



The Implementation of Decentralisation Policy in Rwanda: *Study findings from* “The Impact of Democratic Governance on the Development of Urban Areas in Rwanda”: A Case of Kigali City (2003-2013)

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Abstract

Decentralisation policy has been adopted by the Government of Rwanda in 2000 and since then it has been promoting good governance especially service delivery and fight against corruption. As it was new type of governance in Rwanda, it has been a useful way of the governing body with some resistance at the centralized government to give up some of its responsibilities in the benefit of decentralized entities. This was a key victory of implementing decentralization policy in a way that citizens got administrative entities near them and participated in one way or in another to their respective entities' decisions making. Thus, local entities become the hubs and promoter of development, in Kigali city in particular.

Keywords: implementation, decentralization policy, governance, local administrative entities, corruption

1. Introduction

Decentralization has, since 2000, been a key policy of the Government of Rwanda (GoR) for promoting good governance, service delivery, and national development. By developing and implementing the decentralization policy, the GoR is not only doing what is right but rather doing what was a result of popular demand by the Rwandan population. Implemented in phases, along well defined decentralization implementation plans (DIPs), the original decentralization objectives have been achieved albeit to varying degrees. Despite impressive achievements, challenges still stand in the way of effective decentralization. Moreover, new demands have come up as the country takes new long strides into the future. This explains why the Policy has had to be updated to keep it focused and responsive to the new challenges, aspirations, and ambitions of the Government and people of Rwanda.

2. The Case of Decentralisation in Rwanda

In implementing this policy, political and administrative divisions of the country were revised and created by law, resulting in Rwanda being divided into five Regions [Provinces] (*Intara*) from 12 Prefectures in 2006. The immediate lower structure which was previously a Commune was changed to a District (*Akarere*), but *Akarere* became bigger in size and population than a commune. The division of *Intara* and *Akarere* were subjected to criteria like size of population, accessibility of public Services, economic viability and environmental considerations. From *Akarere*, the immediate lower levels is *Umurenge* (Sector), followed by *Akagari* (Cellule), then there is *Umudugudu* (Village) the lowest administrative entity.

3. Study Methodology

This study is supported by Quantitative Approaches which are objective, and help establish a basis of behaviour towards issues being addressed within a study. They allowed data accumulation in a controlled environment to prevent any out of scope attribute from being considered. Apart from being reliable and objective, quantitative research can be carried out on a large scale, facilitating collection of desired data from a bigger population (Balnaves & Caputi, 2001) ^[1]. Such data is sourced from surveys, laboratory experiments, formal and numerical methods (Kapoor 2014; Myers 1997) ^[3].

The study also is supported by **Qualitative Approach** as it is appropriate when research concerns an unknown or lesser-known phenomenon, or is examining complexities in depth, or cannot be conducted experimentally, or in cases where variables have to be identified (Marshall & Rossman, 1995) ^[4]. Case study methodology has been a popular qualitative approach in the social sciences, and has maintained a long history across various disciplines (Creswell 2007) ^[2]. It is an empirical inquiry investigating present phenomena in real-life context, particularly in the absence of boundaries between a phenomenon and the context (Yin 2009) ^[6].

4. Study Findings

The table below shows the participants' responses on how decentralization is a part of democratic processes, and how it is implemented by the Kigali city. Participants were requested to respond to the following questions: “Have you any knowledge on, or heard about decentralization policy”?

4.1 Knowledge about decentralization

Table 1

Responses	Respondents							
	Staff (Kigali and its districts)		Politicians		Civil Society		Academicians and researchers	
	No.	%	No.	%	No.	%	No.	%
Yes	43	100	30	100	45	100	40	100
No	0	0	0	0	0	0	0	0
Total	43	100	30	100	45	100	40	100

Source: Primary data, 2013

The researcher by asking this question (Have you any knowledge on, or heard about decentralization policy?) wanted to know if first of all, respondents have knowledge about decentralization process, or have knowledge on the political process which is taking place in their home

country. The above table shows that all respondents 100% have knowledge on decentralization policy or have heard about this process, which is a very good sign of people who are in the country that is undertaking democratic governance.

4.2 Decentralization as a means to allow population to participate in decision-making

Table 2

Responses	Respondents							
	Staff, Kigali and its districts		Politicians		Civil society		Academicians and researchers	
	No.	%	No.	%	No.	%	No.	%
Strongly agree	27	62.79	21	70	30	66.66	24	60
Agree	12	27.90	5	11.62	7	15.55	11	27.5
Disagree	6	13.95	4	9.30	8	17.77	5	12.5
Strongly disagree	0	0	0	0	0	0	0	0
Total	43	100	30	100	45	100	40	100

Source: Primary data, 2013

The question was as follows “Do you agree that the new decentralized entities allow population to participate in the decision-making”? As the table above shows 27 (62.79) out of 43 from Kigali City and its districts’ staff have responded by “strongly agree”, 21 (70%) out of 30 political parties’ members took the same opinion by responding as “strongly agree”, 30 (66.66%) out of 45 from civil society members echoed the same ideas with “strongly agree” and 24 (60%) out of 40 from academics and research centres members have also responded by “strongly agree”. The above data show that from the total number 158 (100%) respondents, who have responded with “strongly agree” were 102 respondents all together. This number 102 represents 64.55% who gave their responses with “strongly agree”.

For those who responded with “agree”, we have 12 (27.90%) out of 43 from staff of Kigali City and its districts, 5 (11.62%) out 30 from Politicians, 7 (15.55%) out of 45 from civil society, and 11(27.5%) out of 40 from Academicians and centers’ researchers. The table above shows that respondents who responded with “agree” were all together at the number of 35 out of 158, they represent 22.15%.

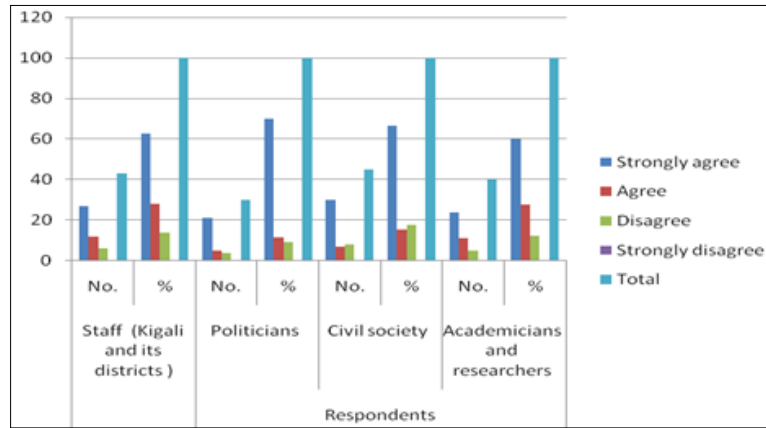
Respondents who gave their answer as “disagree” are represented in table above as follows: 6 (13.95%) out of 43 from Kigali City and its districts have responded with “disagree”, 4 (9.30%) out of 30 from politicians, 8(17.77%) out of 45 from civil society, and 5 (12.5%) out of 40 from academicians and centres’ researchers, all together were 23 out of 158 and they represent 14.55%.

The result on this question “Do you agree that the new decentralized entities allow population to participate in the decision-making”? it shows that 27 (62.79) out of 43 from Kigali City and its districts’ staff have responded by “strongly agree”, 21 (70%) out of 30 political parties’ members took the same opinion by responding as “strongly agree”, 30 (66.66%) out of 45 from civil society members echoed the same ideas with “strongly agree” and 24 (60%) out of 40 from academics and research centres members have also responded by “strongly agree”. The above result asserted that from the total number 158 (100%) respondents, who have responded with “strongly agree” were 102 respondents all together. This number 102 represents 64.55% who gave their responses with “strongly agree”. The Rwandan population has different opinions on the above question by giving their answers representing 102 (64.55%) with “strongly agree”, who responded with “agree” 35 persons from all 158 respondents, representing 22.15%; and 21 (13.29%) people who responded with Disagree.

Through interviews, one of the respondents from Kigali City had this to say;

“At Umudugudu (Village), or at Umurenge (Sector) people take decisions in their different general assemblies, I had been witnessing the process, I was involving in the debate and discussion of Umudugudu (Village) and Akagali (Cell), and now I am a member in the Council of Kigali City. Decentralization is very good, it allowed us to own our things and to run them.”(Kigali City, on 11th March, 2013).

Decentralization as a means to allow population to participate into decision-making



Source: Primary data, 2013

Fig 1

This is supported by the response to the following question “Do you agree that the new decentralized entities allow population to participate in the decision-making” as with the

percentage of 86.62% who strongly agreed with political participation, and that of 13.38% of participants who are disagreeing, and as it is shown in the above figure 1.

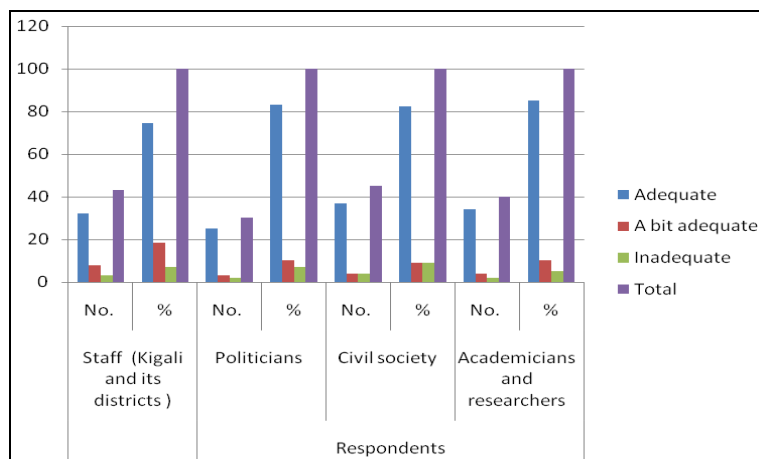
4.3 Implementation of decentralization as adequate means to eradicate or reduce bureaucratic issues

Table 3

Responses	Respondents							
	Staff (Kigali and its districts)		Politicians		Civil society		Academicians and researchers	
	No.	%	No.	%	No.	%	No.	%
Adequate	32	74.41	25	83.33	37	82.22	34	85
A bit adequate	8	18.60	3	10	4	8.88	4	10
Inadequate	3	6.97	2	6.88	4	8.88	2	5
Total	43	100	30	100	45	100	40	100

Source: Primary data, 2013

Implementation of decentralization as adequate means to eradicate or reduce bureaucratic issues



Source: Primary data, 2013

Fig 2

The outcome of this question “Is the implementation of decentralization policy adequate means to eradicate or to reduce bureaucratic issues at decentralized entities?” shows that 74.41% from Kigali City participants have agreed that the implantation of decentralization policy is adequate means to reduce or eradicate bureaucratic issues at decentralized entities; in the same line of supportive ideas, 83.33% respondents from politicians gave “adequate” as their answer; 82.22% respondents from civil society took

the same opinion and 85% academicians and researchers have also responded by adequate as a means to eradicate bureaucratic issues at decentralized polities. The table above shows that respondents who responded with “adequate” were all together at the number of 128 out of 158, representing 81.01%. For those who responded with “a bit adequate”, we have 18.60% 8 out of 43 from staff of Kigali City and its districts, 10% 3 out 30 from Politicians, 8.88%) 4 out of 45 from civil

society, and (10%) 4 out of 40 from Academicians and centers’ researchers. The table above shows that respondents who responded with “a bit adequate” represented 19 out of 158, with a percentage of 12.02%.

Respondents who gave their answer as “inadequate” are represented in table above as follows: 6.97% 3out of 43 from Kigali City and its districts have responded with “inadequate”; (6.88%) 2 out of 30 from politicians; (8.88%) 4 out of 45 from civil society, and 10% 2 out of 40 from academicians and centres’ researchers, all together were 11 out of 158 and they represent 16.96%.

The result of this question “Is the implementation of decentralization policy adequate means to eradicate corruption or to reduce bureaucratic issues at decentralized entities”? It shows that all responded as identified above (32 Kigali City Staff +25 Politicians +37 Civil Society +34 Academicians and Researchers= 128 out of 158 equal to 81.01% who responded with adequate means to eradicate corruption or to reduce bureaucracy issues. The percentage (81.01%) shows that when people own their daily business or when services are near them, bribery could be less to the decentralized entities’ officials, and in return, decentralized entities’ employees will comply with the law and regulations as they are monitored and evaluated according to the work and services rendered to the population. However, the figures (8+3+4+4)=19 equal to 12.02% shows that some people are not fully convinced with the result of the decentralization implementation; that is why they responded with “a bit adequate”; they still see some gaps in implementing decentralization process.

There is a small number of 11 out of 158 of the total respondents (11 representing 6.96%) which denied the decentralization policy implementation as means to eradicate corruption or to reduce bureaucracy issues at the local entities. This shows that in the local entities

(decentralized entities) there is a “small number” of corrupt people or some local entities which still do not work or deliver services appropriately. As we have 81.01% with positive result, but having 18.99% as a gap to the above question that the decentralization process has to address.

A person interviewed during the research field, she had this to say;

“Our Government had set up mechanisms to eradicate corruption, mechanisms include laws on corruption, Ombudsman Office, Police and Courts, some corrupt officials at different levels were prosecuted and sentenced; but we still have people among high level and local entities officials and even there are some population who still involve themselves in this vice of corruption; some officials at low level (Umudugudu) or (Akagali) may not render you a service without paying something”! (Kigali City, on 25 February, 2013)

Another person asserted that: *“any service is payable, you have to pay to get a service. This hinders our development”!* (Kigali City, on 17th February, 2013)

Another person confirmed that *“Our decentralization policy implementation is well perceived and understood by our people, I have visited many local entities in cities and rural areas, our Ombudsman Office has put in every corner a banner on which it is written “Fight Against Corruption”.* Some institutions and agencies public or private such a National Police and Transparency-Rwanda have encouraged employees and population to give information on bribery. (Kigali City, on 24th February, 2013)

Another respondent stated that *“Services are very good. All services we had been following at the central government, even at the districts level have been brought down to sectors and cells. The government is doing well.”* (Kigali City, on 22nd February, 2013)

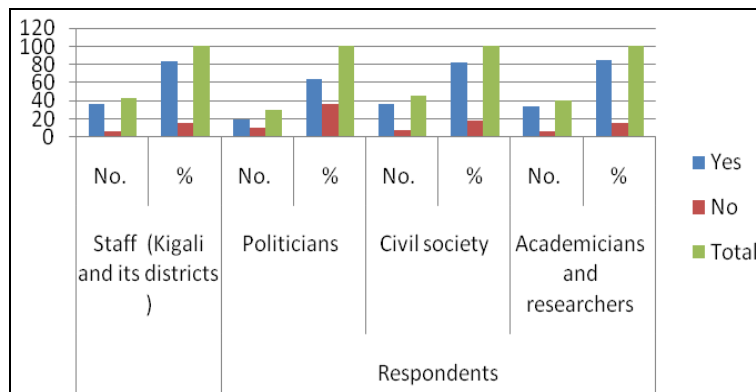
4.4 Decentralization as a mechanism to fight against corruption

Table 4

Responses	Staff (Kigali and its districts)		Politicians		Civil society		Academicians and researchers	
	No.	%	No.	%	No.	%	No.	%
Yes	36	83.72	19	63.33	37	82.22	34	85
No	7	16.27	11	36.66	8	17.77	6	15
Total	43	100	30	100	45	100	40	100

Source: Primary data, 2013

Decentralization as a mechanism to fight against corruption



Source: Primary data, 2013

Fig 3

The results from respondents of this question “Are decentralized entities as structured able to fight against corruption”? As shown in the table and the figure above gave their different answers:

36 from Kigali City’s participants have given “YES” as their answer, and they represent 83.72%;

19 from politicians said “YES” representing 63.33% as supporting the same opinion; 37 from civil society expressed the same idea, and they represent 82.22%; 34 from academics and centre’s researchers representing 85% agreed by expressing “YES” all of them agreeing on “decentralisation” as an effective mechanism to fight against corruption.

By contrast, 7 representing 16.27% from Kigali city and its districts said “No”; 11 from politicians with a percentage of 36.66% gave their answer with “No”; 8 with a percentage of 17.77% from civil society disapproved with “No”; and 6 with a percentage of 15% gave their response with “No” all of them disagreeing with the fact that decentralization is not an effective mechanism to fight against corruption as we shall further elaborate this discussion in the next chapter.

Respondents who gave their answer by YES are 126 out of 158 representing 79.74%.

While those who responded by NO are 32 out of 158 representing a percentage of 20.25%.

4.5 Utilization of the funds allocated to decentralized entities

Table 5

Responses	Staff (Kigali and its districts)		Politicians		Civil society		Academics and researchers	
	No.	%	No.	%	No.	%	No.	%
	Well utilized	29	67.44	18	60	25	55.55	22
Not well utilized	14	32.55	12	40	20	44.44	18	45
Total	43	100	30	100	45	100	40	100

Source: Primary data, 2013

The result of this question “to your opinion, do you think the funds allocated to decentralized entities are well utilized”? shows that 29 out of 43 representing a percentage of 67.44% of participants from Kigali City have agreed that the utilization of the funds allocated to decentralized entities are well utilized; in the same line of supportive ideas, 18 out of 30 of all respondents from politicians representing 60% of respondents gave also “Well utilized” as their answer; while 25 out of 45 of the participants from civil society representing 55.55% respondents from civil society took the same opinion and 22 out of 40 of participants from academicians and researchers representing 55% have also responded by “Well utilized” as to agree that the utilization of the funds allocated to decentralized entities are well utilized.

The table above shows that respondents who responded with “Well Utilized” were all together at the number of 94 out of 158 representing 59.49%.

For those who responded with “Not well utilized”, we have 14 out of 43 representing 32.55% from staff of Kigali City and its districts; 12 out of 30 representing 40% from Politicians; 20 out of 45 representing 44.44% from civil society, and 18 out of 40 representing 45% from Academicians and centers’ researchers. The table above shows that respondents who responded with “Not well

utilized” represent 64 out of 158, with a percentage of 40%. The figures here speak of how the funds allocated to decentralized entities are well utilized with a percentage of 59.49%; while 64 out of 158 representing 40% responded with “Not Well Utilized” as this is about finance and how different projects at local entities should be carried out, of course with the big support of financial factor; but unfortunately there is a big gap to fulfill, as 40% is still seen as mismanagement regarding the local entities financial management.

During the interviews, one official asserted that “We are still having a lot to do with the finance management at decentralized entities, the little we have, we might know how to allocate it and well utilize it”. (Kigali City, on 11th March, 2013)

Another official confirmed that: our local entities (districts and sectors) are doing well in terms of well utilizing the funds allocated to them, we do follow up, step-by-step, and we receive from them a regular report; people are government’s eye, where they mismanage public funds, they report them to us, then we address the issues, and in some cases, those involved in that matter, are sacked and prosecuted by relevant authorities.” (Kigali City, on 09th March, 2013).

4.6 Capability and freedom of local leaders and their staff to carry out their duties

Table 6

Responses	Staff (Kigali and its districts)		Politicians		Civil society		Academics and researchers	
	No.	%	No.	%	No.	%	No.	%
	Capable and free	32	74.41	21	70	32	71.11	31
A bit capable and free	11	25.58	9	30	13	28.88	9	22.5
Not capable and free	0	0	0	0	0	0	0	0
Total	43	100	30	100	45	100	40	100

Source: Primary data, 2013

The table above shows that respondents of the following question “Are local leaders and staff at decentralized entities capable and free to carry out their respective functions?” They gave their different answers according to the parts that should have been answered.

The below is how they responded: 32 out of 43 representing a percentage of 74.41% of participants from Kigali City have agreed that the staff are capable and free to carry out their duties; in the same line of opinion, 21 out of 30 of all respondents from politicians representing 70% of respondents gave also “capable and free” as their answer; while 32 out of 45 of participants from civil society representing 71.11% respondents from civil society took the same opinion and 31 out of 40 of participants from academicians and researchers representing 77.5% have also responded by “capable and free” as to agree that the staff have capability and freedom to carry out their duties.

The table above shows that respondents who responded with “capable and free” were all together 116 out of 158 representing 73.41%. Respondents with “a bit capable and free”, we have 11 out of 43 representing 25.58% from staff of Kigali City and its districts; 9 out of 30 representing 30% from Politicians; 13 out of 45 representing 28.88% from civil society, and 9 out of 40 representing 22.5% from Academicians and centers’ researchers. The table above shows that respondents who responded with “a bit capable and free” represent 42 out of 158, with a percentage of 26.58%.

For those who responded with “Not capable and free” none has responded by “Not capable and free” as to mean that respondents agreed that the staff in the decentralized entities whether are capable and free or some of them are a bit

capable and free but none is incapable or none has not freedom of carrying out his or her duties.

The table above shows that respondents of the following question “Are local leaders and staff at decentralized entities capable and free to carry out their respective functions?” They gave their different answers as we are going to discuss and interpret them below:

The data above all together 116 (73.41%) out of the total number 158 for those who responded in favor of Kigali City Staff as being “Capable and Free” to carry out their respective duties, show that the percentage is encouraging but with a long way to go, as 42 (26.58%) of respondents are still doubting for capability and freedom of the Kigali City Staff to handle their day-to-day- businesses.

In an interview with one official, he had this to say; *“Local Governments also may not be in position to feel and act as independent and autonomous yet. All these, however, are indicators of a change process from which lessons are drawn to better implement the policy”.* (Kigali City, on 07th January, 2013)

In an interview with some of the academicians and teaching staff in Kigali City, one researcher had this to say;

“Local leaders and staff get training from one time to time, attend workshops for the purpose of improving their services, with government reforms, most of them if not all, have at least first degree (Bachelors’ Degree), but the problem with the staff at local entities is to change their behavior towards working in team, each one likes to work separately, no initiatives and they still dependent on the central government directive(s)”. (Kigali City, on 08th January, 2013)

4.7 Traditional way to help implement decentralization policy

Table 7

Responses	Staff (Kigali and its districts)		Politicians		Civil Society		Academicians and researchers	
	No.	%	No.	%	No.	%	No.	%
Yes	43	100	30	100	45	100	40	100
No	0	0	0	0	0	0	0	0
Total	43	100	30	100	45	100	40	100

Source: Primary data, 2013

The table above shows that all respondents said YES on the question “Does Rwandan tradition has an approach that helps citizens to gather themselves as to implement decentralization policy? As Rwanda to have a tradition approach that facilitate the decentralization policy to be implemented at the grassroots level; and this is seen almost in Kigali city where specifically women work-force are working in different districts.

The table above shows that all respondents said YES on the question “Does Rwandan tradition has an approach that helps citizens to gather themselves as to implement decentralization policy? The researcher asked the above question to highlight an important element in Rwandan society which is called “Local Initiatives” or “Home Grown Solutions” in other words. Some of the Home grown Solutions or Initiatives are as follows:

Ubudehe (Credit Scheme), according to Omar, K., (2014) represents the group of home grown solutions to stir pro-poor economic development and aims at poverty eradication through community action and should stimulate pro-poor

economic growth and decisively contribute to poverty reduction. *Umuganda* (Community Works) has been re-deemed as the ultimate state-building projects through the community engagement on small projects, which would benefit the whole community or individuals in need. The social component of *Umuganda* as a medium for unity and contribution to the progress of the community is also widely recognized. *Imihigo* (Performance contracts) has been established as a tool for management of public affairs implying competition and the self-commitment of an individual or a group of people, which is scrutinized by the public. *Itorero* (National Academy) is a loose concept set to educate all Rwandans at all levels of the society towards patriotism and self-esteem. Promoting of cultural values and positive traditions for sustainable development are guiding principles of the leadership in today’s Rwanda.

Umushyikirano (National Dialogue) brings annually all segments of the society for a broad dialogue platform that would be used to discuss various national issues in order to assess the country’s development progress and plan for the

future. Lastly, *Umwihherero* (National Leadership Retreat) brings together leaders from the central to local government, to reflect on the achievements and challenges anticipated to have taken place over the past year as well as priorities for the year to come.

During one interview, a lady had this to say: *“Rwanda has its traditional way to help implement decentralization policy as it has its Home Grown Initiatives. I want to say this, when people are gathered in community works (umuganda) end of every month, after every umuganda, there is a general assembly in which people discuss their different projects or problems at local levels, and find out how to solve any identified and pending problem. As the discussions during the meeting, local leaders and staff are evaluated in public for what they did; umuganda is important, as every month local entities are evaluated and some projects get started and all of this support decentralization implementation”.* (Kigali City, on 10th February 2013)

One of the academic respondents had this to say: *“I like when National Leadership Retreat (NLR) is approaching, all local and central government officials start to prepare themselves as in National Leadership Retreat everything regarding politics, socio-economy and national development is discussed; those who are at local levels (districts) are challenged as implementers of different policies specifically that related to decentralization; if really this is to challenge those who did not work to accomplish their respective duties, development could be realized in few decades to come. But I doubt as this is Eleventh National Leadership Retreat (2014), and words are almost repetitive”!* (Kigali City, on 15th March, 2013)

These home grown initiatives in some cases, they help to implement not only decentralization policy, but also other different policies that are concerning democratic processes and development. Rural development (Roads, health centres, Schools, etc), Urban infrastructure (Buildings, tarmac roads, hospitals, modern schools, etc.). Community Works (*Umuganda*) has been known to build schools, hospitals, and houses for vulnerable people such as elders and widowed, genocidal survivors, etc. *Ubudehe* (Credit Scheme) employs many people who, in return, get how to pay for their day-to-day lives, but also the *Ubudehe* works enable them to afford the current market and pay school fees for their children. Citizens who employed by *Ubudehe*

Program, they work in projects which are linked to the decentralization implementation.

Through interviews, one of the respondents from Kicukiro District had this to say;

“As Rwandans, we have enriched culture and traditions, through our local initiatives, we may develop our country, my fellow country men and women have to consider this, we have to be proud for these home initiatives that are giving not only fruits, but also are creating in us something big as to maintain our cultural values, African countries dependent almost on the West, that is to say dependency here does not mean economic and political; but cultural and traditions which may result into destroying our own thinking and cultural values.” (Kigali City, on 11th February, 2013)

These traditional approaches facilitate the decentralization policy implementation at the grassroots levels; and this is seen almost in Kigali city where specifically women work-force are working in different districts under *Ubudehe* program. *Umuganda* is held every month and it gives a very positive element on development of rural-urban areas in Rwanda. *Umuganda* concept has been politically supported for it to achieve its intended objectives of post-conflict reconstruction and social cohesion as stated by H.E. the President of Rwanda on one of the occasion in which he participated in *Umuganda*.

“The difference between Rwandans and other people is the fact that we have decided to find solutions to our own problems. When people decide to come together and work for their common good, there is nothing they cannot achieve. Let us all mobilize our energy, own and embrace these home grown initiatives so that we can rapidly transform our country” <http://www.newtimes.co.rw> 26 May 2012

Quoting again H.E Paul Kagame, the President of Rwanda from his speech to the Commonwealth Local Government Conference 2013, held in Kampala, Uganda on 16 May 2013,

*“...we have designed home grown initiatives aimed at bringing about better governance, greater economic development as well as social protection for the most vulnerable. Such initiatives include Community development and Voluntarism in activities like constructing schools and houses for the vulnerable, and maintaining infrastructure like roads and wells, called *Umuganda* in Rwanda;...”* (www.paulkagame.com)

4.8 Government’s help to enforce decentralization policy Respondents of Kigali city and its districts

Table 8

	Responses		
	Major extent	Moderate extent	Minor extent
	Staff (Kigali and its districts) Number of staff (respondents) 43		
Subsidies and training	33 (76.74%)		
Subsidies only		6 (13.95%)	
Advices			4 (9.30%)

Source: Primary data, 2013

The table above explains on the Government’s help to enforce decentralization policy with the following question: “to what extent Central Government helps to enforce decentralization policy in the decentralized entities”? It is clear that staff of Kigali city and its districts have expressed their opinion on Government’s help enforcing

decentralization policy with “subsidies and training” 33 out of 43 representing 76.74% their answer was “Major extent”; with “subsidies only”, 6 out of 43 representing 13.95% the answer was “Moderate extent”, and finally with the “advices” 4 out of 43 representing 9.30% responded with “Minor extent”.

5. Conclusion

This study has shown that implementation of the decentralization policy has been a causal factor to political and socio-economic promotion and this has resulted from well elaborated policy and its implementation to foster development of urban areas in Kigali City. In addition, decentralization was found as key element to bring services near the citizens, and it allowed them to participate to the policy formulation and into decision making. Furthermore, decentralization enabled citizens to have adequate service delivery, which in return has reduced bureaucracy routine at the local government and this has led to fighting against and reducing corruption.

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