



**COLLEGE OF ARTS AND SOCIAL SCIENCES**

**SCHOOL OF GOVERNANCE**

**MASTER OF SOCIAL SCIENCES IN LOCAL GOVERNANCE STUDIES**

**THE ROLE OF ADMINISTRATIVE DECENTRALIZATION IN PROMOTING GOOD  
GOVERNANCE**

**Case Study: Runda Sector, Kamonyi District**

**By**

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**Kamonyi, August 2021**

## DECLARATION

This thesis entitled “*The role of Administrative decentralization in promoting good governance case study: Runda Sector, Kamonyi District*” is my developed original study which was not used or presented to any other learning institute or University.

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Sign... ..

Date.....

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## CERTIFICATION

This is to certify that this thesis entitled *“The role of Administrative decentralization in promoting good governance case study: Runda Sector, Kamonyi District”* is a study carried out by **Muhoza Alphonse** under my supervision and guidance.

**Signature:** .....      **Date** ...../...../...2021

**Supervisor: Dr. MULINDAHABI Charline**

## **DEDICATION**

This work is dedicated to:

To My wife MUKANDINDA Jacqueline.

To My lovely Children:

CYUZUZU MUHOZA Prince.

CYUSA Eddy Fiston.

CYUBAHIRO INEZA Yanis.

and

SHIMWA KEZA Dorreen.

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**Muhoza Alphonse**

## ABSTRACT

The work entitled “the role of Administrative decentralization in promoting good governance case study: Runda sector, Kamonyi district” was conducted for assessing the validity of three specific objectives such as: to assess how administrative decentralization is implemented in Runda Sector; to evaluate the role made by implementation of administrative decentralization in promoting good governance in Runda sector, Kamonyi District; and to identify challenges facing administrative decentralization implementation and to good governance in Runda sector, Kamonyi District.

This study is survey, descriptive, qualitative, and quantitative design. The study used both primary data and secondary data. 252 sampled heads of households in Runda sector (who have any position in local communities) and 9 local leaders (6 cells executives and 3 staffs from sector office) were visited and interviewed to obtain primary data. Data were collected using questionnaire, group interview and documentation. Analysis of data was performed using SPSS (Statistical Package for Social Scientists) and results obtained were presented in form of descriptive statistics and inferential statistics.

Assessment of the 1st study objectives resulted that, Administrative decentralization is well implemented in Runda sector where authorities respect laws, accept population participation, apply transparency (the lowest mean was 3.17 which falls in category and the highest mean is 4.21 which belong in category of very High Mean). For the 2nd objective assessment, the findings show that there are positive changes in governance brought by Administrative decentralization (the lowest mean was 2.87 which in category of not sure and the highest mean is 4.09 which is high category). While the assessment of the 3rd objective has identified several challenges where the dominant is lack of fund on local government level followed by inefficient communication while leaders fail to send explanative message to citizens.

Based on the study findings, the researcher recommends local leaders to ensure that citizens are served equally, communicated to all government policies and plan on time and to work as possible to solve citizens’ complaints rather than transferring them except for these requiring high level decisions.

**Key words:** Administrative decentralization, Good Governance

## TABLE OF CONTENTS

<b>DECLARATION.....</b>	<b>ii</b>
<b>Copyright © year of 2020 Reserved .....</b>	<b>iii</b>
<b>CERTIFICATION.....</b>	<b>iv</b>
<b>DEDICATION.....</b>	<b>v</b>
<b>ACKNOWLEDGMENTS .....</b>	<b>vi</b>
<b>LIST OF FIGURES .....</b>	<b>xii</b>
<b>LIST OF ABBREVIATIONS AND ACCRONYMS .....</b>	<b>xiii</b>
<b>CHAPTER ONE: GENERAL INTRODUCTION .....</b>	<b>1</b>
1.0 Introduction.....	1
1.1 Background to the study .....	1
1.2 Problem statement.....	3
1.3 Questions of research.....	5
1.3.1 Main study question .....	5
1.3.2 Specific study questions.....	5
1.4 Objectives of the study.....	5
1.4.1 Main objective .....	5
1.4.2 Specific aims of the study .....	5
1.5 Study delimitation.....	6
1.6 Research significance.....	6
1.7 Definition of key concepts.....	6
1.7.1 Administrative decentralization .....	6
1.7.2 Governance.....	7
1.7.3 Good governance.....	8
1.8 Structure of this work.....	8
<b>CHAPTER TWO: LITERATURE REVIEW.....</b>	<b>9</b>



2.0 Introduction.....	9
2.1 Review of existing theories.....	9
2.1.1 Forms of Administrative decentralization .....	9
2.1.2 Principles and factors of good governance .....	10
2.1.2.1 Principles of good governance.....	10
2.1.2.2 Factors of Good Governance .....	12
2.2 Theoretical framework.....	17
2.2.1 Allocative of efficiency.....	17
2.2.2 Accountability theory.....	18
2.3 Empirical review .....	19
2.3.1 Administrative decentralization and efficiency in service delivery.....	19
2.3.2 Administrative decentralization and participation.....	20
2.3.3 Administrative decentralization and accountability.....	21
2.4 Conceptual framework.....	21
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>23</b>
3.0 Introduction.....	23
3.1 Research design .....	23
3.2 Population of the study and sample size.....	23
3.3 Sampling size and sampling technique.....	24
3.3.1 Sample size.....	24
3.3.2 Sampling technique (purposive sampling) .....	24
3.4 Data collection tools .....	25
3.4.1 Questionnaires.....	25
3.4.2 Interviews.....	25
3.4. Documentation .....	25
3.5 Validity of the study tools.....	26
3.6 Reliability of data collection tools .....	26

3.7 Procedures for data collection.....	26
3.8 Analysis of data.....	26
3.9 Ethical consideration.....	27
<b>CHAPTER FOUR: DATA PRESENTATION, ANALYSIS, AND DISCUSSION .....</b>	<b>28</b>
4.0 Introduction.....	28
4.1 Background of respondents.....	28
4.2 Presentation of the results and discussion.....	31
4.2.1 Implementation of administrative decentralization in Runda Sector. ....	31
4.2.2 Role made by implementation of administrative decentralization in promoting good governance in Runda sector, Kamonyi District. ....	33
4.2.3 Challenges facing administrative decentralization implementation and to good governance in Runda sector, Kamonyi District. ....	35
<b>CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS .....</b>	<b>37</b>
5.0 Introduction.....	37
5.1 Summary .....	37
<b>5.2 Conclusion .....</b>	<b>39</b>
5.3 Recommendations.....	39
5.3.1 To Government and local leaders.....	39
5.3.2 To Local community.....	40
5.3.3 To other researchers.....	40
<b>REFERENCES.....</b>	<b>41</b>
<b>APPENDICES.....</b>	<b>47</b>

## LIST OF TABLES

Table 3.1: Distribution of population and sample size .....	24
Table 4.2: Sex of respondents .....	28
Table 4.3: Age group of respondents .....	29
Table 4.4: Marital status of the respondents .....	30
Table 4.5: Level of education .....	30
Table 4.6: Implementation of Administrative decentralization in Runda Sector .....	32
Table 4.7: Changes in governance that are linked to Administrative decentralization in Runda sector .....	33
Table 4.8: Challenges to Administrative decentralization and good governance in Runda sector	35

**LIST OF FIGURES**

Figure 2 1: Conceptual framework ..... 22

## **LIST OF ABBREVIATIONS AND ACCRONYMS**

ADB	: African Development Bank
AUSAID	: Australian Agency for International Development
IFAC	: The International Federation of Accountants
IFAD	: International Fund for Agricultural Development
JADF	: Joint Action Development Forum
MINALOC	: Ministry of Local Government
NGOs	: Non- Governmental Organization
ODI	: Overseas Development Institute
OECD	: Organization for Economic Co-operation and Development
RGB	: Rwanda Governance Board
SHRDC	: Selangor Human Resource Development Centre
SPSS	: Statistical Package for Social Sciences
UN	: United Nations
UNDP	: United Nations Development Programme
UNDP	: United Nations Development Programme

## **CHAPTER ONE: GENERAL INTRODUCTION**

### **1.0 Introduction**

Chapter one is composed by this introduction, study background, statement of the problem, research questions, study objectives, scope or delimitation of the study, significance of the study, definition of key concepts and structure of the entire work. Chapter one gives general guidelines which followed by the researcher while developing other chapters of the study. The focus of the researcher in this study is to assess the role played by administrative decentralization to achieve good governance in local administration of Rwanda, a case of Runda sector in Kamonyi District.

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

Through much of the 1990s, East Asian states pursued decentralization as a panacea for economic, political, social, and foreign policy problems. Most bold reforms were not approved; a few that were approved worsened inefficiency. Both the Confucian tradition and modernization from above had not left a suitable foundation for the types of changes needed. Neither local society nor central bureaucratic power allowed much scope for market-oriented localism or cross-border linkups based on global principles. The exception was Southeast China, where the Chinese diaspora eased cooperation. To achieve both reform and regionalism, Japan and South Korea should lead a revival of decentralization by emphasizing human resource development based on international migration, educational exchanges, and cities open to global integration (Capistrano, 2015).

Lessons from countries that have already undergone decentralization and devolution indicate that central control and decentralization need to be complementary and are perhaps best viewed as two sides of the same coin. Without a strong and effective central government, decentralization can lead to loss of policy coherence, heightened inequities, accelerated fragmentation and forest loss. It can also weaken integrated land-use planning, forest firefighting and regulatory enforcement and, under certain conditions, encourage corruption. Analysts have noted that, although some decentralization reforms can be associated with greater state responsiveness and increased levels of citizens' activity, the majority are not. And there are concerns that localization of politics may obscure wider patterns of injustice and undermine collective responses to them (Sumpor, 2013).

Although previous notions of decentralization as top–down transfer of authority remain strong, particularly among state agencies and forestry bureaucracies, decentralization is increasingly understood as a first and necessary step towards participatory forest governance. Decentralization, which has meant privatization in countries such as New Zealand, China, Vietnam, and Lao PDR, has also been regarded as a means of capturing greater efficiencies from liberalizing markets. Others see decentralization and the devolution of power and authority that is supposed to follow in its wake as means towards greater democratization. However, to lead to democratization, decentralization must be downwardly accountable and create spaces for genuine, popular participation (Sumpor, 2013).

African decentralization experience was referred to the review made by Sabiti (2017), which outlines and discusses the conceptual and empirical dimensions of decentralization in Africa. It examines the link between decentralization, development, and good governance. The essay contends that even if decentralization has been embraced by several countries as an institutional reform capable of transforming intergovernmental relations, fiscal arrangements in local governments, increasing people’s popular participation and enhancing accountability, there is evidence that suggests that the good governance dividends of decentralization remain limited. The key conclusion is that though the new decentralization efforts aimed at reshaping central-local power relations of the state, introduction of markets into public service provision, and allowing civil society to play a greater role in public governance than was the case in the past, significant issues of political capture and manipulation continue to undermine its gains. This also appears to have reduced the capacity of decentralization to engineer the much-touted good governance tenets of transparency, accountability, efficiency, and value-for-money to transform the ways the African states operate (Sabiti, 2017).

In Rwanda, the adoption of Administrative decentralization is dated in 2000 with the initiation of the policy of Administrative decentralization. This policy of Administrative decentralization has been built based on three goals including good governance promotion, eradication or tackling poverty and efficient promotion efficiency in services delivery as well as accountability in public or private services offers (RGB, 2013).

Defined on the objective of installing the government that values the role of citizens, different programs for empowering citizens were put into place. The goal of that having citizens who take care of their future by participating in setting priorities, helping in the implementation of local projects, and keeping the accountabilities of authorities. It shows the reason by which the 1<sup>st</sup> phase of Administrative decentralization, which is about establishing the partnership between citizen, local governments, central government, private sector, NGOs as well as international development to be involved in projects and programs aiming in the improvement of local community development and service delivery (MINALOC, 2007).

The aim of Joint Action Development Forum (JADF) was to increase effort that mutual support, strengthen coordination but also cements the participation of citizens at local level. Though the members of JADF should be involved in whole budgeting, planning but also, they have to participate in checking the progress in performance of each project of districts. This participation in through JADF helps in detecting the weakness among citizens. Other forms of participation that were created are local councils, council of national dialogue and all other programs related to social and economic development, contracts for performance evaluation (imihigo) public works in community (Umuganda) (RGB, 2014). However, all of those show the efforts being made by government of Rwanda is doing more for emphasizing Administrative decentralization. Against that background this study aims at examining the impact of Administrative decentralization efforts in promoting good governance in Rwanda by taking the case of Kamonyi District specifically Runda Sector.

## **1.2 Problem statement**

From a broad perspective, decentralization has since the 1990s become a key policy component of governance in several countries (The World Bank, 2000). The World Bank points out that by the end of 2000s, some 95% of democracies had elected sub-national governments, and that countries everywhere large, small; rich and poor have devolved political, fiscal, and administrative powers to sub-national tiers of government. In developing countries, decentralization has been seriously reconsidered as an appropriate form of governance. Thus, though centralization could have some advantages in young nations, over-centralization kills initiatives and innovations.



Realizing this weak governance link, most developing countries undertaking reforms of their economies have at the same time restructured their governments to give priority to strengthening of their local governments and local institutions (Wunsch and Olowu, 1990). The World Bank submits: Decentralization itself is neither good nor bad. It is a means to an end, often imposed by political reality. The issue is whether it is successful or not. Successful decentralization improves the efficiency and responsiveness of the public sector while accommodating potentially explosive political forces. Unsuccessful decentralization threatens economic and political stability and disrupts the delivery of public services (The World Bank, 2000).

According to World Bank (2005) the process of Administrative decentralization in Rwanda is dated from 2000 where its purposes were to strengthen good governance. Also, the Administrative decentralization in Rwanda was seen as the main tool to use in the achievement of 2020 Vision goals where it would not be possible to achieve them without the participation of citizens and this would be made possible by Administrative decentralization. The participation of local people would be explained by their role in initiating, implementing, and monitoring decisions and plans that concern them. People are these who rate a certain administration is ensuring good governance or not based on the role they found from that administration.

According to NURC (2003), and MINALOC in 2005 on situational analysis of decentralized services it was found that their lack of access on basic administrative services for the community and this was due to different factors where some of them are insufficient capacity at levels of district to put into place a good development integrating all parts and action plans and insufficient ownership of community development plans by citizens. Although people continued to claim service delivery process as Administrative decentralization was aiming that to improve that. Hence this study aims at determining the extent to which Administrative decentralization has played positive role to good governance in Runda Sector located in Kamonyi District.

### **1.3 Questions of research**

#### ***1.3.1 Main study question***

The main study question is:

Is there any role played by administrative decentralization in promoting good governance in Runda sector of Kamonyi district?

#### ***1.3.2 Specific study questions***

1. Is there any extent at which administrative decentralization has been implemented Runda sector?
2. What is the role made by implementation of administrative decentralization in promoting good governance in Runda sector, Kamonyi District?
3. What are the challenges facing administrative decentralization implementation and good governance in Runda Sector?

### **1.4 Objectives of the study**

#### ***1.4.1 Main objective***

The main study aim is to determine the role of administrative decentralization in promotion of good governance, a case of Runda sector in Kamonyi district.

#### ***1.4.2 Specific aims of the study***

Specifically, this study intends to achieve the following:

1. To assess how administrative decentralization is implemented in Runda Sector.
2. To evaluate the role made by implementation of administrative decentralization in promoting good governance in Runda sector, Kamonyi District.
3. To identify challenges facing administrative decentralization implementation and to good governance in Runda sector, Kamonyi District.

## **1.5 Study delimitation**

Delimitation is developed focusing on domain, space, and time. In terms of domain or content this study focused on the role of Administrative decentralization in promoting good governance in Rwanda. Geographically, this study was conducted in Runda Sector. The time span for this study was 10 years to get coherent information (here the researcher asks respondents to give their views based on their observation since 2010 to now (2020)). Since this study is like an assessment taking such long time may help to discover more about Administrative decentralization since its implementation with the focus on challenges faced and ways to forward.

## **1.6 Research significance**

The 1<sup>st</sup> significance is for the researcher where he will gain more practices in doing an advanced research with advanced methods and techniques. It will help him to gain knowledge about the implementation of Administrative decentralization and good governance as the candidate for acquisition of masters' degree in good governance and leadership. The results of the study will help the local community to know the right and obligations in the process of implementing Administrative decentralization. In the end the results of the study will help local leaders their weakness for effective Administrative decentralization and implementation of good governance.

## **1.7 Definition of key concepts**

### ***1.7.1 Administrative decentralization***

“Administrative decentralization is historically signified as the sharing power (all forms of power) from central to local government levels in state or any other form of administration (Crook et al. 1998 and Agrawal et al.,1999). This is applicable once central government ensure decent and capture all local communities' ideas and opinions before setting rules and laws guiding this community. In Other case, people's complaints should be taken under consideration while setting plans and budgeting for the whole national development. Here in Rwanda with Administrative decentralization more services were lowered down to cell level and village level, and citizens work closely with local administration authority as joint hands for development and social positive changes.

Administrative decentralization is the process by which the activities of an organization or a state, mainly activities related to budgeting and planning, setting long term goals and activities of ensuring short term planning are lowered to take source in the community members (lower entities) (Wiklund, 2009).

Administrative decentralization as applied in Rwanda was made by reducing the authority and services currently offered at provincial, district and sector level to lower entities like cell level. Today budget was decentralized at district level, it is also planned to sector level (Sumpor, 2013). As seen from the above definitions, this study agreed with Wiklund (2009) and add that for the case of Rwanda Administrative decentralization is the process of taking decisions after consulting community. In other case administrative services were lowed where most people issues could take solution at cells, sector, and district level. In case where possible higher authority like the office of the ombudsman and president office went down to the population to understand their problems and listen their ideas.

### ***1.7.2 Governance***

As reported by United Nations Program (UNDP) in 1997, governance was defined as the exercise of a country to manage all its affaires at low level of administration. This is consisted by allowing groups, individuals, and institutions to get legal rights, obligations, and satisfaction of their complaints in their localities. For international Monetary Fund (IMF) governance is referred to the cases at which governments manager resources and public interest-based works (UNDP, 2007). Report of OECD, state that governance is referred to applications of political forces or guidelines and policies toward people's wellbeing (this also is one among indicators for evaluating good governance changes) change with use of public resources (OECD, 1995).

Governance is also referred to the specific way a certain group or government is doing its businesses. Different groups of people create governing body for organization or creating way of managing things. It is also how government decision taking affects community members (population) in that nation or community or state (Demidenko, 2010). Governance is generally signified like the implementation of forces by authorities or leader in politics for the improvement of citizens' wellbeing. It is the joint process whereby some categories (Coleman, 2008). The above definitions are not 100% meet the ideas of the researcher for this study.

Governance in this study context is the mechanism at which local administration entities chose their own organization with respect of community norms, rules, and laws.

### ***1.7.3 Good governance***

Defined in the meaning of politics and institutions to clarify the way ensure democratic principles and respect human rights (all forms), good governance is the application of transparency, accountability in management of production resources with a purpose of effectively achieving the public interests (ADA, 2011).

Based on the inter country or international context of development, good governance is a manner of evaluating how institutions in public sector or affaires ensure management of resources in designed way and meet the targeted goals. Governance is the journal or the mechanism a which thing are oriented, and which define how the goals are achieved (or not implemented) (Boyd, 2005). Good governance is really confirmed based on the outputs or quality of leader's performance. Best leadership brings better living conditions of population and the verse of this is bad governance. Reference to Rwanda, governance with good standards is measured by the poverty reduction, education development, quality of services delivery (citizens' complaints solved), and people integration and unit and reconciliation).

### **1.8 Structure of this work**

The work report (thesis) is structured into 5 parts or chapters. The 1<sup>st</sup> is general introduction followed by the 2<sup>nd</sup> which state review of literature, the 3<sup>rd</sup> is the methodology used for assessing the objectives of the study, the 4<sup>th</sup> is about findings presentation and data analysis and the 5<sup>th</sup> is conclusion and recommendations.

## CHAPTER TWO: LITERATURE REVIEW

### 2.0 Introduction

2<sup>nd</sup> chapter gives details of theories and literature related to the study objectives. The focus of this chapter are theories, empirical studies, existing literature, and gap of the study. Literature was developed for getting extended understanding on existing knowledge on the subject matters related this topic (the role of administrative decentralization in promoting good governance, a case of Runda Sector, Kamonyi District).

### 2.1 Review of existing theories

This section is tells about the theoretical review for main variables of this research with a purpose of understanding the meaning and the related derivatives. It makes detail on Administrative decentralization and good governance.

#### 2.1.1 *Forms of Administrative decentralization*

In open view, term or process meaning Administrative decentralization is signified as transfer of authorities and reinforcement from central to lower entities of government (Cheema, 2007). In Rwanda power was taken from provincial, district to sector, cell, and villages levels. The word ‘transfer’ means that the authority that the local governments contained is from the central government. It is a power that being delivered or sent from the higher level of government (Hunter, 1977, p.3).

**Deconcentration:** Deconcentration is sometimes perceived to the process to which states, governments, or authorities of a certain legal body low down the authority and power to lowest administration in the structure (Ali, 1995). In other words, it can only send the responsibilities and obligations from top authorities to lower authority mainly that around daily living conditions of the subordinates.

Many African and countries of Asian like Kenya, Tanzania, Tunisia, Morocco, Pakistan, Algeria, the Philippines, Indonesia, and Thailand have used this form of Administrative decentralization in recent decades (Hyden, 1983; Rondinelli and Nellis, 1986; Islam, 1997).

**Delegation:** Delegation refers to wider Administrative decentralization type. This includes the transition of obligations of taking decisions and the management of public services from the central government. For semi-autonomous bodies that are not completely governed by, but essentially responsible for, the central government. Such organizations typically have an important responsibility for decision making.

Learning from many developed nations use this technique to set up commissions, councils, companies, or some other independent entities that conduct different roles (Islam, 1997).

**Devolution:** Devolution is the 3<sup>rd</sup> stage of Administrative decentralization within institution. It is defined as the transition of major powers, including policy and revenue creation by statute to publicly bodies elected (Conyers, 1986). There is a set of 5 basic characteristics to describe the purest type of devolution found by Cheema and Rondinelli (1983).

They are allocated to regional units administered individually and differently, without the overt supervision of the top authority; the units have the corporate status and the ability to acquire their own capital to fulfill their function; the units retain jurisdiction over a known geographical scope area; devolution means the need to establish local government institutions; it is a responsive structure.

Examining all the above types of Administrative decentralization, in this study we focused on deconcentration which is defined as the transfer of power to local authorities and local leaders with the supervision of local government since it still the main source of income and local government or local authorities which are considered as districts and sectors in Rwanda are required to report to central government where here it is done in the form of performance of contracts or Imihigo.

## ***2.1.2 Principles and factors of good governance***

### ***2.1.2.1 Principles of good governance***

Various local and foreign bodies or institutions, on the top, there is UNDP, have attempted to identify various explanatory variables of good governance (Sabiti, 2017) and the following have been found relevant in this report.

**Participation:** Participation means the mechanism where both sex (males and females) enjoy decision making rights within institutions or bodies of their interests. Meaning that, they both have or being free for participation, opinions, expression and right to participate in construction of the organization. Effective governance also ensures that civil community society will have the ability to engage in the growth policy formulation and that directly impacted people and organizations will be able to participate in the creation and execution of programs and initiatives.

If initiatives have a 2<sup>nd</sup> effect on demographic groups, there should be a feedback mechanism that takes their views into consideration. This dimension of governance is as a crucial factor in maintaining engagement and cooperation for initiatives and in enhancing the efficiency of their delivery (IFAD, 1999).

**Rule of law:** Rule of law, the legislative system, in particular human rights laws, should be equal and impartially applied. A balanced, transparent, and secure legal system is important so that firms and individuals can evaluate wealth benefits and operate themselves with stability of unreasonable intervention or expropriation. This includes that the rules be known in advance, that they be currently in effect and enforced faithfully and reasonably, that disputes be settled by an impartial judiciary mechanism, and that processes for cementing and ensuring the rules be in place and are widely established (IFAD, 1999).

**Transparency:** Transparency must be founded on a free flow of information. In the sense of accountability procedures, the institutions and the knowledge are directly accessible to the bodies concerned to understand and track them (IFAD, 1999).

**Equity and equality:** Equity and equity, good government will enable both men and women to promote or maintain their well-being. According to UN-Habitat, distributing control contributes to equality in access to and utilization of capital. Women and men will engage as partners in all urban decision-making, goal setting and resource distribution processes. Inclusive cities have fair access to healthcare, schooling, jobs and livelihoods, health care, housing, clean drinking water, sanitation, and other basic facilities to all-be it poor, young, or old, religious, or ethnic groups or the disabled (Linkola, 2002).



**Effectiveness and efficiency:** Efficacy and productivity as the principle of good governance would ensure the quality and efficacy of the utilization of the capital of a country that will not neglect the basic needs of its people. As resources are limited in the nature, the available for a certain or distinct community surely are shared and allocated correctly. Urban cities must be environmentally stable and cost-effective in controlling revenue and spending, maintaining, and providing infrastructure, and allowing municipalities, the business sector, and neighborhoods, on the basis of competitive advantage, to make a formal or informal contribution to the metropolitan economy.

The identification and enablement of the unique contribution of women to the urban economy is a crucial factor in achieving productivity (Linkola, 2002).

**Accountability:** It is referred to the establishment of measurement indicators or condition to evaluate the success or performance of public officials or authorities while checking that they have attended targets or goals. This transparency can vary based on the structure of the company or the way decisions are made either publicly or internally.

However, those principles in this study are helpful since the researcher is eager to know how those principles are followed since they strengthen the effectiveness of good governance. For example, the accountability of leaders on local level has been critical before Administrative decentralization and after. This study aims to get more about them in terms of their implementation since citizens are in the first line in providing how they see Administrative decentralization in terms of its principles through the services they are used to get from local governments.

### ***2.1.2.2 Factors of Good Governance***

Government may be seen in several ways, such as global, multinational, regional and government at local level. The government play role as one of the actors that plays a key or important governance significance, while other actors rely on their place in the system. Better governance has a variety of influences that impact the efficiency of the public service (Aziz et al., 2016). These elements are defined as follows, based on the literature.

**Strategic Alliance:** Dickson et al (2010) signify alliance in way as " cooperation between bodies or organizations which concerned by long or short-term agreements." In the meantime, Glaister et al. (2003) described the combined countries agreement or treaties as collaboration among businesses entities of various countries. Integration includes several conditions or guidelines, here include integration equity, non-equity integration or alliance, combined ventures (Li, 2008), new entry conditions and terms to be fulfilled as well as merging wealth guiding terms (Wiklund and Shepherd, 2009), legal acceptance of agreements (Baker et al., 2008) and terms for partnership (Buyukozkan et al., 2008).

Integration or alliance was born from the globalization, where not only people of different nationalities could joint together to make a business but also international organization mainly businesses related companies integrate to combine resources and ensure that they work for a common target. In that context, they are both guided by international regulations and national regulations based on the installation preferred (Teng and Das, 2008).

**Strategic planning:** Strategic preparation includes methods, tools, attitudes and mentalities for science study, consulting, and public implementation. Strategic preparation is seen as a healthy strategic prompt directed at pleasing clients (Placet and Branch, 2002). That would also therefore be the main concern of public utilities (Sumpor and Dokic, 2012).

This includes methods, tools, attitudes and mentalities for science study, consulting, and public implementation. Strategic preparation is seen as a healthy strategic prompt directed at pleasing clients (Placet and Branch, 2002). That would also therefore be the focus of public utilities (Sumpor and Dokic, 2012). The correlation or combination of displace while implementing the process of strategic planning is related to a dialogue on sustainable growth that clarifies the negative and positive impact of some policies and activities on certain phases of development (Sumpor and Dokic, 2013).

**Risk Management:** It is essential to good governance as the system of requires strategic and organizational decision-making, much of which depends on the awareness and getting sufficient knowledge of companies and attend to required data through technology tools or other communication materials (Barret, 2007).

In fact, good governance ensures the enforcement of ethical principles, rules, duties and obligations within a consistent risk control system and a well-defined collection of transparency criteria. In fact, an efficient risk control program lets companies meet corporate goals while enhancing financial transparency and preserving credibility (Subramaniam et al., 2009). The auditors concentrate on the task of a detailed risk assessment and history, while the auditor within the organization focuses on the execution of appropriate problem control and the retention of oriented objectives and compliance in its design. Therefore, the success in risk prevention led to the honesty and ethical principles of higher authority of the organization.

It is necessary to consider the values of the company and to apply a systematic risk management approach to systematic decision-taking. Management of risk will be a competitive benefit of the company in developing strategic analysis and ethical practices, allowing corporate governance to evolve beyond the conventional business culture (Demidenko and McNutt, 2010).

**Audit:** The main part of monitoring system is composed by auditors within the system of the organization and composed by any among the key elements of organization corporate management. In that context, auditors collaborate with other corporate management or governance players to be sure that the organization has made quality financial reporting to clients, while at the same time secure the benefits of current and prospective upcoming stakeholders (shareholders) and creditors (Arnold & Arnold, 2002).

Alleyne & Howard (2004) showed that companies with proper quality management and a solid auditor will deal with wrongdoing in some form of operation in a systematic manner. Okpala (2012) found that while external auditors have powerful managerial roles, the internal audit committee plays a significant role in corporate governance. In addition, the findings have established a connection between the activities of the audit committee and the credibility of the financial statements. This partnership strengthens the consistency of corporate governance and prevents organizational failure.

Reference to reports of Ghoncrokta et al. (2007), the audit of society authorities is an important social success evaluation to ascertain the needs required by the community. Boyd (2005) mentioned that community audit is a means of assessing the level of which an organization survive until its values and goals.

As a result, different number of bodies and states have expressed an interest in introducing community audits to achieve deliberate good community governance and increasing growth (Ghoncrokta & Lather, 2007).

**Control of Fraud:** Learning to Bennie (2007) described fraud of administrators like deliberate activity involving unethical or unlawful interests. Mostly, the consequences of a less efficient domestic audits system have helped the management to carry out these frauds. As Donker and Zahir (2008) have pointed out, recent business controversies are often tainted with fraud. New business governance codes laws and guidelines have been adopted with a view to alleviating cases of bribery and avoiding lawsuits in the avoiding.

Well-run companies are less responsible for cases of theft and conviction. The IFAC or International Federation of Accountants has proposed that companies should have an independent or separate audit committee that works in liberal way from authorities, has strong finance expertise, achieve regularly, or reviews the quality of finance reporting. Bennie (2007) claimed that audit systems including governance responsibilities are responsible for the prevention and identification of errors and fraud.

**Quality performance:** Reference to Hifzainam (2014) who indicated that, best practices of governing corporates is to focus on socio-economic growth by increasing the efficiency of firms and enhancing the access of creditors and financial institutions to foreign resources. Peda et al (2013) quality management is referred to the quality got as an appreciation of customers or clients. Coleman et al. (2008), quality management referred to the way at which goals of the corporate company was achieved and assessment on the success made for each risk faced during the project implementation. The role of project outputs also or its outcomes signify the quality or effectiveness and efficiency project implementation (Louizi, 2006).

**Financial Resourcing:** Reference to companies or bodies on their physical, human, and financial capital (Barney et al., 1991, 2008,2010). They are strengthened by connecting quality and capacity of entrepreneurs like capital, expertise, money, and connections, to external resources gained as the company is identified (Brush et al., 2008). Meanwhile, tangible capital, like properties and facilities, and non-teachable capital, has also considered essential for the creation companies (Lichtenstein and Brush, 2001).

Martin et al (2007) proposed that a good planned or careful approach would facilitate to reach the effective execution of finance regulation during supplying the company with a strong anti-fraud system.

**Human Resource Management:** Siddiquee in his report of (2006), indicated that governance could be used as a mechanism for enhancing public laws and regulations of administration, planning high quality programs, and building relationships through the introduction of the Human Resource System. It can also be said that good government involves the development of law in all community facets. It is necessary to adopt the principles of good governance to increase the quality and effectiveness of public administration. Lin et al (2012) concluded that human resource strategies have an important and beneficial impact on customer management capacities, integrity-associated expertise, and functionality-associated competencies.

**Infrastructure and Facilities:** A core aspect of the network promotes standardization, enhancement, and interoperability of systems (Landsbergen et al., 2001), which increase power, function as well as minimize maintenance costs (Kaplan, 2005). In addition to property, good governance is important, and it plays a crucial function in the growth of infrastructure (Akanbi, 2013). The importance of good governance currently is highlighted in the World Infrastructure Development Report, which outlined different issues, which include public and private functions of legislation and regulations and the governance of enterprises owned by the state.

Literature assessment has shown that best planification skills, best practices in managing organizational businesses risks or not being affected by uncertainty, systematic integration and alliance, control, avoidance or corruption and fraud as well as minimization of errors, ensure quality performance, human capital efficient use, resources well allocated, financial management and infrastructure development and allocation are qualified as characteristics of a state or organization well implemented good governance. They also play a role of measuring or evaluating a body with successful good governance. These are also linked to factors of good governance for decentralized local administration where population consider either good or bad governance based on the infrastructure (education facilities, health facilities, roads, administrative offices, electricity access, water access, etc) constructed in the area, living conditions, citizen complaint management and handling, citizens participation in planning or decision taking.

Meaning that good governance results are living conditions improvement, access to infrastructure, reduced poverty, protection of vulnerable population, good political sphere, unit and reconciliation as well people participation.

## **2.2 Theoretical framework**

Point 2.2 is about the theories developed by several authors that have guided this study. Those theories are about the needs for implementing Administrative decentralization as it helps in improving governance toward community or citizens services. Those theories are described in the following paragraphs.

### ***2.2.1 Allocative of efficiency***

Important theoretical justification for Administrative decentralization is referred to the increases the productivity of the distribution of capital. Decentralized forms of government have a *raison d'être* in the procurement of goods and services whose use is limited to their own authority.

By tailoring production of these goods and services to the specific needs and conditions of their constituencies, local delivery improves economic well-being beyond those arising from the more standardized rates of services expected to be delivered by regional supply.

The basic point here is simply that, because of differentiations in priorities as well as defining cost difference (Oates, 1999). Currently local authorities are these closer to the citizens rather than higher authorities (local compared to central government to meet citizens while handling their complains or supporting them to reach advanced wellbeing), the efficiency of the production of "locally" public goods (that the amount of marginal benefits for residents is equal to the marginal cost) that vary across jurisdictions. Therefore, they are called upon to be more educated so that the demand for goods and services changes will respond. Second, it is also understood that sub-national governments are more vulnerable to market volatility and public utilities' prices. Administrative decentralization is thought to increase the likelihood that governments will respond to the demands of the local population by fostering rivalry between sub-national governments (Tiebout, 1956).

Competition is said to lead to several packages of local public goods being generated by subnational governments, and it is said that individuals reveal their preferences for the products by going through certain jurisdictions which satisfy their tastes, that is, by "voting their feet."

Therefore, this "foot-to-foot test" is claimed to increase the quality of the distribution of capital by increasing the likelihood that governments will be able to fulfill people's wishes. Where there is limited regional mobility.

Allocation of efficiency theory is related to the objectives of the study and is increasing understanding of the researcher about the subject matter. Reference to this theory, it clear that the purpose of Administrative decentralization made by government of Rwanda was to serve good governance to the citizens. However, efficiency for local leader's performance remain not achieved 100% it is in that context citizens' complaints sometimes remain unsolved and routed to the president office. Administrative decentralization targets are to ensure that citizens were efficiently served for all categories of needs such as infrastructure needs, economic, political, and social-cultural needs.

### ***2.2.2 Accountability theory***

It is often argued that Administrative decentralization promotes transparency and reduces government inequalities (Ostrom et al, 1993). As sub-national governments are like the people, voters are perceived to be more informed about the actions of sub-national governments than they are about the actions of the central government. Further, when people who are against corruption may leave alternative jurisdictions or suppliers, the outputs of an open working competition between levels of governing entities (sub-and nationals' levels) suppliers of public goods is taken under consideration considered to get power on one part or level to another.

Corruption is a deterioration of social behavior with no collusion at the detriment of everyone. Responsibilities for smaller, community-like entities would increase the confidence and legitimacy of public services options. This may, however, be assumed that the laws of ethics of the public sector ("law-obedience") should be upheld, diligent, embraced and adhere to. The funding of public services would be especially true if the issuance of tax instruments and collection of use fees are passed (Meagher 1999).

Accountability theory is linked to Administrative decentralization and good governance. To limit discrimination in the society, leaders are encouraged to serve the community in accountable environment. Accountability for a leader in Administrative decentralization and local administration like Kamonyi District, is to use citizens feedback, solve problems in public where possible, recognize promises made to the community, work with intention of developing the community rather than looking individual interests. Accountable leader is that who accept to present the community and to take under consideration the citizen's needs. This study take interest of assessing how Administrative decentralization made good governance in local administration from district to sector level.

## **2.3 Empirical review**

### ***2.3.1 Administrative decentralization and efficiency in service delivery***

Faguet (2001), showed that Administrative decentralization in Bolivia has led to a significant increase in investment in education, agriculture, urban development, water management, water, and sanitation, and possibly health. He argues that such investments have been made as needed, demonstrating the superior knowledge of local governments and their responsiveness to local demands.

He further claims that the rate of public-school enrolment has increased due to tax Administrative decentralization in the educational sector in Colombia (Faguet, 2006). Similarly, the Report of WB as stated in the World Development Report (1994) cites the results of a survey of 42 developing countries that showed decentralized maintenance in relation to lower road detainment backlogs and better road maintenance, and that "decentralized arrangements" could strengthen services in relation to primary health and rural roads.

Kosec and Mogues (2015) analyzed the impact on agricultural and rural service delivery of district administrative level Administrative decentralization. The study used survey data from 8 districts, 1899 individuals and 1.117 households in 7 regions throughout Ethiopia.

The study found that administrative decentralization has resulted in increased use of modern agriculture inputs, including fertilizer and improved seed, and in increasing access to agricultural extension services.



Another research in the U.S., Saavedra (2010), explored the impact on access to two primary services of administrative decentralization: sanitation, enhanced drinking water supplies. The study demonstrated that administrative decentralization has positive and significant impacts on access to health care and improved water supply. A research carried out by Brazilian municipalities in Mobarak et al (2006) found that administrative decentralization is effective only if well governed.

A research by Stanton in South Africa in 2009 looked at the degree to be affected by the functional structure of the decentralized management system in delivering fundamental services currently underway in local authorities. The study concluded that local authorities had the power to make legislation on the execution of their legal tasks. However, communities had limited autonomy and need provincial acceptance when contracting out responsibilities and services.

Bogopane (2014) given more detailed effect on good governance and services of perceived degradation of the political-administrative dichotomy. The study concluded that strong innovative political and management leadership, strong and vibrant apolitical public bureaucracy, as well as integrated political and administrative systems enhances policy-administration dichotomy functions and efficiency.

### ***2.3.2 Administrative decentralization and participation***

One of the reasons for decentralizing democracy is that it enhances participation of citizens, thereby improving their voice and transparency. This, intrinsically beneficial and established, is seen as socio-political power for marginalized and excluded classes. However, some research's attempt to assess either the impact of Administrative decentralization on the participation of poor and prevented groups, or the impacts of the participation of poor people via decentralized political structures on development outcomes.

The study that has conducted in Ghana, Ivory Coast, Bangladesh, and Karnataka (India) by Crook and Manor (1998) claimed that Administrative decentralization increases participation in each government, although critics note that increased involvement alone is not enough to enhance the delivery of services. Crook illustrates this finding in a later paper that "[there are] reports of democratic regimes in Africa, but there is little evidence of policies being more sensitive to" the weak "– or indeed, to the general population" (Crook, 2003).

### ***2.3.3 Administrative decentralization and accountability***

Accountability means transparent decision-making because decisions represent the interests of the society. This means that LG is stronger and more effective in results (Rondinelli et al, 1984). Participation is thus considered to be a component and/or road to democracy.

In Uganda, the Administrative decentralization / deployment reorganization of LG has provided more avenues for more people to enter politics, increasing local political participation. Participation helps people to gain political power and affect their lives (Cornwall and Brock, 2005). Political pluralism also refers to the inclusion of various ideologies. Devolution thus allows both societies and elected officials to take policies that impact their lives and enforce them. This ensures that the government's hegemony is broken, and political participation rises (Steiner, 2004).

## **2.4 Conceptual framework**

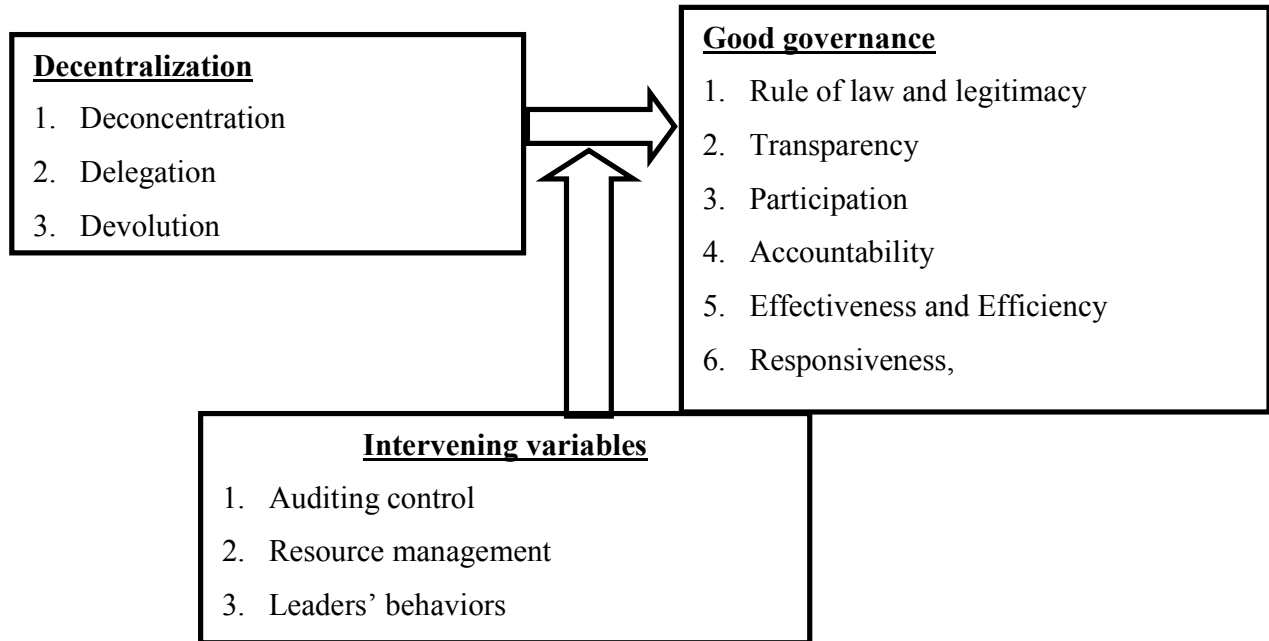
In research, the part titled the conceptual framework aims to show the relationship between variables and how they will be established. The figure 2.1 shows the independent variables and the dependent variables of this study. This shows that once deconcentration or transfer of power to local leaders, delegation of local leaders in the community and devaluation well implemented as Administrative decentralization practices lead to citizens participation, rule of law and legitimacy, problem solving in public (accountability), transparency, response delivery to citizens complaint on time, effectiveness, and efficiency, use of citizens feedback and fairness and equity. The significance of Administrative decentralization in promoting good governance also is explained by the interlinking role of intervening variables such as auditing control, resource management and leader behaviours.

This means that however transfer of power is made, it cannot succeed to good governance without resources availability, without good behaviour of the delegated leader and all qualities and performance of Administrative decentralization are measured through audits. This should be made either as internal audit or external audit.

**Figure 2 1: Conceptual framework**

**Independent variables**

**Dependent variables**



Source: Designed and presented by the researcher, 2019

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.0 Introduction**

3<sup>rd</sup> chapter talk about methods and techniques used to collect, processing and analyses required data. The chapter gives in details research design, population, sampling methods and techniques, data sources, data collection instruments, data analysis and processing mean, ethical consideration and validity as well as reliability of research instruments.

### **3.1 Research design**

This study is descriptive, qualitative, and quantitative research design. It is descriptive as it describes the implementation of administrative decentralization in Runda sector and level of good governance, Due to its usefulness in explaining the characteristics of a large population, the use of large samples and hence the statistically relevant findings even in the analysis of many variables, the study uses a survey research method. There are various questions on a specific topic that offer the study tremendous versatility. Specific approaches for gathering data such as questionnaires and interviews was employed. It is also used to assess the value of goods in structured questions (Owen, 2002). This study was also qualitative and quantitative design as it used both quantitative data and qualitative data. Qualitative data were collected from open questions as listed on the questionnaire (open-ended questions) and quantitative data were collected using closed ended questions (with limited choices while assessing the perception of respondents to each item developed on the questionnaire).

### **3.2 Population of the study and sample size**

Study population are consisted by people or subject that concerned with the study or containing information needed to achieve the research objectives (Bailey and Pearson, 1983). In fact, the target population for this study would consist of the total of local population of the Runda Sector which is 44,650 as it was provided by district administrative in 2020. But such population is big, and it is not possible to reach everyone and that is why the purposive sampling which is described in the following paragraph was used.

### 3.3 Sampling size and sampling technique

#### 3.3.1 Sample size

This is referred to the part of the target study population for a given study. This is the proportion of the population. The researcher has used Slovin formula (1970) as reported in (Pearson, 1983).

$$n = \frac{N}{1 + N * (e)^2} = \frac{44,650}{1 + 44,650 * (0.062816)^2} = 252$$

This refers to the fact that “n” means size of study sample, “N” means or signify the size of the entire population and “e” is the level of significance (error of margin) for the entire research. The significance level used is 93.7% which led to around 0.07 margin error or 6.3%. Thus, in place of conducting research to all population of Runda sector only 252 will be selected.

#### 3.3.2 Sampling technique (purposive sampling)

Purposive sampling technique also judgmental sampling technique which classified in non-probability sampling category. It applied by allowing users to use their own purposes or judgements for selecting study elements as sample elements (Bernard, 2002). In this study, the researcher has selected only heads of households because the total population include all population categories in Runda sector cells. Thus, the researcher prefers to choose mainly households heads, person (aged above 21 years old) and who have any position in local communities’ group mainly community health workers, national women council in local administration, cooperative leaders, teachers, responsible persons in cells in different companies, cooperatives and public interests’ activities who are aware about Administrative decentralization and good governance.

**Table 3.1: Distribution of population and sample size**

Category	Population	Sample size
Ruyenzi	6910	39
Gihara	7442	42
Kagina	6910	39
Kabagesera	6910	39
Muganza	6910	39
Sector level	9568	54
<b>Total</b>	<b>44650</b>	<b>252</b>

Source: Runda sector, 2020

The sample is 252 population in Runda sector, and additional 10 leaders will be assessed for checking reliability of population responsiveness.

### **3.4 Data collection tools**

Researcher has preferred to use questionnaires for selected respondents (households heads who have any other additional responsibility within the community) and interview schedule to collect data from local leaders at district and sector level.

#### ***3.4.1 Questionnaires***

Questionnaire was used to collect both quantitative and qualitative primary data. Questionnaire of this study is composed by two set of questions categories such as closed ended questions and open-ended questions. List of questions which made a questionnaire was used as main important tool of data collection. The list of open and closed questions was used to leaders and households' heads who have any other responsibility in the community (like community health workers, village heads, etc) (Ogula, 1998). The key informant for the question was found to opinion leaders, members of cell and sector counsel, and leaders of villages. The list of questions was into different categories based on the study objectives and from the beginning the 1<sup>st</sup> part is background of respondents. For this study 252 questionnaires were printed and assisted to be answered by respondents.

#### ***3.4.2 Interviews***

The interview is known as organized and oriented conversation between parties or individuals or groups on common contents (Owens, 2002). Here in this study the interview guide in form of open-ended questions was used to local leaders on district and sector levels. They were contacted due to their appointment and they respondents my question upon their willingness.

#### ***3.4. Documentation***

The researcher has used also secondary source of data collected from different sources (books, reports, and journals). The reports were reviewed, and the researcher get existing literature useful to the study mainly which provided extended background on the study objectives and which reached understanding of the researcher to ensure data analysis. Main report used good governance reports at sector and district level as defined in the case study.

### **3.5 Validity of the study tools**

Test of validity of research data collection tools is to evaluate whether, they are capable to measure what intended to be measured. For this study, the researcher has used comments from colleagues (students and already graduated masters) and later final questionnaire confirmed by the supervisor. In the other case also, the researcher has used pilot survey to assess whether respondents understand well the questions as defined on the questionnaire and here also questions were evaluated if they meet the need of study objectives.

### **3.6 Reliability of data collection tools**

Researcher has tested with a purpose of determining whether respondent's responsiveness is consistent. A pre-test study was conducted for making sure that data collection materials or tools are reliable. The pilot survey was conducted using Gatsata Sector where the researcher is living. it was tested using split half method with use of SPSS. George et al. (2003), were settled acceptance level of validity tests which is (0.6-0.9). the outputs of validity tests for this study were made to 45 respondents and resulted 0.72 which falls in the acceptance region.

### **3.7 Procedures for data collection**

Data collection was made with a respect of research standards. The researcher went to the field with both authorization which consisted by letter from university and district letter. The assessment with a questionnaire was made the researcher himself by reading the questions (offered also all required explanations based on the understanding of respondent) and record the answer. Each respondent was given enough time to answer, and before starting conversation, the researcher has taken enough time to talk about himself and reasons of the research as well as procedures applied for selection. Confidentiality was ensured to each assessed respondent.

### **3.8 Analysis of data**

After data collection data processing was taken place and this is consisted by editing, coding and tabulating data. All errors made by the researcher while recording the answers from respondent on each item assessed were eliminated in the cleaning process. After cleaning for easy analysis using SPSS data were coded for easy analysis. By using SPSS version 2020 descriptive statistics were generated and interpreted.

The main parameters used were frequencies (showing responsiveness level or level of agreement among respondents), percentage, mean and standard deviation. The standard deviation was showing the level of dispersion from the mean which facilitate to confirm whether respondents are around common idea or not.

### **3.9 Ethical consideration**

The study was conducted by the researcher himself with maximum respect of ethical standards in research. No names requested from respondent and confidentiality was guaranteed. Authorization letters were presented to the respondent before being interviewed. None among respondents assessed without deliberate acceptance and introduction was taken long time to be sure that, the respondent clearly understands the context of the study and the process of selection.



## CHAPTER FOUR: DATA PRESENTATION, ANALYSIS, AND DISCUSSION

### 4.0 Introduction

4<sup>th</sup> chapter present data analyze data and ensure field collected data discussion. The presented data are in categories starting from background of interviewed or assessed respondents and category related to study specific objectives of the study. The presentation is done in the form of tables while statistical analysis was performed with the use of SPSS with statistical techniques like mean, standard deviation and other basic descriptive statistics that are namely frequency and percentages.

### 4.1 Background of respondents

Biograph as background of respondents was described based on the ages, sex, educational level, functions in the community and marital status of heads of households in Runda sector who have any other additional role in the locality (where they are living or respective cells and villages).

From the history women were discriminated to some rights like participation in politics, administration, land, or property rights but today both men and women work together at all levels for national development. It is in that case also this study covers both men and women who feet the sample selection criteria. The table below shows the distribution of men and women in the sample.

**Table 4.2: Sex of respondents**

Value	Frequency	Percent
Male	145	57.5
Female	107	42.5
<b>Total</b>	<b>252</b>	<b>100.0</b>

*Source: Primary data, November 2020*

The table 4.2 gives details for respondent by sex. Most of study respondents were found males 57.5% in all 252 respondents while female represent 42.5%. Researcher has assessed elder people mainly these who have other responsibilities in the society like community health workers, heads of the households, head of villages within cells (Mudugudu), present of cooperatives and other social and cultural institutions working in cells (explained by purposive

sampling in chapter 3) from all these categories is difficult to get women compared to men. Most households which have both man and wife living, men are the head of household and most associations or responsibilities in the community are taken by men rather women. However, both have a clear knowledge and understanding on the significance of Administrative decentralization to good governance in local administration.

Age is an important characteristic while assessing the population. Elder people are these who have experience about good governance change after adoption of Administrative decentralization compared to the ancient period before Administrative decentralization. The table 4.2 explain clearly background of respondents by ages (learning from Rwandan history).

**Table 4.3: Age group of respondents**

Value	Frequency	Percent
Less than 30 years	25	9.9
30 to 40 years	72	28.6
41 to 50 years	114	45.2
51 to 60 years	38	15.1
Above 60 years	3	1.2
<b>Total</b>	<b>252</b>	<b>100.0</b>

*Source: Primary data, November 2020*

As seen from the table 4.3, most of the respondents assessed are in age between 41 to 50 years 45.2%, followed by 28.6% aged between 30 to 40 years. The other age categories are ages between 51 years to 60 years old contained by 15.1% of the entire sample size, less than 30 years old for 9.9% of respondents and above 60 years old for only 3 respondents or 1.2% of the entire sample size. As explained by the findings in Rwanda people who experienced both situation (good governance before and after implementation of Administrative decentralization) is these aged above 40 years. They can clarify the attributions made by Administrative decentralization in good governance. In other case based on the purpose of selection of sample element settled by the researcher most people who meet criteria are these aged above 40 years for example these people who have responsibilities in the community and these who heads households.

Marital status sometimes affects people’s living conditions and participation in the community. Mainly vulnerable population (widowed and divorced or separated), get difficult participation and playing role in the community. While single (young) and married seems to be effectively participating in the community responsibilities. The table blow shows the distribution of sampled respondents by Marital status.

**Table 4.4: Marital status of the respondents**

<b>Value</b>	<b>Frequency</b>	<b>Percent</b>
Single	21	8.3
Married	208	82.5
Widowed	23	9.1
<b>Total</b>	<b>252</b>	<b>100.0</b>

*Source: Primary data, November 2020*

The table 4.4 gives background of study’s respondents by their marital status. Most of the respondents were married with the percentage of 82.5 % of the total respondents. Based on the purpose of the researcher of choosing people heads of households and people with responsibilities in the community married people are dominant. This is in proportion to the respondents who are experienced on Administrative decentralization implementation and its role in good governance promotion. People with responsibilities in community are these who work closely to local administration leaders.

Education is important factor for acquiring or making opinion on a given phenomenon. In education is a factor for development, in most societies educated people are these who trusted by the community and offered responsibilities. The table blow shows the distribution of sampled respondents by education level.

**Table 4.5: Level of education**

<b>Value</b>	<b>Frequency</b>	<b>Percent</b>
Primary Education	135	53.6
Secondary education	71	28.2
University studies	46	18.3
<b>Total</b>	<b>252</b>	<b>100.0</b>

*Source: Primary data, November 2020*

Table 4.5 is about respondent's distribution with respect of educational level attended or completed. Most of the respondents were found to be primary education holders considering the percentage of 53.6% of the total respondents, respondents with secondary education took the second place considering the percentage of 28.2% of sample size, in place people with university studies were found to be 18.3%. As Runda sector dominated by rural area, and most of the people who spend their day in households in working days are mainly non-highly educated people, it is in that context most sampled population graduated from primary education level. These who spend their entire period in the area, are these who have much experience on the working environment mainly functions of local leaders toward citizens' complaints management handling, community development and awareness.

#### **4.2 Presentation of the results and discussion**

This section is about the results presentation, interpretation, and data analysis as well as discussion in line with research objectives. Firstly, it shows the results related to the implementation of Administrative decentralization in Runda Sector, secondly, it shows the results on changes that were brought by the Administrative decentralization in positive manner and thirdly, it shows the challenges facing Administrative decentralization on local government level.

##### ***4.2.1 Implementation of administrative decentralization in Runda Sector.***

This section present findings on the perception of Runda sector population on the implementation of Administrative decentralization. This observation is made based on the role on their needs from cells officers and sector officers.

Performance of local administration leader cannot be measured by leaders themselves, however their views give compliment to the perception of respondents. It is in that context the information in table 4.5 gives perception of Runda sector population on leadership characteristics in their sector:

**Table 4.6: Implementation of Administrative decentralization in Runda Sector**

<b>Statements</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Comments</b>
Rule of law and legitimacy are respected by local leaders	4.03	.727	High Mean
Local leaders give population the chance to participate in decision making	3.61	.910	High Mean
Every leader is responsible and accountable while governing	4.01	.773	High Mean
Leaders work in transparency manner and give explanation to what is not clear	3.33	.736	High Mean
Services are provided in efficient manner and there are mechanisms of follow-up	4.21	.651	High Mean
All people are treated equality and fairly while asking services	3.17	.817	High Mean

*Source: Primary data, November 2020*

*Keys: SA or Strongly Agree was coded five (5) and belong to very High Mean category (4.21-5.00), A or Agree was coded five (4) and belong to High Mean category (3.41-4.20), NS or Not Sure was coded five (3) and belong to moderate mean category (2.61-3.40), D or Disagree was coded five (2) and belong to Low mean category (1.81-2.60) and SD or Strongly Disagree was coded five (1) and belong to very low mean category (1.00-1.80).*

Table 4.6 clarified that rule of law and legitimacy are respected by local leaders (4.03 mean classified high), Local leaders give population the chance to participate in decision making (3.61 mean classified high), Every leader is responsible and accountable while governing (4.01 mean classified high), Leaders work in transparency manner and give explanation to what is not clear (3.33 mean classified moderate), Services are provided in efficient manner and there are mechanisms of follow-up (4.21 classified high) and All people are treated equality and fairly while asking services (classified moderate). All standard deviation is high for each item assessed which signify higher degree of dispersion from the mean per each single or individual perception on single item. For statements which has non-High Mean (it was seen from all statement none has can be classified in strong mean category, only one has very High Mean, 3 with High Mean category and 2 with moderate mean in all 6 items assessed for this objective). The statement with moderate mean, explain that respondents have a doubt on them. It is note that some respondents do not agreed that leaders work in transparency manner and give explanation to what is not clear (3.33 mean which belong in moderate category) and few respondents disagreed that all people are treated equality and fairly while asking services (3.17 mean which is in moderate mean category).

This was also confirmed by local leaders where some citizens' complaints failed to be handled and transferred to the courts and others to the ombudsman and president offices. The most talked sector is construction sector where some people failed to get re-construction permit and other get it easily even these who rehabilitate their house without permit are not destructed only these who failed to pay some money. Distribution of public resources also was not appreciated well 100% as well as equal development of areas in Runda sector, where for example specific cells developed well or villages while other remain without access to electricity or water.

**4.2.2 Role made by implementation of administrative decentralization in promoting good governance in Runda sector, Kamonyi District.**

From 2000, the government of Unity and Reconciliation (Rwanda) has started the implementation of Administrative decentralization by empowering villages, cells, sectors, and districts alongside of the country. However, since that some studies on national level have been carried using different barometers but on local level there were still some gaps due to expenses of carrying such kind of study which is require enough participation of the population with different views. That is why the 2<sup>nd</sup> objective of this research intends to assess how Administrative decentralization impacted or provided positive changes in local governance.

Table 4.6 explain perception of Runda sector population on the Administrative decentralization brought changes in good governance. This is based on how people get services easily at cell or sector level.

**Table 4.7: Changes in governance that are linked to Administrative decentralization in Runda sector.**

<b>Statements</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Comments</b>
Helped population in decision making regarding their development	4.01	.694	High Mean
Increased the level of monitoring and controlling the development activities	4.09	.653	High Mean
Administrative decentralization helped easy identification of socio-economic development	4.03	.858	High Mean
Administrative decentralization helped decreasing the crimes on community level	4.01	.736	High Mean

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Administrative decentralization helped in increasing knowledge about rule of law for citizens	2.87	.876	High Mean
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*Source: Primary data, November 2020*

*Keys: SA or Strongly Agree was coded five (5) and belong to very High Mean category (4.21-5.00), A or Agree was coded five (4) and belong to High Mean category (3.41-4.20), NS or Not Sure was coded five (3) and belong to moderate mean category (2.61-3.40), D or Disagree was coded five (2) and belong to Low mean category (1.81-2.60) and SD or Strongly Disagree was coded five (1) and belong to very low mean category (1.00-1.80).*

Table 4.7 shows the perceptions of the respondents on changes that were brought by Administrative decentralization in terms of good governance. It has been revealed that Administrative decentralization mainly brought the following changes: helping the population in decision making regarding their development with the mean equal to 4.01 which belongs to High Mean category, Administrative decentralization increased the level of monitoring and evaluation of the development activities with the mean equal to 4.09 which belongs to High Mean category, Administrative decentralization was revealed to help the identification of socio-economic development areas in an easy manner with the mean equal to 4.03 which belongs to High Mean category, and lastly Administrative decentralization helped in decreasing the crimes on community level with the mean equal to 4.01 which belongs to High Mean category, and moderately, it was revealed that Administrative decentralization has helped in increasing knowledge about the rule of law with the mean equal to 2.87 which is interpreted as moderate mean.

People in interview revealed the following as changes that were brought by Administrative decentralization: *“Administrative decentralization has improved the extent by which people do participate in decision making regarding their socio-economic development. People use to deliver constructive ideas and where they consider challenge, they reveal it, and possible measures are taken.”*

The results show that the appreciation of population vis a vis the changes in good governance resulted from Administrative decentralization is not 100% but also more than 80%. The attention is needed to the awareness of rule of law for citizens (the mean is 2.87 moderate) and for all items the standard deviation is greater than 0.5 (heterogeneity) which signify dispersion of respondent’s perception from the mean. This shows that going specifically individual to

individual some of them are disagreed on the assessed items, but the majority have been agreed. This conclude in general there is a positive appreciation of Runda sector populations on changes made by Administrative decentralization in good governance, according to these perceptions Administrative decentralization was brought good changes in good governance.

#### ***4.2.3 Challenges facing administrative decentralization implementation and to good governance in Runda sector, Kamonyi District.***

Most of the population in Runda sector (learned from the sample perceptions) agreed that Administrative decentralization is well implemented and has brought good changes in good governance. Despite these great achievements, there are many challenges which need to be handled to achieve 100% satisfaction of the population on god governance, here below are perception on selected possible challenges: Here below are perception of respondents (Runda sector population) on challenges toward Administrative decentralization and good governance:

**Table 4.8: Challenges to Administrative decentralization and good governance in Runda sector**

<b>Statements</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Comments</b>
Lack of fund on local government level	3.65	.734	High Mean
Lack of efficient skills related to governance among local authorities	3.53	.775	High Mean
Lack of central government support in terms of skill enhancement	1.69	.701	High Mean
Inability of local citizens to cope with new guidelines of rule of law	3.22	.881	Moderate mean
Inefficient communication while leaders fail to send explanative message to citizens	3.62	.841	High Mean
Lack of cooperation and chain communication between leaders from central government to village.	2.61	.941	Low mean

*Source: Primary data, November 2020*

*Keys: SA or Strongly Agree was coded five (5) and belong to very High Mean category (4.21-5.00), A or Agree was coded five (4) and belong to High Mean category (3.41-4.20), NS or Not Sure was coded five (3) and belong to moderate mean category (2.61-3.40), D or Disagree was coded five (2) and belong to Low mean category (1.81-2.60) and SD or Strongly Disagree was coded five (1) and belong to very low mean category (1.00-1.80).*



According to the table 4.8 the main challenges faced on local level in the implementation of Administrative decentralization as there were revealed by participants in this study include the following: lack of funds on local government level with the mean equal to 3.35 which belongs to High Mean category, local of efficient skills related to governance among local authorities with the mean equal to 3.53 which belongs to High Mean category, and inefficient communication while leaders fail to send explanative message to citizens with the mean equal to 3.62 which belongs to High Mean category.

Other challenges that were reported but not on high level were revealed to be lack of central government support in terms of skills enhancement with the mean equal to 1.69 which is interpreted as low mean, and lack of cooperation and chain communication between leaders from central government to village with the mean equal to 2.61 which is interpreted as moderate mean, and the inability to cope with new guidelines of rule law with the mean equal to 3.22 falls in Moderate Mean category. Seeing those results, lead to the conclusion that most of challenges in implementing Administrative decentralization are related to the inefficient on the level of central government.

One of the sector officers revealed the following: The Administrative decentralization is challenged by the understanding level of some people where they fail to help in implementation of the programs initiated by central government or district. Another challenge is lack of funds for mobilization and education on leadership practices as well as governance.

Based on study findings, Administrative decentralization is being affected by insufficient budget or budget allocation which end up at district level. Sectors and villages are entities which work closely with the population but without direct impact in projects implementation within sectors and cells. Employees at cells level are not familiar with all country laws which may be communicated to the community for further respect and attention, it is in that context always citizens' complaints increase year by year.

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

### **5.0 Introduction**

This chapter start with introduction, summary of major findings, conclusion, and recommendations. All were developed based on the information presented in 4 previous chapters mainly in line with study findings per each objective assessed.

### **5.1 Summary**

The study entitled “the role of Administrative decentralization in promoting good governance case study: Runda sector, Kamonyi district” was conducted for assessing the validity of three specific objectives such as: to evaluate the extent to which Administrative decentralization is implemented in Runda Sector, to identify positive changes in governance that are linked to Administrative decentralization in Runda sector and to identify challenges to Administrative decentralization and good governance in Runda sector.

Assessment of literature confirm that, the study objectives are aligned in the allocation of efficiency theory and accountability theory which explains the characteristics of good governance delivered from Administrative decentralization which mainly explained by the accessibility to leadership by citizens in their locality. Empirical review show that Administrative decentralization is giving democracy to the population, involve population in decision making and integrate population in national goals or targets. Once Administrative decentralization is well done good governance appear as development of the population, respect of laws and society norms, efficiency of local leader’s activities, equality, accountability, and responsiveness.

The study objectives the researcher has applied both descriptive, qualitative, and quantitative research designs. The researcher has collected, processed, and analyzed both primary and secondary data qualitative and quantitative data. Secondary data were collected from various dissemination tools mainly sector reports. Primary data were collected from Runda sector population. The questionnaire was composed by both category of questions such as open-ended and closed-ended questions (this also difference to the nature of qualitative and quantitative data collected).

Additional to questionnaire, an interview was conducted and documentary search as tools for data collection. The Research target population was 44,650 population of Runda sector, at which 252 sampled population were consulted using purposive sampling.

Data analysis was presented as descriptive statistics after use of SPSS (Statistical Package for social Science). Here below are findings:

The findings related on the 1<sup>st</sup> study objectives shows that the lowest mean was 3.17 (which is classified moderate) and the highest mean was 4.21 (classified high) and constantly the standard deviation is greater than 0.5 (heterogeneity standard deviation) for assessed items. This means that generally Administrative decentralization is being implemented in favorite way to the population but not all population agreeing on this same level mainly on equal treatment of the population by authorities and work in transparency.

The assessment of the 2<sup>nd</sup> objective revealed that the lowest mean is 2.87 (classified moderate) and the highest mean is 4.09 (classified high) while standard deviation remains showing the higher degree of variability from the mean vis a vis individual perception of items assessed. Thus, generally population in Runda sector confirm that Administrative decentralization has made people to make decision or choices for their problems, population participate in controls of their development activities, promotion of socio-economic development and poverty reduction, Administrative decentralization reduced crimes in the community but there is a non-advanced performance for Administrative decentralization to facilitate population for increasing knowledge about rule of law for citizens.

Assessment of the last objective revealed that role of Administrative decentralization in good governance will increase once budget challenges handled, awareness challenges, capacity building for local administrative leaders, insufficient support of higher authority to local authority handled vis a vis citizen complaint. All in all, the study objectives were achieved, research question answered, and the researcher confirm that Administrative decentralization has good or positive role on good governance.

## **5.2 Conclusion**

Administrative decentralization was started in 2000, where Rwandan government of Unity and Reconciliation initiated implementation of Administrative decentralization policies and guidelines. The main policy was stated as promotion of good governance, poverty eradication, accountability in public services delivery and efficient use of resources. The assessment made in Runda sector to 252 population selected based on their responsibilities in community (head of household, responsible for cooperative, community health works, responsible for public works at village or cells level) confirm that, due to Administrative decentralization population in Runda sector are enjoying participation in decision making, short distance to get solution of their problems, they are aware about rules of law, accountability and poverty reduction or socio-economic development, infrastructure development access to education and health services, gender equality and community participation. However, challenges linked to insufficient budget, insufficient administration skills for local leaders and non-advanced awareness of rules of law to the population are stills challenges for good governance goals attainment 100%. The researcher conclude that Administrative decentralization is an engine for good government.

## **5.3 Recommendations**

Based on the study findings, the researcher suggests recommendations to the government and local administrative leaders, community or population and other researchers:

### ***5.3.1 To Government and local leaders***

For the continuation of the implementation of Administrative decentralization towards the effectiveness of good governance, the following are recommended to central government stakeholders in partnership with local leaders: Plan and implement capacity building of local leaders toward effective implementation of Administrative decentralization practices and policies; Fund mobilization in order to increase the education and development of local authorities in terms of leadership which integrate Administrative decentralization and good governance; Include opinions of citizens or local people while ensuring long and short-term social economic planning activities;

To sue survey or research results which offer sufficient willing of population in development on nation to know their wishes on the orientation of public expenses; and Developing communication mechanisms from top to bottom and vice versa where this will help in discovering issues related to irresponsibility of some stakeholders toward Administrative decentralization.

### ***5.3.2 To Local community***

Administrative decentralization and good governance can be achieved with intervention of the population. However, people blame local leaders for non-sufficient awareness, community members also are encouraged to search on daily basis information about national laws, goals and targets and plans which will help them to understand the local leaders easily.

### ***5.3.3 To other researchers***

This study was conducted for assessing the role of Administrative decentralization on good governance in local governance, more specifically in Runda sector, Kamonyi District, while it is commonly know that good governance is not sourced from a single factor called Administrative decentralization, it can come up from other factors at which the researcher encourages other research generations to find them and assess their level of contribution in good governance.

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# APPENDICES

## Appendix 1: Questionnaire

I Muhoza Alphonse, student at University of Rwanda. And I am conducting a study entitled **“The Role of Administrative decentralization in Promoting Good Governance, Case Study: Runda Sector, Kamonyi District”**. This study is sole for academic purposes, you were chosen to facilitate by offering relevant information with a list of questions attached. The information you are going to offer will not be used for other purposes out of academic requirements. The acceptance of participation is not mandatory, and you may even close the attendance any time you want or respondent to questions you want. No names required on the question paper or signature.

Thanks

### INSTRUCTIONS

1. Provide “x” sign in concerned box.
2. Answer all questions as you understand them.
3. As you agree t respondent, be sure that, you have been used maximum experience or knowledge about each item assessed to you.
4. Sent back the question without delay after completion (not share to any other person)

### Part I: Profile of the Respondent

1. What is your gender?

1	Male	
2	Female	

2. What is your marital status?

1	Less than 30 years	
2	30- 40 years	
3	41-50 years	
4	51-60 years	
5	Above 60 years	

3. What is the highest level of education you have completed?

1	Secondary education	
2	College diploma	
3	University, first degree	
4	Post graduate qualification	
5	Secondary education	
6	College diploma	

4. Position of the respondent

1	District staff	
2	Sector staff	
3	Cell staff	
4	Citizen	

**Part II: Questions related to the study objectives.**

5. Provide your views on the implementation of Administrative decentralization in this district where 1 is a code for SD or Strongly Disagree, 2 is a code for D or Disagree, 3 is a code for NS or Not Sure, 4 is a code for A or Agree, 5 is a code for SA or Strongly Agree

<b>Items assessed</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Rule of law and legitimacy are respected by local leaders					
Local leaders give population the chance to participate in decision making					
Every leader is responsible and accountable while governing					
Leaders work in transparency manner and give explanation to what is not clear s					
Services are provided in efficient manner and their mechanism of follow-up					
All people are treated equality and fairly while asking services					

6. Provide your opinions on the impact on changes brought by Administrative decentralization

<b>Items assessed</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Helped population in decision making regarding their development					
Increased the level of monitoring and controlling the development activities					
Administrative decentralization helped easy identification of socio-economic development					
Administrative decentralization helped decreasing the crimes on community level					
Administrative decentralization helped in increasing knowledge about rule of law for citizens					

7. What are the challenges to Administrative decentralization and good governance in Runda Sector?

<b>Items assessed</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Lack of fund on local government level					
Lack of efficient skills related to governance among local authorities					
Lack of central government support in terms of skill enhancement					
Inability of local citizens to cope with new guidelines of rule of law					
Inefficient communication while leaders fail to send explanative message to citizens					
Lack of cooperation and chain communication between leaders from central government to village.					

**Thank you for Participation.**

## **Appendix 2: Interview guide for local leaders**

1. What do you understand by Administrative decentralization?
2. What is the positive impact brought by Administrative decentralization toward effective governance in this district?
3. What are the challenges for effective implementation of Administrative decentralization in this district?
4. What are the strategies in place for making Administrative decentralization more effective?

**Thank you for participation.**