation, largely promoting effective use resources mobilized locally, with terminal objective of producing sustainable economic activities and jobs (Canzanelli 2001: 9). Therefore, participation of the local stakeholders, influence and share the future of Local Economic Development of the country.

Similarly, as put forward by the World Bank (2003) Local Economic Development are the process where populace and other stakeholders jointly work in creating favourable environment for economic growth and generation of employment. It aims to upgrade the quality of life for all (World Bank, 2003: 4) and;

Finally, Clapper (1996) presented the four principles which include political equality, popular sovereignty, popular, majority rule, and consultation and are principal consideration to citizen participation (Clapper, 1996:53). In a nutshell the role of populace and other stakeholders in local economic development are critical ingredients for sustainable development.

### **2.1.4. Planning process**

There is no universal agreed definition of planning process, Van der Waladt (2007) view planning as a process intended at defining circumstances in the future and determining the actions required in realising them. These circumstances comprise of objectives, goals, and the direction that a government or an institution desire to achieve (Van der Waladt, 2007:182). Additionally, Brynard (1996) argued that planning covers activities which intend to formulate

projected course of action aimed at realization of identified goals by optimum use of available means (Brynard, 1996:132). Thus, planning is critical since it sets a clear path that organisation need to take in achieving its goals and objectives.

#### **2.1.4.1 The role of citizen's participation in development**

This section highlights the contribution of citizen on sustainable development, the direct or indirect participation through representation of interested parties (persons, groups or organisations) in decision making in matters regarding policies, programs and plans to safeguard their interests. (Freeman 2010). This approach carries the idea of public participation in governance and ownership which is a key element for sustainable development. The World Bank holds similar views regarding the inclusive approach towards sustainable development (World Bank, 2003: 4).

## **2.2. Literature review**

Community participation as argued by Williams (2006) is a useful mechanism to encourage public involvement in developmental programs it puts emphasis for participation of multiple stakeholders such as civil societies, communities to mention a few (Williams, 2006).

The tendency to address the gap between state institutions and citizens various approaches were employed in the past. Firstly, efforts to enhance the process of involvement of the disadvantaged citizens to voice their concerns through inclusion forums, mobilisation or consultation created to apprise and influence institutions and policies. Secondly, more focus to improve accountability and responsiveness of institution aspects as well as policies plus amendment of institutional design and provision of good governance or enabling structures (Cornwall & Gaventa, 2001:4).

Looking at South Africa situation as an example, it is characterised by weak civil society structures without ability to pursue the interest of the community at large and lack of capacity is evident among citizens hence unable to deal with complex matters, it requires allocation of more resources to enhance local government for facilitating ordinary people participation (Madzivhandila & Asha, 2012). Therefore, the trends continue to present a complex situation

which requires are more collaborative and transparent approach between citizens and public institutions.

Additionally, Govender & Reddy, (2011) suggest that participation of the community and integrated development plan (IDP) are considered as planning tool at local level employed by municipalities and communities while addressing inequality, unemployment and poverty (Govender & Reddy, 2011). IDP is participatory planning processes meant at formulation of strategic development plan which serve to inform and guide planning, management, budgeting, and decision making at municipality level (Madzivhandila & Asha, 2012). This method to planning brings together the stakeholders and municipality in identifying solutions suitable for long-term development objectives in pursuing public interest (Tshabalala & Lombard, 2009). To this end participation of citizens in deciding or planning their future necessity they involvement if sustainable development is going to be achieved.

#### **i. Overview of Planning Process in Rwanda**

The Governments set development plans and strategies following the needs and main concerns of their populations. In most cases, the development plans consist of a period ranging from five to twenty-five years. National development plans outline sought development results, identify challenges and opportunities to attain the set objectives and clearly show the role and responsibility of all the actors and stockholders. Development plans highlight government social-economic priorities that serve as guiding document in policy design and decision-making and international interactions and involvement of development partners. The main focus in development plans is on poverty alleviation and economic growth which has been identifiable common future in the strategies established throughout the 2000s (UNPEI, 2015).

The Rwandan government established instruments for planning including broader objectives and longer-term vision which serve as a guide for both short-term and medium planning. The vision 2020 adopted in 2000 in similar lines as a reference point of Rwanda's commitment and ambition to create a nation that is inclusive, democratic and unified. Transformation of Rwanda into middle income economy was the underlying aim of the vision 2020 and the key indicators include educated, healthier and prosperous Rwandans (GoR, 2000). The vision

objectives in 2012 were reviewed to mirror the prevailing both global and Rwanda's economic conditions.

In the implementation process of vision 2020, at various stages several strategies were established including Poverty Reduction Strategy (PRSP1) in 2002, covering the 2002 to 2005, Economic Development and Poverty Reduction Strategy (EDPRS 1) in 2008, for the period of 2008 to 2012, and finally EDPRS 2 from 2013 to 2018 through EDPRS both sector strategic and district development plans for 3 years were established to guide annual sector ministries and district planning. Since adoption of vision 2020 and its implantation strategies Rwanda development agenda has changed tremendously in order to continue and accelerate Rwanda's development trajectory and in preparation to transit from vision 2020 to vision 2050, a seven years national strategy for transformation (NST1) was established to cover the period 2017 to 2024 ( NST1,2017: 1).

## **4.2 Citizens participation in Local Economic Development**

Citizen participation is paramount for realisation of local economic development and their participation can be in many ways such as addressing employment challenges some of examples are highlighted underneath.

### **4.2.1 Employment Status in Gasabo District**

The EICV 3 (2016) survey also demonstrated that 280,000 people of work force are above 16 years which represent 4.8% of the country's work force totaling 5,888,000 people. Whereas, the active work force in the district is 223,000 equivalent 79.6 of % of 280,000 total work force available. Comparing it with other districts of city of Kigali, Nyarugenge has 173,000 people while Kicukiro 186,000 people available as work force.

Additionally, in terms of job distribution further revealed that 5.1 % and 47.9 % are engaged in both farm and non- farm jobs respectively. Approximately 115,000 represent 51.6 % of active work force are employed by both public and private sector and the majority in informal followed by private formal, public and parastatals. For example through VUP. However, these statistics calls for government to cooperate more with citizens in developing programs and policies that addresses employment demands of youthful population ready to contribute to the socio economic development of the their district and country at large (EICV 3,2016).

#### **4.2.2 Graduation from one level of Ubudehe in three past years**

Rwanda's government implements a policy of citizen categorization into social classes known as Ubudehe, it through community participation and consultation that the ranking of citizens is derived. It informs government social programs such as universal medical insurance, one cow per family (Girinka) however employment of Ubudehe as tool in deciding the level of poverty and threshold criteria for graduating from poor group in order to determine beneficiaries of social benefits provided to citizens has received mixed reactions. In responding to citizens reactions which convey some level of dissatisfaction, the Ministry of Local Government conducts regular review (LODA, 2019).

#### **4.2.3 Payment of health insurance**

In attempt to reduce poverty among residents of Gasabo district, the district facilitates social protection programmes such as universal health insurance schemes, Girinka (one cow per family), and Vision Umurenge Program (VUP) programmes. For example Girinka beneficiaries account to 0.8 % and universal health insurance is at 70.5 % (LODA, 2019).

### **2.3. Theoretical Framework**

Two theories that anchor the study are discussed in this section. They include the Group Behaviour theory and Empowerment Theory.

#### **a) Group Behavior theory**

This theory originated from the work of Lewin (1952) whose theory stated, 'people support what they help create.' Lewin observed that students were mostly expected to support and welcome ideas and change when they got involved in decision-making process or contributed in idea conception. The relevance of Lewin's work in undertaking community work it requires involvement of people in the initiatives of the public at the initial stage. Involvement of people from the beginning promotes initiatives support to the end. The theory is applicable to the research as it upholds the place of people in any involvement. Its strength is on the fact

that it proves the participation of people in initiatives and therefore relevant to community development projects. It however does not outline how the participation and close involvement from the beginning is done. This approach is used by the Rwanda Government for example citizens at cell level (Umudugudu) participation in selection of beneficiary of Ubudehe programs and company them through the journey to eradicate poverty .

### **b) Empowerment Theory**

Empowerment is both a value orientation for working in the community and a theoretical model for understanding the process and consequences of efforts to exert control and influence over decisions that affect one's life, organizational functioning, and the quality of community life (Perkins & Zimmerman, 1995)

The empowerment theory by Staples (1990), states that personal growth experience and progress in self-definition happens as outcome of capabilities development and skills. He further purports that empowerment is a mixture of individual strengths, initiative, and naturally assisting systems to cause change. This theory is applicable to the study as it relates to the importance of the empowerment of communities in regards to development. Similarly the concept of empowerment through citizen outreach (inteko zabaturage) and annual national dialogue where Citizens hold leaders to account and influence decisions. Secondly Rwanda has been at the forefront in women empowerment at both global and continental level. Therefore this theory is relevant to Rwanda realities.

## **2.4 Theoretical and Conceptual framework**

### **2.4.1. Theoretical framework**

Substantial attention has been given to the concept of citizen's participation due to its present important role in the development. The prominence of participation of public is grounded in modern theories of development, "emphasising the importance of effective and participatory governance for sustainable change, and of supporting the coping and livelihood strategies of the poor" (Khan 2003:295). Whereas its significance is generally recognised, views and prospects in relation to the scope, purpose, nature and public participation implementation has clearly received diverging positions influencing its impact on development programmes and public policy (Hickey & Mohan 2004; Cooke & Kothari 2001).

The presentation in Arnstein's seminal work (1969) locates participation at various levels or a participation continuum ranging to consultative, passive, instrumentalist involvement at the lower level to collective action, transformation and empowerment at the higher level. In the context of South Africa, the Development Programme and Reconstruction, participation is viewed from a development point of view as "active involvement and growing empowerment" contrary to "the delivery of goods to a passive citizenry" (cited in Marais *et al.* 2007:i). Participation received a particular consideration as a principal element advancing the cause of the poor, local development within institutions through the Integrated Development Plan (IDP) identified as an important tool of listening to the populace and accommodating their views and needs in planning and budgeting (Marais *et al.* 2007:2). Nevertheless, experiences in the IDP implementation and latest studies on the subject matter demonstrate several challenges in achieving the idea of citizen involvement in the IDP implementation. Key shortcomings of participation is considered to begin and end with needs assessment at the initial phase, is "formalistic and consultative", and absence of the "substantive weight and authority needed to influence processes in a sustained and meaningful way" (*ibid.*20).

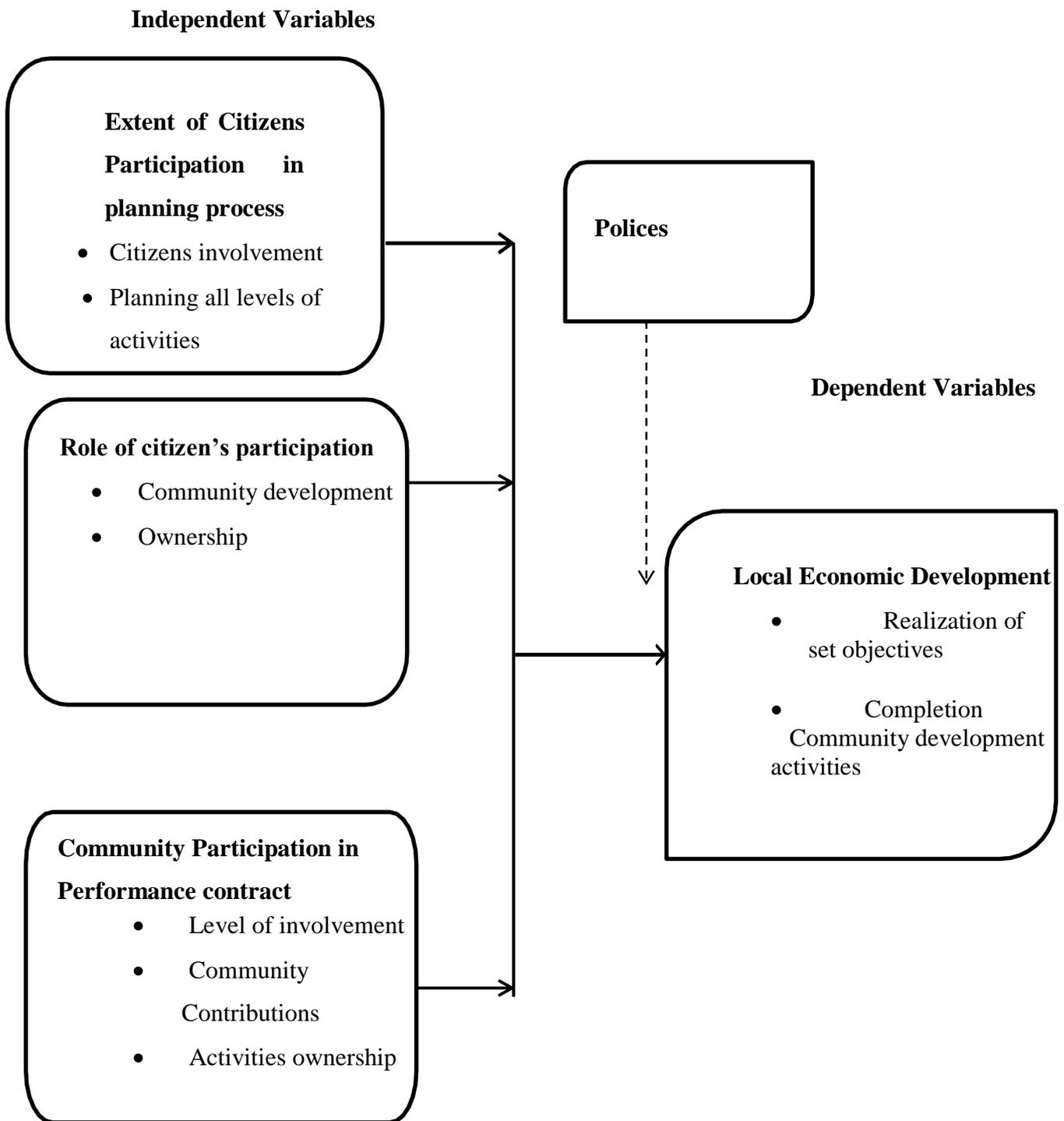
The study conducted by the Rwanda Association of Local Government Authorities (RALGA) investigated the Dynamics of Direct Citizen Participation in Rwandan Local Governance in general. However, the study failed to be applied in this specific Role of Citizens Participation in the Planning Process for Local Economic Development.

#### **2.4.2. Conceptual Framework**

The conceptual framework in the study outlines the different concepts under study and tries to present an analysis of their relationship (Mugenda & Mugenda, 2003).

The figure below presents a conceptual framework that outlines the connection of both dependent and independent variables. The results expected and the outputs of interaction of the variables are also clearly stated. The topic under study is represented by dependent variables while the study objectives are represented by independent variables.

**Figure 1: Conceptual framework**



## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.0. Introduction**

Chapter three covers the Methodology which include, Research Design, Sample Frame, Sample Size, Target population Research Instruments and Sampling Procedure, Pretesting of the Instruments, Validity and Reliability of the Research Instrument, Data Analysis ,Data Collection Procedure, Ethical Consideration of the Study and Chapter Summary. These were used in collecting, measuring and data analysis.

### **3.1. Research Design**

The study adopted a descriptive research design, is applied in information collection on the current state of a phenomena. It describes the existing conditions and attitudes without altering the original state of something. Mugenda and Mugenda 2003 claimed that descriptive research ascertains and reports the nature things are. Descriptive research design is significant in this study as it informs the researcher of the exact position of the phenomenon that is under being studied without altering its state. The description in the research design seeks to answer such questions as what, how, when and where. Descriptive design covers analysis, comparison measurement, classification, and interpretation of data (Calmorin & Calmorin, 2008). This research employed descriptive survey research as it intends to collect opinions on the factors influencing the performance of community development economically.

### **3.2. Sample Frame and Target Population**

Population is defined as a group of persons, items or objects from which samples are drawn (Kombo & Tromp, 2006). The entire population of this study is 327,975 (NISR, 2012) citizens of Gasabo District from sixteen years of age and above are regarded as active population and consequently legible to be involved in planning process.

### **3.3. Sampling Procedure and Sample Size**

Sampling is where units are selected from targeted population while fair representation is of utmost important to enable final outcomes demonstrate a generalized but population under study to be a representative image (Mitchell & Jolley, 2013).

In our study, we have used the fourth method of sample size determination that requires the use of scientific formula. The underneath formula by (Yamane, 1967) was employed to

compute the sample size and estimated level of confidence is at 95% and level of precision at  $\pm 5\%$ . Both degree of precision and estimated level of confidence are assumed very conservative and minimizing error.

Where  $n = \frac{N}{1+(e)^2}$

**n:** is the sample size,                      **N:** is the population size and      **e:** level of precision  
(Yamane, 1967).

From the total population of people aged sixteen and above, the sample size established using the formula is 399. To determine sample size of 4 sectors which are Kinyinya, Bumbogo, Remera and Kimihurura, computation was done and each sector was assigned a portion of the sample proportionate as a percentage of total population

### **3.4. Data Collection methods**

Data collection method refers to technics used in gathering information; researcher employed two methods of data collection, included primary and secondary data.

#### **3.4.1. Primary data collection**

To collect primary data questionnaire was administered to sample respondents to obtain relevant data, on the subject matter and Interviews conducted on focus group discussion.

#### **3.4.2. Secondary data collection**

The secondary data was drawn from library sources, books, e-books, government policies and other publications.

#### **3.4.3. Data analysis procedure**

Quantitative and qualitative techniques were employed to process and analyze data from which meaningful conclusions and recommendations are derived.

#### **3.4.4. Data processing**

Feedbacks obtain from questionnaires were verified and logically recorded to control errors in information collected. It facilitated to verify the relationship between responses and questions to ensure accuracy, consistency and uniformity and meaningful conclusions were derived. The Statistical Package for Social Scientists was used in data analysis.

### **3.4.5. Data analysis and presentation**

This data was analysed systematically to ascertain the key findings from which the conclusions and recommendations are drawn. The analysed data was interpreted and presented in both quantitative and narrative forms.

### **3.5. Validity of the Research Instrument**

The validity of something is the extent to which a test measures the results emanating from analyzed data really represents the phenomena being studied. Validity of tests and measures has different approaches (Mugenda & Mugenda, 2003). This study adopted content validity which measures the extent to which the test items denote the subject under study or domain. The study employed content validity to determine if the instruments would address the research questions.

#### **3.5.1. Reliability of the Research Instrument**

The research instrument reliability is the degree to which the instrument produces similar outcomes on repeated trials and such consistency is referred to as reliability. However, unreliability cannot be entirely evaded; there was consistency in the results produced by a good instrument at various times. (Cohen, Manion & Morrison, 2007).

#### **3.5.2. Ethical Consideration of the study**

This research initiative sought to ensure highest consideration of research ethics by first ensuring that the research undertaking was authorized by the necessary research authorities. The research respondents were allowed to voluntarily contribute in the study. They were as well guaranteed of confidentiality in the information they provided and none of the respondents' well-being was by any chance compromised.

### **3.6. Chapter Summary**

This chapter presented the procedure employed in conducting this research, the approach used, the methods applied. It describes the research design used, the sampling procedure, the research instruments used, the procedure of data collection and the measurements used for the variables. Through these processes the chapter established the target population and narrowed down to the sample size. The procedure to determine the validity and reliability of the

research instruments was also described in the chapter. Additionally, the chapter defines the methods that were utilized to analyze data.

## **CHAPTER FOUR: PRESENTATION OF RESEARCH FINDINGS**

### **4.1. Introduction**

This chapter highlighted the results of the study conducted in Gasabo District based on the feedback of the citizens provided after community works at the end of July and August 2019 and after community outreach sessions of every Tuesday of July and August 2019. The chapter also provides interpretations of the findings through conclusion and recommendations are derived.

Guided interview was conducted where the preset questions were prepared such that responses from the citizens addressed research objectives. In line with this, feedback from citizens through three main sections of questions presents they viewpoint on the significance of participating in planning process. The main questions are preceded by a section on the identification and categorization of respondents in terms of sex, marital status, education, and profession.

The first segment of questions meant to establish the degree to which citizens' access existing channels for citizens' involvement and participation in planning. The second section comprises of questions to determine whether from a citizen's perspective citizens' involvement in planning have implications on district revenue collection or local economic development. The third and last section consists of questions to get to understand whether from citizens' perspective citizens' participation has an impact on local government performance contracts from its preparation, implementation and evaluation. The researcher has then based on responses to the questions to present them in tables and graphics and make analysis using statistical measurement like percentage to make his interpretations. The following section presents the findings.

## 4.1. Social Economic Characteristics

### 4.1.1. Respondents background

**Table 1: Sex of respondents**

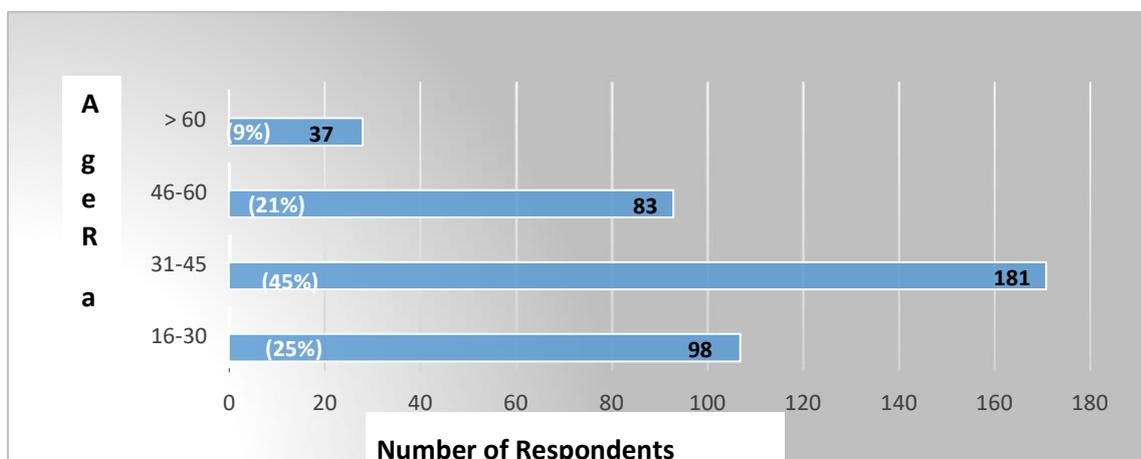
Sex	Frequency	Percentage
Female	204	51%
Male	195	49%
Total	399	100%

**Source: Primary data**

During interviews made after community works and outreach respectively, equal opportunity was extended to women and men who participated in the interview voluntary. Distribution of responses in terms of gender out of three hundred ninety nine respondents, two hundred four making up 51% turned out to be females whereas one hundred ninety five were males and constituted 49% of the total sample.

### 4.1.2. Age of Respondents

**Figure 2: Age of Respondents**



**Source: Primary data**

The study demonstrated that respondents 31 between 45 years were the majority making up 45%, while between 16 and 30 contributed 25% and those aged between 46 and 60 contributed

21% finally above years made up 9%. The inclusion of respondents aged from 16 was largely aimed to capture opinions of students of secondary school who participate in community works and outreach respectively through special areas allocated to schools and respective sectors as well.

#### 4.1.3. Occupation of Respondents

**Table 2: Economic Activity of Respondents**

<b>Occupation</b>	<b>Frequency</b>	<b>Percentage</b>
Civil servant	69	17%
Business	176	44%
Construction	30	8%
Agriculture	28	7%
Police	18	5%
Military	9	2%
House keeper	14	4%
Mining	8	2%
Other	47	12%

**Source: Primary data**

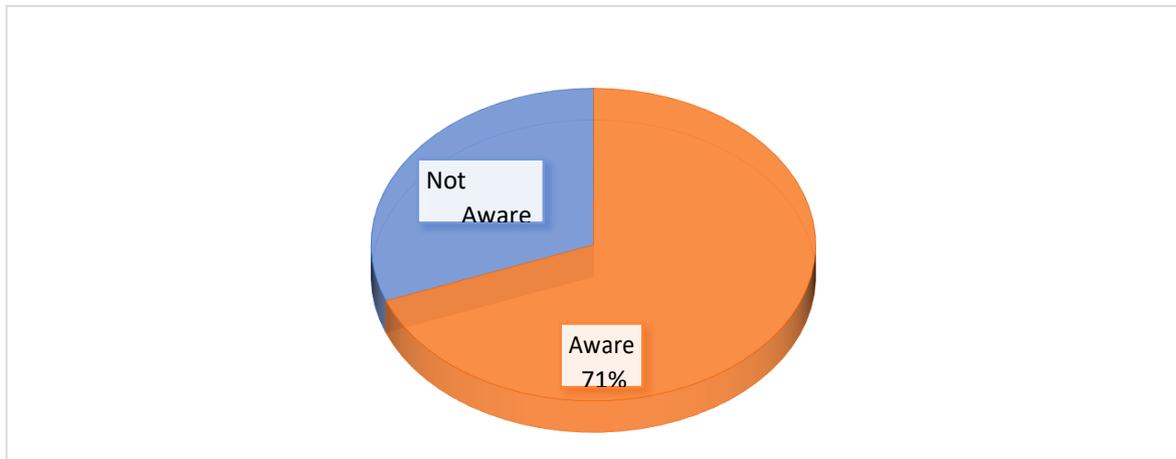
The majority of Gasabo residents are business owners, which represent 44% of respondents. Other respondents are relatively distributed across various occupations and implications are that business community is most likely to influence government programs compared to other segments of the residents.

#### 4.1.4. Citizens Awareness on Planning Process

Before going into details on the relevance of citizens' involvement in planning and budgeting, the researcher started asking a question to access the citizen's awareness on planning and budgeting. The study meant any information regarding the actors, timing, and

stakeholders in the process at either national level or district level represent the level of awareness. As shown in the figure below, 71% of the respondents were aware of the planning and budgeting process while 29% have never heard of it.

**Figure 3: Citizens Awareness on Planning and Budgeting Process**



Source: Primary

As shown from the figure 3 on citizens' awareness of the planning and budgeting process, 71% or 283 out of 399 respondents were aware. The government of Rwanda has set up various channels and forums to allow participation of citizens in the process of decision-making including planning and budgeting. The research wanted to have an idea about which channel is more accessible to the citizens.

#### 4.1.5. Channels for Citizens Awareness

**Table 3: Channels for Citizens Awareness**

<b>Channels</b>	<b>Frequency</b>	<b>Percentage</b>
Meeting after community work	212	53%
Community outreach (Inteko z'abaturatione)	193	48%
Joint Action Development Forum Meeting	110	28%
Member of local councils	42	11%
Radio	260	65%
Television	165	41%
Visits by Member of executive organs	104	26%

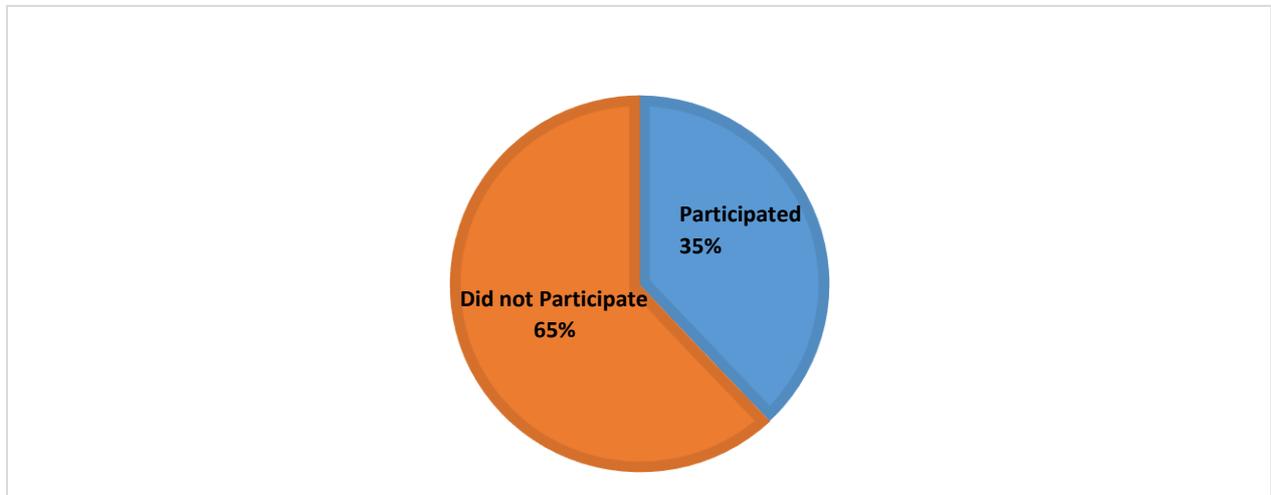
**Source: Primary Data**

Table five above, contains information on the channel through which the respondents got information on planning and budgeting. It is important to note that the channels for awareness are not exclusive and one citizen could get information from different channels. The table shows the frequency of the most accessible channel, where 65% of the respondents got the information through Radio followed by meetings after community works and community outreach that informed 53% and 48% of the respondents respectively.

It is also important to point out that, sessions on planning and budgeting as well as joint action development forums have been less accessible compared to others. This is because they use a representative participation approach where only selected individuals are invited to represent the rest. Mentioned in others include people who were informed about planning and budgeting process from various sources including information sharing, researches and various readings.

#### 4.1.6. Citizens' Participation in Identification of Priorities

**Figure 4: Citizens Participation in Priority Identification**



**Source: primary data**

Citizens awareness of budgeting and planning should not be an end in itself, the result should be their participation plus ownership of government programs. Keeping that in mind, the researcher wanted to know what percentage of the citizens who were aware of planning and budgeting and if have ever involved identification of priority as a key activity in planning and budgeting process. In the above figure it demonstrates that only 35% have participated in priority identification.

#### 4.1.7. Forums for citizens participation in priority identification

**Table 4: Forums for Citizens Participation in Priority Identification**

<b>Forum</b>	<b>Frequency</b>	<b>Percentage</b>
Meeting after community work	195	49%
Community outreach	116	29%
National dialogue meeting	47	12%
Joint Action Development Forum Meetings	21	5%
Public Accountability day	14	4%
Visit by the President of the Republic	6	1%
Total	399	100%

**Source: Primary data**

In the above 6 table, we present the forums through which they participated in priority identification. The entry point in the process of budgeting and planning and performance contract preparation is through meetings at village level that take place normally after the community works to agree on priorities at the village level for consolidation and submission to sector level for consideration and submission to the district level. It notable in the table that 195 out of 399 respondents representing 49% participated during meetings after community works.

Government officials at different levels make regular visits to local communities to inform them about government policies, get their understanding of government programs, to get informed of citizens concerns and help to find solutions. During the visits, citizens get time to ask questions and present existing issues that need to be taken as priority in their regions. The requests made by citizens are then consolidated for detailed evaluation for inclusion in national priorities. The study leveled that 29% of the respondents participated in priority identification during visits by government officials during community outreach.

Once in a year national dialogue that brings together government authorities at different levels on one hand, citizens, civil society organizations and private sector on the other hand are held. The dialogue serves as a forum for evaluation of achievements made during the last year and setting priorities for the coming year. During the dialogue, it presents opportunity for citizens to give their opinion on how government programs are being delivered as well as to provide the key issues that requires attention during priority setting. The study findings demonstrated that 12% of the respondents contributed in priority identification during national dialogue.

The general observation is that people will have more access to these forums that allow direct participation compared to forums for representative participation. The figure below provides a graphical presentation of the forums.

#### 4.1.8. Implementation of Identified Priorities

**Table 5: Implementation of Identified Priorities**

Response	Frequency	Percentage
Partially implemented	56	14%
Full implemented	125	31%
Not implemented	218	55%
Total	399	100%

Source: Primary data

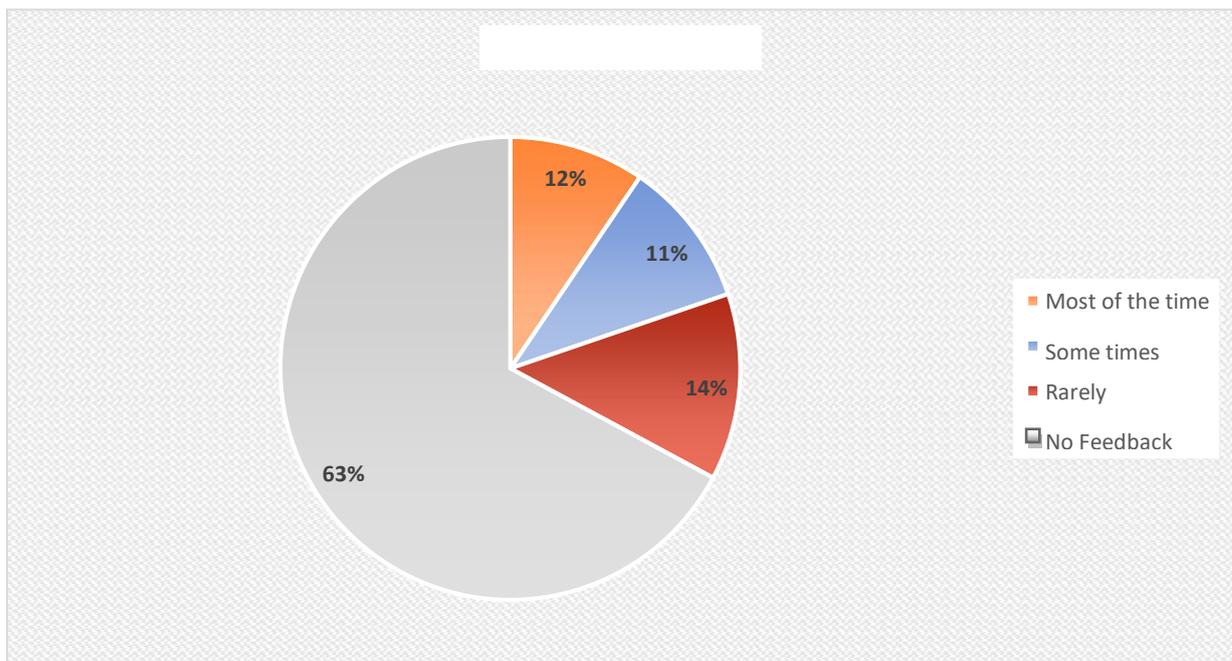
Planning precedes budgeting; priorities identified during the planning process are consolidated, examined and reprioritized for inclusion in the annual budget and implementation. The research was concerned with the extent to which priorities identified by citizens get considered in district budget and implemented. The table above shows the respondents responses on whether the priorities identified have been implemented or not.

Among the objectives of study one of them was to assess the degree to which citizens have access to available forums for citizens' participation in planning and budgeting process. In line with this, the researcher wanted to get an insight on whether the priorities identified by the citizens are implemented or not. From the table above, it is clear that only 31% of the priorities have been fully implemented, 14% have been partially implemented, while 55% have not been considered at all.

It is important to mention that from our analysis of the responses provided; most of the priorities that were considered for implementation were proposed during visits by government authorities or national dialogue. Priorities identified during community works that were considered are constitute a small percentage yet it was the most accessible forum to many people. This discourages citizens to get further involved in the process as they feel that their effort to come up with key priorities will not be considered by district authorities.

#### 4.1.9. Feedback on inclusion or exclusion of Identified Priorities

**Figure 5: Feedback on identified Priorities**



**Source:** Primary data

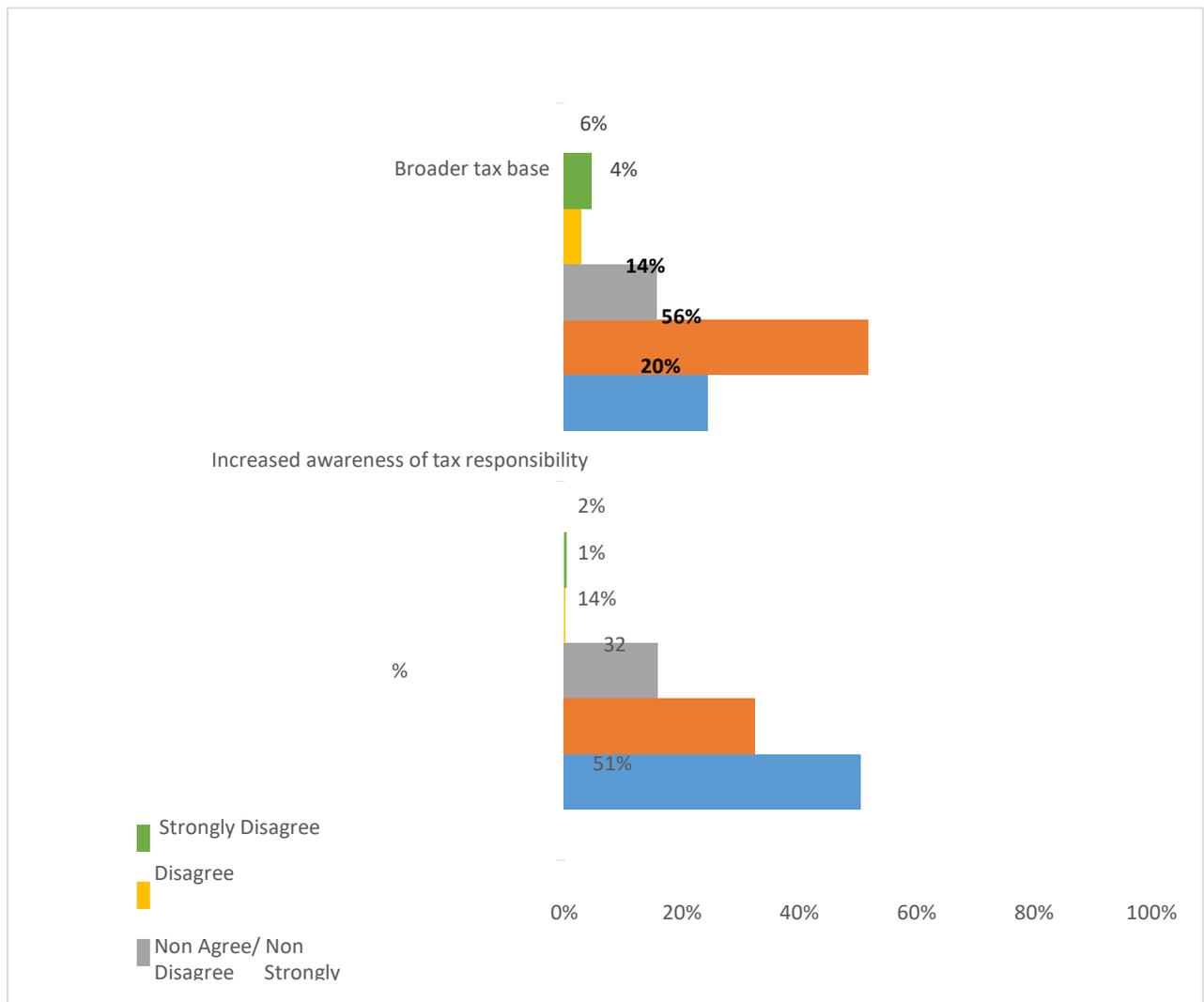
The figure above shows the feedback from respondents on how frequent they have received response on reason for exclusion or inclusion of the identified priorities. As it is shown, it is paramount to note that only 12% of the respondents have received feedback most of the time from district authorities. 11% receive feedback sometimes, 14% get feedback rarely while 63% never get the feedback. This is also another factor that discourages citizens from fully participation as they may consider the process is just a kind of administrative formalities.

#### 4.2.4 Citizens participation and its Contribution on District Revenue

The key objective of this study was to explain the extent of citizens’ participation in planning and its impact on local economic development which can be linked with the level of understanding their tax responsibility and willingness of paying taxes. The assumption was that there would be an actual or potential improvement in district revenue performance because through citizens’ participation, citizens get to know their tax responsibility and the use of the taxes they pay.

The feedbacks on impact of citizens’ participation on district revenue collection are represented on the figure underneath.

**Figure 6: Contribution on District Revenue Collection**



**Source:** Primary Data

The figure above presents respondents' level of agreement on four parameters that influence local revenue collections. The levels of agreement range on a five-scale basis from strongly agree to strongly non - agree/ non - disagree and disagree.

The first parameter is an increase in awareness of tax responsibility. On this parameter as shown from the figure, 51% of the respondents strongly agree that citizens' participation in planning and budgeting will result into increased awareness of their tax responsibility. 32% agree, 14% neither agree nor disagree while only 2% strongly disagree with this parameter. In general, about 83% of the respondents believe that citizens' participation will increase their awareness of tax responsibility while about 17% don't agree with the parameter.

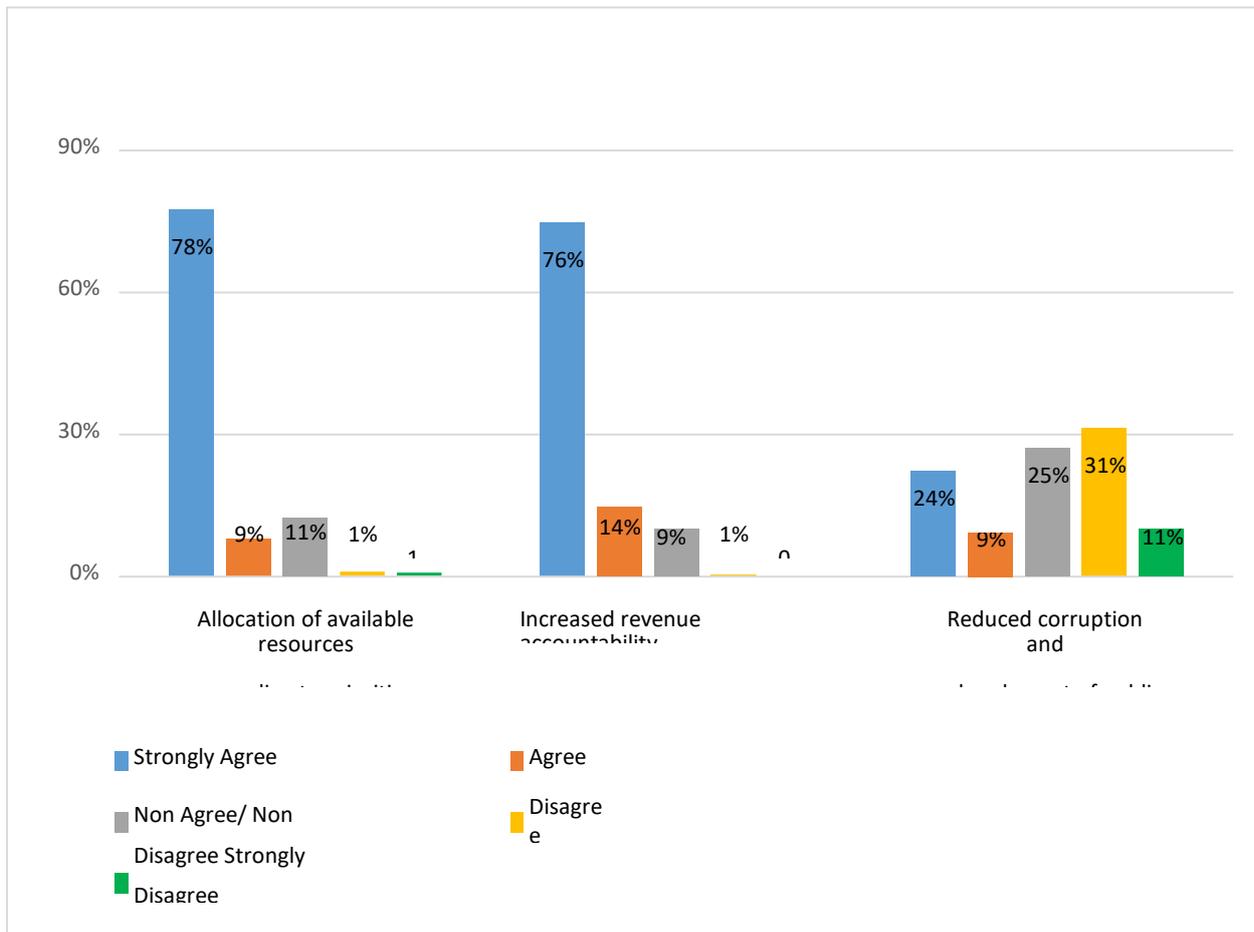
An increase in citizens' awareness of their tax responsibility means that citizens understand why they pay taxes, and how the money they pay is used to provide public goods and services from which they benefit. This will generally increase tax revenue collection through timely payment of taxes, reduced tax avoidance and tax administration costs.

The second parameter is a broader tax base. An increased tax base that results from reduction in tax evasion and avoidance leads to increase in tax revenues collection. 20% of the respondents strongly agree that participation of citizens in planning and budgeting process will broaden the tax base, 56% agree, 14% neither agree nor disagree, 4% disagree while 6% strongly disagree with this.

#### **4.2.5 Contribution on Revenue Efficiency**

On addition to the amount of revenues collected, revenue performance can also be accessed in terms of efficiency in resource allocation as well as efficiency in spending. The figure below contains respondents' levels of agreement to three parameters for revenue use.

**Figure 7: Contribution on District Revenue Use**



**Source:** Primary Data

The researcher wanted to get the respondent’s views on whether citizens’ participation in planning and budgeting contributes to the distribution of resources to the identified priorities, increases transparency and accountability of public fund management.

From the figure above, it is clear that 78% of the respondents strongly agree with the statement that citizens’ participation in planning and budgeting contributes to the distribution of resources to the identified priorities, 9% agree, while only 1% strongly disagree. In general 87% of the respondents agree that their participation in planning and budgeting contributes to

the distribution of resources to the identified priorities. Therefore, it assigns resources to priorities that directly respond to citizen's needs.

On addition to that, 76% of the respondents strongly agree that citizens' participation in planning and budgeting contributes to increased revenue accountability, 14% agree with this, 9% neither agree nor disagree and 1% disagree with this.

Finally, only 33% of the respondents either strongly agree or agree to the statement that citizens' participation in planning and budgeting contributes to minimize public funds embezzlement and corruption.

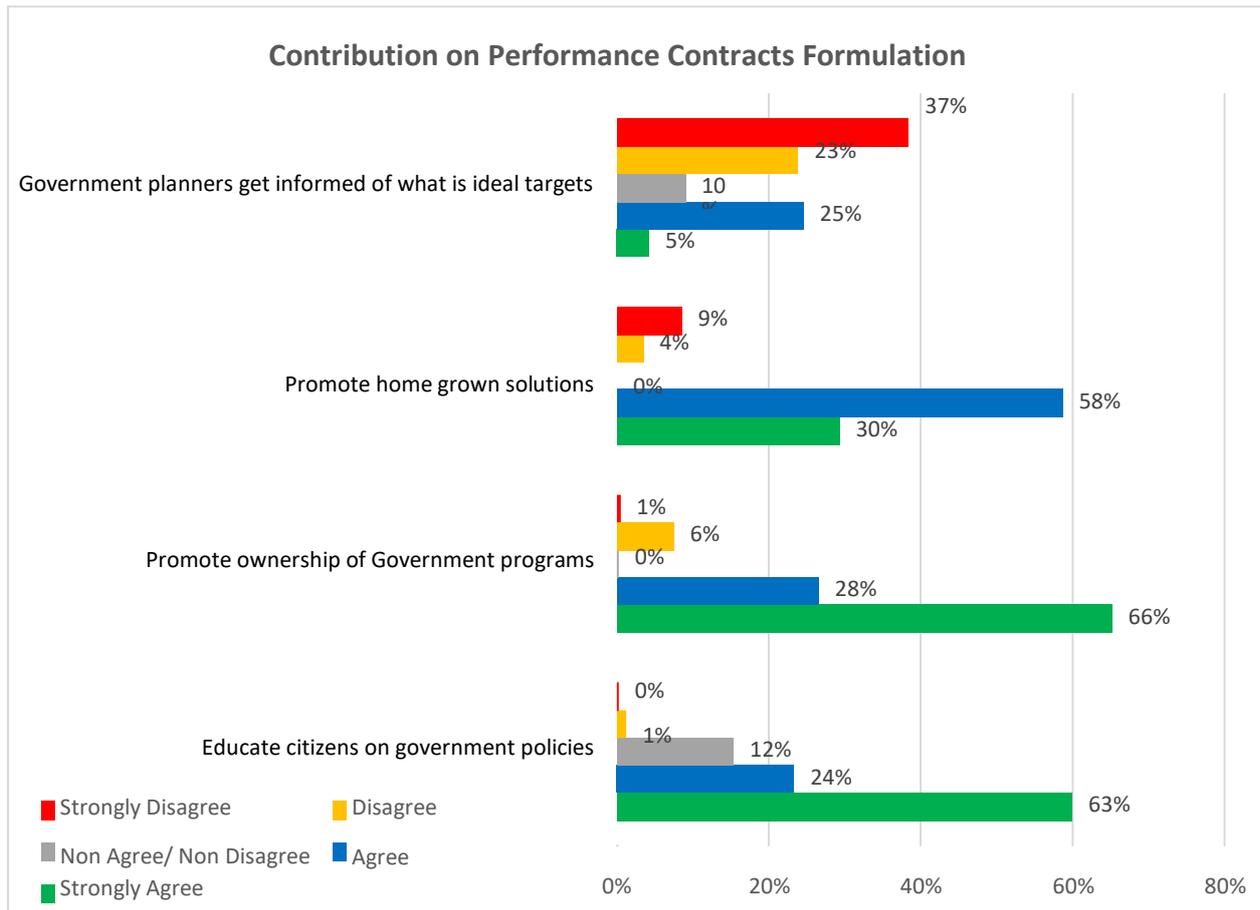
### **4.3 Citizens Participation and its contribution on Local Government Performance Contracts**

One of the objectives of the study was to establish the relationship between participation of citizens in budgeting and planning and local government performance contracts. To achieve this objective, we have formulated questions to access the contribution of citizens' involvement in budgeting and planning and local government performance contracts formulation, implementation and evaluation and monitoring as the three stages of the process.

#### **4.3.1 Contribution on Performance Contracts Formulation**

Responses on four statements showing the contribution of citizens' involvement in the process of budgeting and planning on formulation of performance contracts of local government will allow us to draw conclusions. Question on respondents' level of agreement on whether through citizens' participation government planners get informed on what should be set as targets, whether it promotes home grown solutions, if it promotes ownership of government programs by citizens and whether it educates citizens on government policies. The figure below shows respondents' levels of agreement on the four statements.

**Figure 8: Contribution on Performance Contracts Formulation**



**Source:** Primary Data

As it is shown in the figure above, 63% of the respondents strongly agree that their participation in planning and budgeting process educates citizens on government policies, 24% agree while 12% neither agree nor disagree while only 1% disagree with this. Normally, the performance contract process itself should be citizens centered. During the formulation, households set their individual performance contracts that are consolidated at the village level cell and sector levels to form their respective performance contracts before sending them to district level. When citizens are well informed about government programs and policies, the process becomes easy and effective and contributes to effective implementation.

Regarding whether citizen’s participation in planning and budgeting promotes ownership of government programs by citizens, 66% strongly agree with this, 28% agree with it, 6% disagree while only 1% strongly disagree with it. In general, 94% believe that citizen’s participation in planning and budgeting promotes ownership of government programs by citizens. Again citizens’ ownership is very key for the success of any government program.

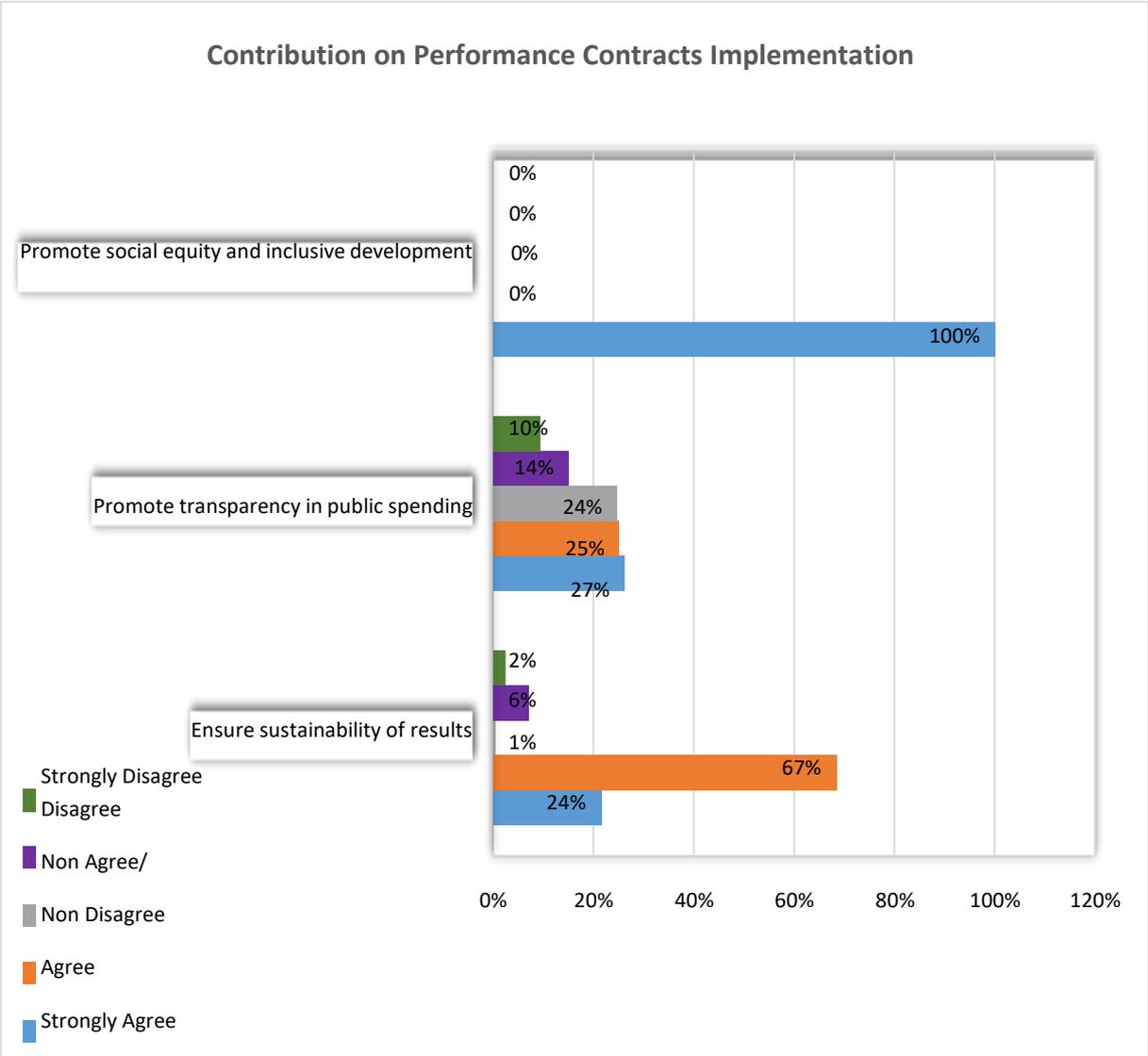
Furthermore, Question on respondents' level of agreement on whether citizens' participation in planning and budgeting promotes homegrown solutions. As shown on the figure, 30% of the respondents strongly agree with it, 58% agree, 4% disagree and 9% strongly disagree with it. Rwanda has managed to implement different programs using homegrown solutions, including the community lead justice system known as "*Abunzi*" (mediators) and community works that achieved tremendous result at cheap or no cost. Citizen's participation allow the citizens get together to find together untraditional means to implement the agreed priorities.

To end with, we present the respondents' perception on whether through citizens' participation government planners get informed about what should be the ideal targets. From the table we note that about 70% does not agree with this while only about 30% agree with this statement.

#### **4.3.2 Contribution on Performance Contracts Implementation**

To access the contribution of citizens' participation on performance contract implementation, three statements were formulated and asked to the respondents to get their level of agreement or disagreement. The following figure presents the responses from our respondents.

**Figure 9: Contribution on Performance Contracts Implementation**



**Source:** Primary Data

From the table we note that 100% of the respondents strongly agree that their participation in planning and budgeting process promotes social equity and inclusive development. Citizen’s participation uses a bottom up decision-making process where priorities are identified by citizens themselves in their constituencies. Similarly, through participatory social economic development programs, citizens select beneficiaries from the neediest people which help them to get out of poverty and develop.

We also asked the question on whether in the respondents’ view their participation in planning and budgeting process promotes transparency in public spending. As shown, 27% strongly agree with this, 25% agree with it while 24% neither agree nor disagree, 14% disagree and

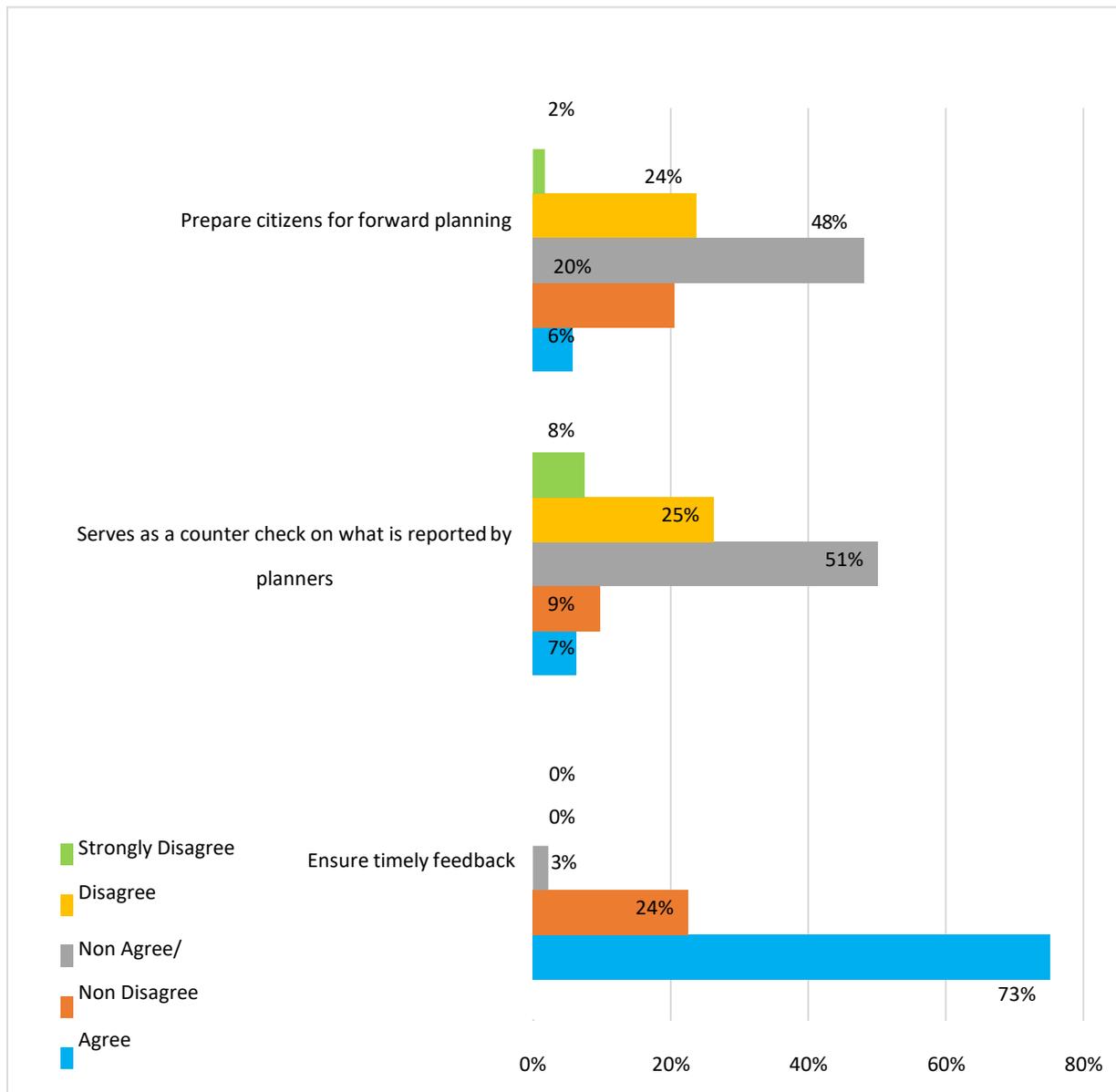
10% strongly disagree with it. Budget process range from preparation, execution, monitoring and reporting; citizens participation in the entire process is necessary. For example, budget execution allows the implementation of the performance contracts through spending on goods and services. Full involvement of citizens in the process would then contribute to increased transparency in public spending.

Regarding whether citizens' participation in planning and budgeting process helps to ensure the sustainability of results, 24% of the respondents strongly agree with this, 67% agree with it while 1% neither agree nor disagree, 6% disagree and 2% strongly disagree with it. For sustainability of results, there is a need for a strong ownership and commitment from local population and this can easily be achieved through a participatory approach.

### **4.3.3 Contribution on Performance Contracts Monitoring and Evaluation**

Responses to three statements about the contribution of citizens' participation in budgeting and planning will help us to draw conclusion on respondents' perspective. The table below shows respondents' levels of agreement or disagreement on the four statements.

**Figure 10: Contribution on Performance contracts Monitoring and Evaluation**



**Source:** Primary Data

As it is shown from the above figure, 73% of the respondents strongly agree that citizens’ participation in planning and budgeting will help performance contracts monitoring and evaluation through ensuring timely feedback on service delivery, and other issues that need attention. 24% agree with this while only 3% neither agree nor disagree. Actually, when citizens are actively involved in budget execution, they help district officials to monitor the implementation of projects, service delivery and thus shape the path for performance contract evaluation.

During performance contracts evaluation process, citizens are contacted to assess their

participation and ownership of government programs. During this process, the evaluation team try to check whether what report by district officials was as achievements have actually been radicalized from a citizens' perspective. However, only 14% of the respondents either strongly agreed or agree with the statement that citizens' participation helps as a counter check on what planners report while about 84% have a negative feeling about that. This was also evidenced during local government performance contracts evaluation where it was noted that citizens' participation in performance contract process has been more visible in rural areas (MINALOC, 2012).

Regarding the statement on whether citizens' participation in budgeting and planning prepares citizens for forward looking planning, only about 26% of the respondents either strongly agree or agree with it. On the other hand, 48% non-disagree, 24% disagree and 2% strongly disagree with this. The general idea here is that since citizens would be involved in the whole process, they would learn from past experience and help the district official to improve their performance contracts preparation and implementation which will facilitate the evaluation.

From the findings, the researcher is confident that research the objectives were met and there is a good basis to draw conclusions and provide recommendations. The following chapter will therefore provide a summary of the findings, present conclusion and detailed recommendations

## **CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

This chapter highlights summary, conclusion and recommendations of the research to various actors involved in planning and budgeting including citizens.

### **5.1. General Summary**

The study aimed at establishing the role of citizen participation in local economic development. The study started by presenting background of the study focusing on participation of citizens' in planning, it also reviewed the progress made towards citizens participation. It further presented problem statement guided by the increasing government initiatives to improve participation of citizens in planning and reviewed the existing scholarships through which knowledge gaps was identified explains the conduct of this study.

The study was guided by the study objectives, research questions and knowledge gap identified. The study defined the scope and limited itself in Gasabo district and time constraint as well. Additionally, the study presented conclusions and recommendations to key actors in the process of budgeting and planning with view of making improvement. It also defined the conceptual framework; showing connection among independent, dependent and intervening variables. Finally, key concepts were defined and profile of Gasabo district as a case study.

The study reviewed planning concepts and procedures applicable in Rwanda situation and highlighted planning tools for short-term plans and for both medium and long term strategies. It also reviewed the concepts of decentralization at global perspective and underlying motives that made countries to adopt a decentralized decision making and related dimensions, additionally captured Rwanda's decentralization perspective focusing on implementation process.

## 5.2. Summary of findings

The findings of this study confirmed that effective participation of citizens in planning is pertinent to Rwanda's development. It contributes positively to collection of revenues, efficiency, performance contracts preparation, implementation as well as evaluation and monitoring. The study also demonstrated existence of gaps at various levels of administrative entities in terms of communication which present limitations that affect effectiveness of citizens' participation.

### 5.2.1. Citizens' Participation in Planning Process and Budgeting Process

**Citizens Awareness in the process of Budgeting and Planning;** the research findings revealed that 71% of Gasabo district residents are aware of planning and budgeting process while the remaining 29% have no knowledge about it. This level is comparatively high compared to 66% in selected district from a study by CLADHO (2014). The study further revealed that radio, meetings after community works and community outreach are the channels where most citizens get the information on planning and budgeting from with 65%, 53% and 48% of the population respectively. Other channels like Joint Action Development Forum Meetings and Member of local councils are less accessible by the population and the general observation is that channels that use representation do not benefit as many people as channels open for all.

**Citizens' Participation in Identification of Priorities:** while the study revealed that 71% of citizens are aware of planning and budgeting process, only 35% have contributed in the priority identification to be realized in the following fiscal year. The gap between the level of awareness and participation is explained by the facts that some of the channels for awareness do not allow participation or it is not free of cost if they allow. For example, radio and television are the channels that informed most of the citizens about the process. However, participation in priority identification over radio or television requires telephone calls which involves costs to the citizens and reduces their ability to participate.

Meetings after community works and community outreach are the forums during which most of the citizens participate in priority identification as they account for 49% and 29% of the citizens respectively.

**Implementation of Priorities Identified by Citizens:** citizen's participation in priority identification is not an end in itself, implementation of the identified priority is very key. However,

the results from the study show that only 34% and 12% of the priorities have been full and partially implemented while the remaining 55% were not considered at all. Moreover, 63% of the citizens never got informed on reasons for consideration or rejection priorities identified, 14% rarely get the feedback while 23% get it either most of the time or sometimes.

This discourages citizens to get more engaged in the process as they continue to see government initiatives to promote citizens' participation as only a time-consuming administrative procedure with little or no impact on decision making.

### **5.2.2. Contribution of Citizens Participation on District Revenue Performance**

The results indicated that proper civic education on the importance of taxes in district development improves citizens' awareness and tax responsibility which in turn increases revenue collection due to reduction of tax avoidance and tax evasion behaviors among citizens and also improves tax base.

From results it is evident that effective allocation of resources according to priorities identified in collaboration with citizens improves their participation and ownership. It also improves transparency and public funds management.

### **5.2.3. Contribution of Citizens Participation on Local Government Performance Contracts**

Findings established that participation of citizens in planning have positive bearing on performance contracts preparation through which citizens improve ownership of policies and programs pursued by the government and supports home-grown solutions. Additionally, implementation of performance contract has positive implication on social equity and inclusiveness.

Finally, contribution of citizens in Performance Contracts evaluation and monitoring allows them to confirm if results projected by plans correspond to actual results on ground. Timely citizens' feedback regarding services and quality of works delivered to them it also keeps citizens abreast of government programs which facilitate their participation in priority setting and benefits both parties to achieve planned results.

### **5.3. Conclusion**

It is evident that participation of citizens in planning for local economic development benefits the country in terms increase in revenue collection, performance contract preparation and ownership of government programs plus successful implementation of programs. However, challenges still exist in platforms or channels of citizen's participation. Therefore, to deliver planned results effectively demands effective coordination among administrative entities at various levels.

## **5.4. Recommendations and suggestion for future study**

### **5.4.1. Recommendations**

The study, recommended that in order to maximize benefits of participation of citizens in the process of planning and budgeting, there is need for the government to establish suitable mechanisms to facilitate consultation with citizens regarding the need to adjust priorities. It through such consultations through which citizens would be updates on implantation status of ongoing priorities and introduced with next year's priorities.

The findings demonstrated that there is, a large portion of citizens are not clear on their role in planning and budgeting process and lack information regarding accessibility of participation channels. There is a need for the government to improve awareness of citizens to uplift or enhance their participation.

Furthermore, the results indicated communication gaps between citizens and administrative entities at various levels such as district, sectors to mention a few. For example communication regarding venue for planning and budgeting sessions plus identification and notification of participants, therefore there is a need to improve.

Finally, participation of all citizens is coupled with limitations of cost implications for some communication channels such as television and radio programs where citizens call in to contribute during a talk show through which government intend to capture citizens' views to be incorporated in planning and developmental programs the government entities needs to implement. Since citizens are limited by applicable call costs, thus there is a need for the government to organize tall free to facilitate citizens participation.

### **5.4.2. Areas for future Research**

The study findings concluded that effective participation of citizens in planning process for local economic development is paramount and benefits both the citizens and the government entities in achieving development objectives. The study recommends future research to conduct an impact assessment to ascertain tangible benefits as result of citizens' participation.

## Reference

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**Annex**

**Annex one: Research Questions**

**Respondent Identification**

<b>Sex</b>	<b>Age range 1. 16-30</b>	<b>Occupation</b>
1. Female	2. 30-45	1. Business
2. Male	3. 45-60	2. Civil Servant
	4. > 60	3. Construction
		4. Agriculture
		5. Police
		6. Army
		7. House Keeper
		8. Mining
		9. Other: .....
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**I. Participation in planning and budgeting process**

1. At which forum did you hear the process of planning and/or budgeting?

- Yes
- No

2. If yes to question : through which channels?

No.	Channels	X
1	Meetings after community works	
2	Community outreach (Inteko z'abaturage)	
3	Joint Action Development Forum	
4	Member of local council	
5	Radio	
6	Television	
7	Visit by member of executive organs	
8	Others .....	

3. For the past three years, have you ever participated in identification of priority in your village?

- Yes
- No

4. If yes to the previous question, through which channels?

No.	Channels	X
1	Meetings after community works	
2	Community outreach (Inteko z'abaturage)	
2	Joint Action Development Forum	
3	National Dialogue	
4	Visit by the President of the Republic	
5	Visit by Member of the Parliament	
6	On public accountability day	

5. Is there any job created from the forums you participated?
6. At what % your family income increased in this past 3 years?
7. Do you have your own affordable house?
8. Do you get feedback on reasons for inclusion or exclusion of identified priorities?

No.	Response	X
1	Most of the time	
2	Some times	
3	Rarely	
4	Never	

9. How do you think citizens' participation in planning and budgeting can be improved?

No.	Response	X
1	Feedback on reasons for consideration or exclusion of identified Priorities	
2	Proper and timely communication of where and when meetings on planning and budgeting will be held	
3	Sensitize citizens on their role in planning and budgeting	

10. How do you think citizens' awareness and participation in planning and budgeting process would have an impact on local economic development?

Role	Level of Agreement				
	Strongly Agree	Agree	Neither Agree/Disagree	Disagree	Strongly Disagree
1. Increased awareness of tax responsibility					
2. Broadening tax base					

3. Allocation of available resources according to priorities					
4. Increased revenue accountability					
5. Reduced corruption and embezzlement of public fund					

11. What is your level of agreement with the underneath statements indicating how citizens' participation in planning and budgeting process can contribute in preparation performance contracts of local government?

Role	Level of Agreement				
	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
1. Educate citizens on government policies					
2. Promote ownership of Government programs					
3. Promote home grown solutions					
4. Government planners get informed of what is ideal targets					

12. What is your level of agreement with the underneath statements indicating how citizens' participation in planning and budgeting process can contribute in preparation performance contracts of local government?

Role	Level of Agreement				
	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
1. Ensure sustainability of results					
2. Promote transparency in public spending					
3. Promote social equity and inclusive development					

13. What is your level of agreement with the underneath statements indicating how citizens' participation in the process of planning and budgeting can contribute in Monitoring and Evaluation of performance contracts of local government?

Role	Level of Agreement				
	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
1. Ensure timely feedback					
2. Serves as a counter check on what is reported by planners					
3. Prepare citizens for forward planning					

Appreciated!

## **Annex two: Forums attended by community citizens**

The government of Rwanda established several forums through which citizens get opportunity to contribute to various national programs and initiatives; they include Meetings after monthly community works/Umuganda, Visit by government official, National dialogue, Joint Action Development Forums. It is through these forums that engagements between citizens and leaders at different levels of government including the president are conducted to capture citizen's views and thereafter incorporated in national planning. It important note that community work known as Umuganda has roots in Rwandan culture which promotes self-help and cooperation, where family, friends and neighbours get together to perform a task such as house construction , renovation or garden preparation in support of old age, physical handicap , widows to mention a few.