

Pierre Celestin Bimenyimana



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Testing Citizen Satisfaction with Vision 2020 Umurenge Program in the Local Government of Rwanda

Using the Expectancy Disconfirmation Model of
Citizen Satisfaction

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List of Abbreviations

1. CRC: Citizen Report Card
2. DFID : Department for International Development
3. DIP: Decentralization Implementation Plan

4. DS: Direct Support
5. EDM: Expectancy Disconfirmation Model
6. EDPRS1: Economic Development and Poverty Reduction Strategy
7. EICV 4 : Enquête Intégrale sur les Conditions de Vie des Ménages 4
8. FS : Financial Services
9. GDP: Gross Domestic Product
- 10.GoR : Government of Rwanda
- 11.LODA: Local Administrative Entities Development Agency
- 12.MDGs: Millenium Development Goals MDGs
- 13.MINALOC: Ministry of Local Government (in Rwanda)
- 14.MINECOFIN: Ministry of Finance and Economic Planing
- 15.NISR: National Institute of Statistics of Rwanda
- 16.PW: Public Works
17. RALGA: Rwandese Association of Local Government Authorities
- 18.RCSP: Rwanda Civil Society Platfom
- 19.RGB : Rwanda Governance Bord
- 20.SEM : Structural Equation Model
- 21.SPSS: Statistical Program for Social Sciences
- 22.UNICEF : United Nations International Children's Emergency Fund
- 23.VUP: Vision 2020 Umurenge Program

Abstract

It is very important for public administration scholars and practitioners to understand how citizens form judgments regarding programs implemented at the local government level. Expectancy Disconfirmation Model of citizen satisfaction (EDM) focuses on comparing performance and expectations and it was found important to understand that. The current survey was testing the application of the expectancy disconfirmation model of citizen satisfaction with Vision 2020 Umurenge program which is a flagship of the social protection programs in Rwanda implemented in the local government of Rwanda since 2008; the survey is suggesting that satisfaction with the program may increase the level of citizen participation. Data was collected from VUP beneficiaries of the program in Gicumbi District of Rwanda using online survey questionnaire. We applied Structural equation model and correlation analysis to analyze the data. The results found EDM applicable to how citizens form judgement about satisfaction with VUP where there is a positive relationship between expectations and actual performance of the program (positive disconfirmation) and a positive influence of EDM to citizen participation. The study suggests that the governments should enhance consideration of citizen feedbacks so as to meet their expectations and their satisfaction will increase the level of citizen participation.

Keywords: Expectations, Actual Performance, Disconfirmation, citizen satisfaction, citizen participation, local government, Vision 2020 Umurenge Program.

CHAPTER I: Introduction

1. Contextualization

It is very important for public administration scholars and practitioners to understand how citizens form judgments regarding programs implemented at the local government level. Expectancy disconfirmation model of citizen satisfaction (EDM) and it understand the expectations in comparison with performance (Van Ryzin, 2005). The current survey was testing the application of the model with Vision 2020 Umurenge program (VUP) which is a flagship of the social protection in Rwanda since 2008 and suggesting that satisfaction from the program may increase the level of citizen participation. Different reports have been released on citizen satisfaction in Rwanda but these reports need to include expectations and disconfirmation compared to the program performance; in other words the reports have reported the program performing but need to understand expectations and disconfirmation from citizens benefiting from the program.

The same other has mentioned that citizen satisfaction can be determined by a combination of expectations, disconfirmation and performance. Recently, a number studies were done on citizen satisfaction and have shown that overall satisfaction can be determined by various factors (Van Ryzin, 2004; Stephen, 2011); Citizen Satisfaction with government services is a result of both public expectations and perception of government performance.

There is a relationship between citizen satisfaction and citizen expectation and there is a positive relationship between citizen satisfaction and citizen perception of government performance (Putnam, 2000). Good governance is characterized by institutions and process which encourages citizens to be participative so as to ensure representation in the government, transparency in all, and people to be accountable for their deeds, for effectiveness of the government and the quality of public service provided (Protik, 2018)

This study aims at testing the Expectancy Disconfirmation Model (EDM) of Citizen Satisfaction with Vision 2020 Umurenge Program (VUP) implemented in the local government of Rwanda by investigating how the citizen form their judgments about the satisfaction with the program in the local governments of Rwanda; we have also investigated the relationship with the

model applied to VUP with citizen participation. Rwanda has been undergoing different phases of decentralization since 2000 believing that bringing service provision near to the users will increase their level of participation. The Rwanda Governance Board has done various reports on citizen satisfaction in Rwanda and the reports have shown that the citizen satisfaction increase the year after year but we found it crucial to investigate the factors behind these citizen satisfaction (see for example RGB: 2016).

This research is discussing the implementation of social protection programs at the local level in Rwanda and how EDM can be applied to evaluated people's satisfaction with these programs with a focus put on Vision Umurenge Program/VUP which is a social protection program implemented by Local Administrative Entities Development Agency (Mukakibibi:2017).

As said above Vision 2020 Umurenge is implemented in the local government of Rwanda. In the context of Rwanda, Local government is defined as a system of Government at local level in which local citizens manage their affairs. In Rwanda Local Government refers to Districts, Sectors and Cells with villages. The Government of Rwanda (GoR) remains committed for the successful implementation of decentralization program and service delivery is one of the phases of Decentralization Implementation Plan (DIP) and it has an aim of increasing efficiency and effectiveness of service delivery in local governments. Local Government has the mission to empower citizens' capacity in a bid to allow them identify asses and assert their priorities in local development planning and to hold their leaders accountable (RGB, 2016)

The Vision 2020 Umurenge Program was established in 2008 under the Ministry of Local Government, currently implemented by the Local Government and coordinated by the Local Administrative Entities Development Agency (LODA), this program is in relation with the National Constitution of Rwanda, where its articles 14 & 28 are the driving force for the long-term vision for social protection and goes along with Sustainable Development Goals. VUP is Aiming at making a critical contribution to the Rwanda's efforts to eradicate extreme poverty, malnutrition and promote socio-economic transformation by accelerating graduation from extreme poverty and strengthening household resilience and it is being implemented through its three main components (LODA, 2016):

- (1) ***Direct Support*** : Unconditional monthly income support (cash transfer) for extremely poor, severely labour-constrained households

- (2) **Public Works** Short-term employment on labour-intensive Public Works for labour-endowed & poor households
- (3) **Financial Services:** which consist of micro-credit, and financial education and coaching, and access to insurance to poor households which have a Small income project idea.

Among others, in objectives of Rwandan vision 2020, the country is committed “*to build Macroeconomic stability and wealth creation to reduce aid dependency.*” In its Vision 2020 the Government of Rwanda state that: “*Although Rwanda has made significant progress from the devastation that marked the nation in the immediate aftermath of the 1994 genocide against the Tutsis, it still remains with significant challenges amongst which are 39.1 % of the population still living under the poverty line* (World Bank, 2015)”.

In order to fully understand the present situation of Rwanda, it is crucial to have a look the history of Rwanda to understand the need in programs like Vision 2020 Umurenge program as stated in the introductory part of Rwanda vision 2020.

Since 11th century, the people of Rwanda lived in harmony; the nation existed with a common history, same valued one language (Kinyarwanda) and one culture all over the country. The unity of Rwandans was based on various criteria like clan group without ethnic discrimination. During the colonization period in collaboration with some religions, they started to bring out social differences among Rwandans by institutionalizing discrimination. This actions devastated the social structure of Rwanda and has brought to creation of false ethnic division among Rwandans. This false division has resulted in continuous ethnic discrimination even after the colonial period whereby some Rwandans were forced to leave their country for exile. This situation has continued to become worse until the 1994 Genocide against Tutsi in Rwanda. Within that genocide, there was a big loss in people’s lives, and destructions of infrastructures, among the consequences of the genocide were poverty and increase in number of people in need of social protection.

From the above historical perspective, there was a need of programs to help Rwandan citizens, in that context, in 2008, the Government of Rwanda has initiated the Vision 2020 Umurenge Program (VUP) aiming at making a critical contribution to the Rwanda’s efforts to eradicate extreme poverty, malnutrition and promote socio-economic transformation by accelerating graduation from extreme poverty and strengthening household resilience (LODA, 2016). And

Vision 2020 Umurenge Program/VUP which receive support from DFID and UNICEF through Local Administrative Entities Development Agency (Mukakibibi,2017). It is this program that we have measured the satisfaction of citizen with it by applying EDM and testing the contribution of this satisfaction to citizen participation.

Concerning the structure of this work, it is made of six chapters: the first chapter concerns the general introduction of the whole work, this chapter has some subtitles which include: background of the study, problem formulation, significance of the study, scope of the study. The second chapter talks about literature review, it is made of some subtitles which are: review of previous studies, and VUP within local government system of Rwanda. Chapter three is concerning the analytical framework which is talking about conceptual Framework, Variables & Hypothesis. Chapter four is Research methodology which will explain in details: the research design and methodologies, description of the procedures of the study, Unity of Analysis, Data sources, Sampling, Measurement of Variables and survey instrument and chapter Summary. Chapter five concerns analysis of findings and discussions. The sixth and last chapter of this work is conclusions, summary and recommendations which details: limitations of the research, and suggestion for further researches, conclusion, recommendation and summary of the work

1. Problem Formulation

During the 1994 genocide against Tutsi in Rwanda, there was a big loss in lives and country's infrastructures were destroyed. After the genocide the country had to struggle in handling the consequences of the genocide through rebuilding the country and providing services to the population.

The Government of Rwanda believes that reducing the distance between public service providers and users would politically, economically and socially empower the citizens through participation in planning and management of the development process within their communities (GoR, 2000). From this point of view the Government of Rwanda has started the policy of decentralization in 2000 so that public services should be accessed at the local level.

In this paper, the research has found it of a very crucial role to investigate how citizens form their overall satisfaction with vision 2020 Umurenge Program which has been implemented from 2008 in the Local Governments of Rwanda by utilizing the expectancy disconfirmation model of

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The book has shown how critical the beneficiaries form their satisfaction with Vision 2020 Umurenge Program using the Expectancy Disconfirmation Model of Satisfaction whereby two major findings of the book are that (1) it was found that there is a positive disconfirmation of the expectations from Vision 2020 Umurenge Program whereby the actual performance of the program was found to be bigger than the expectation from the program however the there was no big difference between expectations and actual performance. (2) the expectancy disconfirmation model of citizen satisfaction with vision 2020 Umurenge program was found positively and significantly affecting the citizen participation. The study suggests that the governments should enhance consideration of citizen feedbacks so as to meet their expectations and their satisfaction will increase the level of citizen participation.



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Mr. Pierre Celestin BIMENYIMANA is a Rwandan by Nationality. He has got experience in different areas including leadership, social protection, counseling, research, office management, policy formulation, and Taekwondo sport. Whereby, he occupied different positions, including Advisor to the Deputy Vice Chancellor for Academic Affairs and Research at the University of Rwanda (current position), Vice President of the Rwanda Taekwondo Federation, worked in the local government of Rwanda, research assistant in various projects.

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