

Governance Practices and Socio-economic development in Rwanda

A case of selected NGOs in Kigali

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Abstract: The study aimed at investigating how selected NGOs in Kigali use governance practices to contribute to socioeconomic development of their beneficiaries in Rwanda. Its specific objectives included examining the governance practices applied in the selected NGOs in Kigali, determining the level of implementation of governance practices in selected NGOs in Kigali, assessing the impacts of governance practices on socio-economic development and evaluating the challenges and opportunities faced by selected NGOs in Kigali. The research project significantly sought to make policy makers and civil society organizations realize the degree of influence which governance practices can exert on social and economic transformation. The research offered a glimpse into the contributions of governance practices to bringing about substantial socioeconomic changes in the lives of communities served by selected NGOs in Kigali. The study adopted a descriptive design. It used mixed methods approach. Simple random sampling was used to randomly sample 96 respondents who participated in the study. Purposive sampling was employed to conduct key informants' interviews. Questionnaires were administered to study participants in order to collect quantitative data. In-depth interviews served a pivotal role in garnering information from key informants. IBM SPSS version 27 was utilized to analyze quantitative data. Content analysis was used in analyzing qualitative data. The data was presented in tables, charts, and graphs. The study revealed that the selected NGOs were accountable to their trustees, donors and target groups. They were transparent in their functions as well as being responsive to public problems in health and education. The findings attested that these NGOs had an adherence to rule of law, promoting citizen participation and fostering equity and inclusion. The findings demonstrated different levels of implementation of governance practices wherein accountability, responsiveness, citizen participation and transparency were fully implemented. Equity and inclusiveness were somewhat implemented; and rule of law was partially implemented. The study revealed that accountable, transparent, and effective governance creates initiatives for poverty reduction within communities. A robust and inclusive society is channeled through practices of equity and inclusion. Capital formation and stable investments are resultant to universality of rule of law. The study attested that selected NGOs create convenient venues for people to exercise their individual rights and create income generating initiatives. Challenges facing selected NGOs include inability to measure effectiveness of their programmes; lack of funds and public skepticism. The opportunities facing these non-profit organizations consist of the use of strategic planning, fertile political environment, and cooperation between state actors and non-state actors. In brief, the study findings revealed that selected NGOs make use of different governance practices to socially and economically transform the lives of their beneficiaries in spite of encountering challenges in their regular operations. The study suggested that the Government of Rwanda should ensure that NGOs become a priority and be consulted while making policies that aim at impacting on people's welfare. The study recommended NGOs to approach rural areas and track their effectiveness of their programmes. Beneficiaries of selected NGOs should learn to use the accorded assistance to become self-reliant.

Keywords: Governance, accountability, transparency, responsiveness, socioeconomic development, poverty reduction, non-governmental organizations

I. Introduction

The concept of governance has become so colossal that it permeates all walks of life (Henk, 2019). This has resulted in an increase of multifaceted actors involved in governance. In most cases, these players include non-governmental organizations (NGOs) and governmental organizations (GOs), intergovernmental organizations (IGOs), research institutes, churches, and think tanks (Berge, 2012). This led non-governmental organizations to being considered as indispensable players in governance at national and supranational levels (Willetts, 2011).

The presence of non-governmental organizations has categorically ushered in substantial changes in governance (Habyarimana and Dushimayezu, 2018; Foo, 2018). Scholars have not ceased reporting on the expansive and appealing effects of NGOs on governance outcomes (Brass et al., 2018). NGOs advocate for and implement policies which address social and economic problems of the public at the grassroots, local and national levels (Kita, 2017).

An effective governance has been regarded by many scholars as a panacea for eliminating all social and economic ailments which hit disadvantaged groups and poverty-stricken societies (Hout, 2010; Jomo and Anis, 2012; Newig et al., 2013; Monkelbaan, 2018;

Abbas et al.,2020). Effective use of governance practices leads to improvement in people's standard of living as well as creation of a robust economic society (Jarosz 2015; Li,2017; Shah,2019).

Over the course of a few scores of years before the dawning of the 21st century, poverty alleviation efforts were chocked by a prevalence of bad governance practices in different parts of the world (Hulme, 2015). This engendered high rates of infant mortalities, substandard living conditions, deficiencies in access to healthcare, food insecurity and corruption as well as feeble regulatory institutions (Daoud et al.,2016; Rose and Peiffer,2018). Such a situation impeded economic growth and worsened social issues (Christensen and Kowalczyk, 2017). The same applies to the case of Rwanda which suffered a heavy blow from ineffectiveness of governance practices which led to one of the bloodiest ethnic cleansing (King, 2013; Leader, 2020).

Government of Rwanda has adopted various mechanisms to entrench for quality governance practices to create incentives for sustainable socioeconomic development (RGB,2018). In this light, a plethora of civil society organizations have proliferated on the social and political landscape in Rwanda engaging in conflict management and addressing issues in the aftermath of the genocide (Bugingo and Interayamahanga,2010; Francois,2017). These organizations positioned themselves as influential actors in governance by mobilizing resources at grassroots levels, mediating between the citizenry and government institutions (Tash and Guillermo, 2015; Bock, 2018).

Problem Statement

After the 1994 genocide against the Tutsi, the new installed government of unity and reconciliation faced insurmountable challenges in building and healing the nation (Kimanuka, 2009; Kimonyo, 2019). Since then, effective governance practices have been considered as a cornerstone to national development (Nizeyimana, 2013; Ralga, 2017; Hunt, 2017; Sinalo, 2018). As a matter of fact, Rwanda's economy increased by 9.4% with a GDP of 9.105 billion Frw in 2019 (NISR, 2019; MINECOFIN, 2019). Civil society organizations have made transformative socioeconomic changes in Rwanda by empowering citizens at level of 70.6% and they have bridged the gap between the citizenry and their government (RGB, 2015; Protik et al., 2018).

Consequently, effective governance practices have predicated upon three key actors which include the public sector, private or corporate sector, and civil society organizations to which non-governmental organizations belong (Willets, 2010; Vieyra and Masson, 2014).

Despite enormous and boisterous strides made in socio-economic growth in Rwanda due to quality governance practices (Sagall,2013; Mutesi, 2014; Habyarimana and Dushimayezu,2018),the role of non-governmental organizations has invariably remained underresearched and unappreciated (IRDP, 2010, Abakunzi, 2020). There has been a very meager empirical research on the involvement of NGOs in implementing governance practices to impact on socioeconomic growth in Rwanda through alleviation of poverty, capacity building, quality service delivery, healthcare, gender equality, business development, financial inclusion and other income generating activities. In this context, the present study sought to investigate the impacts of governance practices on socio-economic development through the efforts of selected NGOs in Kigali. Therefore, the present study investigated how selected NGOs in Kigali use governance practices to contribute to socioeconomic development of their beneficiaries in Rwanda. To achieve this, the study hinged upon the following specific objectives

- i. To examine the governance practices applied in the selected NGOs in Kigali.
- ii. To determine the level of implementation of governance practices in selected NGOs in Kigali.
- iii. To assess the impacts of governance practices on socio-economic development in Rwanda.
- iv. To evaluate the challenges and opportunities faced by selected NGOs in Kigali.

II. Literature review

Practices of governance

Addink (2019) argues that the governance practices have evolved from two intertwined notions namely the rule of law and democracy. The former refers to how the law keeps in check the government and conditions its use of power whereas the latter focuses on the leverage exerted by the citizens in decision making process through elected representatives. For governance to be effective, its practices ought to be anchored in accountability, participation, inclusion, rule of law, equity, equality, responsiveness and transparency (UNDP, 2011; Sharma, 2012; RGB,2018; Henk, 2019).

As far as governance is concerned, accountability stands out as the most defining feature upon which other practices hinge. Rubenstein (2007) conceptualized accountability through which she developed a standard model. She holds that when one actor fails to fulfil their responsibilities, they are meant to account for the ensuing consequences. Hirschmann (2020) widens the dimension of accountability as she argues that perceiving NGOs as independent actors, not agents to the countries where they are based, is very essential to locate how accountability is implemented in these non-profit organizations. These NGOs are entitled to be answerable to their constituencies and general public (Basri and Nabihah, 2010; Schatteman,2014). Their quality performances are resultant to the degree to which resources are properly managed to the realization of their mission and vision.

It would sound quite absurd to conceptualize accountability at the expense of rule of law as both concepts are intertwined and overlap each other (Farrall, 2014; Henk,2019). As practices of improved governance, they should be subscribed to by all actors within public and private institutions (UNDP,2011; Bjuremalm et al.,2014).

Drawing on the burgeoning socioeconomic impacts made by non-governmental organizations, accountability has been a recurring theme on global agenda stressing the need for leaders to create solutions which align with sustainable development through poverty alleviation, quality public healthcare and protection of human rights (Ebrahim, 2019). The same author argues that accountability consists of transparency, justification, compliance and sanctions.

Quality governance is characterised by participation and inclusion so that no group of people should be left behind in matters relating to making decisions. This is also mirrored in how people holding diverse creeds and political ideals find a platform to express their concern without the fear of intimidation (UNDP,2011; UNDP, 2016).

Governance ought to be responsive whereby institutions or organizations ensure their constituencies and general get support and quality services they require within a reasonable timeframe (Chakrabarty, 2016).

At this juncture, since 2000 the government of Rwanda has enacted a model of governance that aims at creating responses to social and economic issues facing Rwandan communities. Both the civil society and public sector have followed this trail in governance wherein governance practices are attuned to redressing people's real needs and challenges in order to have Rwanda become a middle-income country (RGB,2016).

Quality governance entails transparent processes through which decisions and their enforcement are done in a manner that corresponds to established rules and regulations (Chakrabarty, 2016). This ensures that information is made available and accessible to the public so that those who fail to fulfil their responsibilities are held accountable if need be (Singh, 2010; McIntyre and Nanwani,2019). So far as the concept of governance is concerned, one of the most distinctive features of its effectiveness is about ensuring that all people are exposed to a variety of opportunities which are designed to making their living conditions better within a fair society (Jaja,2014; UNDP,2016; Utazi, 2020). This principle focuses on the need to represent all groups, minorities and the disadvantaged in government so as to evenly distribute income to all citizens with a keen eye to improving their standard of living (OECD, 2015).

Socioeconomic development

According to Giugale (2017, p.1) economic development refers to 'the process through which a community creates material wealth and uses it to improve the well-being of its members'. It is chiefly associated with standards of living of people, qualitative changes in production and labour (Szirmai, 2015). Some of its indicators include reduction of poverty, women's empowerment and gender equality; access to services namely health, education, financial inclusion; eliminating corruption and injustice.

Eradicating poverty and illiteracy in Africa and elsewhere in the world have been on the agenda of different international financial institutions, governmental institutions and non-governmental organization (Beegle and Christiansen, 2019). It is arguable that socio-economic growth can only be attained once poverty and illiteracy are gradually getting alleviated (Fuente, 2016). In its poverty reduction program known as EDPRS, the GoR has aimed at lifting people out of poverty (IMF, 2008). Referring to a report by MINECOFIN (2014) the government of Rwanda successfully made commendable progress towards the implementation of millennium development goals renowned as MDGs by the year of 2015.

Cela et al. (2014) see gender equality as the transcending pillar upon which socio-economic growth hinges. The concept covers social, economic and cultural dimensions. Gender equality has still remained but blurry in some parts of the world (Vokić et al., 2019; Pedersen et al.,2020). As an indicator of socio-economic development, gender equality creates norms which are meant to wipe out all stereotypes and whims pertaining to the marginalization of women (Zwingel, 2016). Socioeconomic development is also associated with the idea of living standards thereby allowing citizens to access healthcare care, quality education and financial inclusion (Sen, 2016). The delivery of these services is basically a factor to alleviating poverty and impacts on livelihoods (Todaro and Smith, 2011).

Accountability in NGOs

Non-governmental organizations play an indispensable role in national development. Given the fact that governments often encounter insurmountable issues which transcend their unilateralism, NGOs step in and mobilize resources to compliment the state to bridge the gap of limited capacity (Hall & O'Dwyer,2017).

They are seen across all sectors of national development in health, education, environment, gender, peace building and gender empowerment activities. These non-profit organizations are lauded for their effectiveness in carrying out projects that respond to people's needs. (Mooketsane et al., 2018). Traditionally, NGOs are accountable to donors and this is referred to as an upward accountability (Agyemang et al.,2017). Given the evolving dynamics of NGOs operations, they are getting demands to shift from traditional way of accounting towards a blended mode of accountability whereby beneficiaries are also entitled to control these NGOs through a downward accountability (Traxler et al.,2018; Agyemang et al.,2019).

Keating & Thrandardottir (2017) observed that a wide host of non-governmental organizations have been experiencing a decrease in terms of their size, and their level of professionalism and political importance waned as there has been a growing uproar on the degree to which these organizations are complying with the agenda of accountability. Their study found that accountability within NGOs reiterates the essence of channelling transparent processes and allowing external scrutiny as well as oversight within these NGOs.

NGOs in Rwanda

The purview and presence of non-profit organizations 'operations in Rwanda are best mirrored in their unabated contribution in post-conflict reconstruction (Gready,2010; Francois, 2017). Areas of interventions of these organizations have covered a wide array of issues ranging from healthcare, agriculture, education, unity and reconciliation, capacity building and empowerment (RGB,2018).

Through their multifaceted interventions, these organizations have remained key supporting pillars and strategic partners to the government in an effort to comprehensively achieve the goals enshrined in the national strategy for transformation (MINECOFIN,2017).

HDP (2020) maintains that as a non-governmental organization, it ensures that healthcare providers get financial support in a bid to improve quality service delivery. It embarked on a project on sexual reproductive health and rights whose main achievements has been the adoption of the school health policy and the establishment of functional youth corners in the districts of interventions. Pro-Femmes/Twese Hamwe (2020) has set a quintessential benchmark in bringing about equitable and sustainable socio-economic transformation. The hallmarks of its interventions have included building capacity for women in leadership, public policy information and advocacy, economic empowerment of women, fighting against sexual gender-based violence (SGBV) and HIV/AIDS, inclusive engagement for change, gender equality, and women empowerment. Pro-Femmes/Twese Hamwe (2018)

trailed a blaze in promoting gender equality and eliminating all forms of gender-based violence in Rwanda. It mobilized resources in providing legal and counseling services to the victims of gender-based violence.

This is accompanied with the provision of a series of training and campaigns in order to sensitize the community on the prevention of HIV/AIDS and framing responses to combat gender-based violence. Socioeconomic development depends on the eradication of any forms of discrimination and injustice towards women and any marginalized groups by providing equal opportunities for all (UNICEF, 2011; United Nations, 2014).

Following its establishment in Rwanda in the aftermath of the genocide, Trócaire (2020) has ever since funded several projects whose impacts have been instrumental in national development. It has supported the establishment of microfinance institutions such as Réseau Interdiocésain de Microfinance (RIM), UMUTANGUHA and DUTERIMBERE. This organization has started to modernize farming industry through its agroecology approach which stresses the need to respond adequately to the perfect storm of crises such as climate change, biodiversity, hunger, health pandemic. This approach has been lauded for transforming food and farming systems as it features the use of technology coupled with social, natural and human assets taking into consideration diverse properties such as equitability, productivity, stability and sustainability (Manuel et., 2019; Collins, 2020).

Theoretical framework

Policy Network theory

Policy network theory focuses on the links and interdependence between government, civil society, NGOs, and transnational institutions (Everatt, 2019), with an aim of understanding the policy-making process and public policy outcomes (Keast et al., 2013; Kuo, 2015).

The theory was primarily propounded by Tanja A. Börzel (Börzel, 2002) and was later dominant in American, British and European literature on the role of interest groups in policy. Bevir (2011) argues that policy network theory could be traced back in the years spanning between 1978 to 1990. It was advanced by scholars such as Jeremy Richardson and Mark Bevir (Richardson, 2002; Mark, 2009).

Policy network theory proves useful in understanding the interactions occurring between a plurality of actors; and helps to identify the distinction between the civil society and state (Bevir, 2011). Drawing on the foregoing, the theory was instrumental to help the study analyze how non-governmental organizations exert a bearing on the machinery of policy making in Rwanda. The theory helped to determine the impacts of these non-governmental organizations as part of a civil society as well as their relationship with other state institutions vested with discretion to make policies which impact on socioeconomic development.

Pluralist theory

Pluralist theory in global politics is connected with the English school of international relations (Williams, 2015). Key proponents of pluralism include Isaiah Berlin, Robert A. Dahl, David Truman, and Seymour Martin Lipset (Gray, 2013; Astrid & Jason, 2017; Lipset & Meltz, 2018; Almond, 2020; Dahl, 2020).

The theory is centred on the assumption that politics and policy making are often manipulated by the government, however many interest and non-government groups use their resources to exert influence. The theory is basically concerned with the question about how power and influence are distributed among different interest groups to control public policy. The theory proposes that there are some spheres of human lives astray from the purview of the political power (Galston, 2009). It maintains that social and economic problems can only be addressed through a pluralist approach that puts together umpteen sources of authority namely the individuals, civil associations and faith-based institutions.

The theory enabled the study to describe the ways through which non-governmental organizations apply key practices of governance in a bid to impact on socioeconomic growth. It offered foundational grounds on the complementarity between NGOs and government institutions.

Conceptual Framework of the Study

Independent variable



Dependent variable

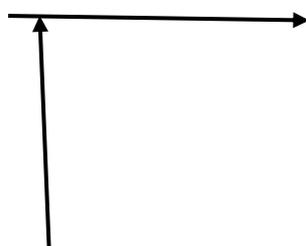
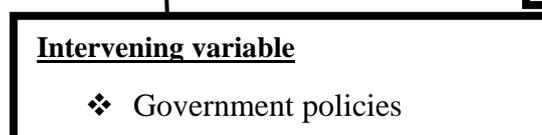
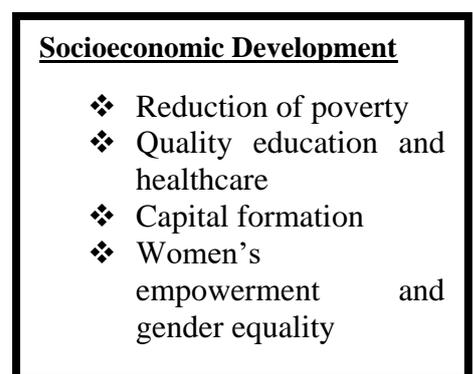


Figure 1: Conceptual Framework Adopted by the researcher (2020).

Research design and methodology

Based on its nature, the study adopted a descriptive research design. This type of design is helpful to systematically describe the phenomenon under investigation (Bhattacharjee, 2012; Alfred et al., 2013; Creswell and David ,2018). It applied mixed methods approach that is the use of both quantitative and qualitative methods.

The research setting was in Kigali city, specifically in two districts of Gasabo and Kicukiro. The area was chosen mainly because it is the place where most of non-governmental organizations are headquartered. Another compelling reason to choose this particular setting was that many activities of NGOs have often been devised and mostly seen in Kigali.

Quantitative data was collected using surveys and/or questionnaires whereby the researcher distributed questionnaires to the sampled study participants online and in person. The questionnaires featured both closed and open-ended questions. Interviews were used to garner detailed information from key informants including the staff in managerial positions at the selected non-governmental organizations. The study targeted a population of 125 people comprising staff and members from three selected non-governmental organizations in Kigali. As it was not easy for taking all 125 people, the formula of (Yamane,2014) was used to obtain the sample size,

$$\text{where } n = \frac{N}{1+N(e)^2} = \frac{125}{1+125(.5)^2} = 96 \text{ respondents}$$

Table 1: Distribution of sample respondents

NGOs	Staff	Beneficiaries	Total
Pro-Femmes / Twese Hamwe (PFTH)	20	20	40
Health Development and Health Trócaire	16	13	29
	14	13	27

Source: Researcher (2020)

The study used a simple random sampling whereby a subset of population was selected. After assigning every individual with a number, a random number generator was used to randomly select all the 96 respondents comprising of 50 staff and 46 members of selected organizations participating in this study. Purposive sampling was also used to purposefully conduct key informant interviews with eight select coordinators and managers working in selected NGOs whose profile allowed them to provide reliable vantage points and information on the interventions of these nonprofit organizations.

Questionnaires and interviews were used to collected primary data whereby questionnaires were administered to 96 research participants in order to collect quantitative data. The key informant interviews were conducted with eight select executives working at selected NGOs in Kigali because they were more knowledgeable about the functioning of their NGOs. Quantitative data were analyzed a computerized data base of IBM SPSS 27.0. Qualitative data were analyzed by using content analysis approach.

III. Data analysis and results

According to Grbich (2012) qualitative data analysis is very useful in that it allows the researcher to explore different patterns of a particular phenomenon , intricate systems and historical contexts of a given issue. Miles et al.(2014) argue that qualitative data are usually in the form of words or text as well as images. It proves useful in analyzing data related to political sciences.

After conducting key informant interviews and obtaining secondary data from journals,reports and recorded materials relating to selected NGOs, qualitative data was collected at the end of which the researcher applied content analysis. According to Flick (2013) content analysis requires the use of codes in categorizing data. In this regard, a content analysis approach was applied and raw data was organized into conceptual categories in order to create themes or concepts. The first step entailed developing and applying codes whereby the researcher categorized data by assigning codes to the collected information. A code is thus a short phrase or word representing a theme that has a meaningful title. Coding was done manually.

The researcher identified themes, patterns and relationships by scanning data for words and phrases commonly used by the respondents. This was followed by comparing the findings from the interview with the findings of the literature review at the end of which the researcher discussed the differences between them. Lastly, the data was summarized as the researcher linked the findings to the research objectives and questions.

As for quantitative data analysis, the researcher kept within easy reach a recruitment log in order to have a comprehensive record of all individuals participated in the study. Prior to analyzing the data, there was a short screening of data to ensure their accuracy. Therefore, raw data from questionnaires was entered into a computerized data base of IBM SPSS 27.0 for analysis. Quantitative data was analyzed using descriptive statistics and was presented in frequency tables, charts and graphs.

IV. Results

Part I: Demographic Characteristics of Respondents

Table 2: Age of respondents

Age interval	Frequency	Percent (%)
21-30	22	22.9
31-40	55	57.3
41-50	15	15.6
51-60	4	4.2
Total	96	100.0

Source: Primary Data (2020)

The results indicate that the majority (57.3%) of respondents were in the range of 31-40.

Table 3: Gender composition of respondents

Gender composition	Frequency	Percent (%)
Male	61	63.5
Female	35	36.5
Total	96	100.0

Source: Primary Data (2020)

Table 3 shows the classification respondents according to their gender. The majority of surveyed people were male representing 63.5% while 36.5% were female. This implies that selected non-governmental organisations cater for balancing gender inequality within their interventions.

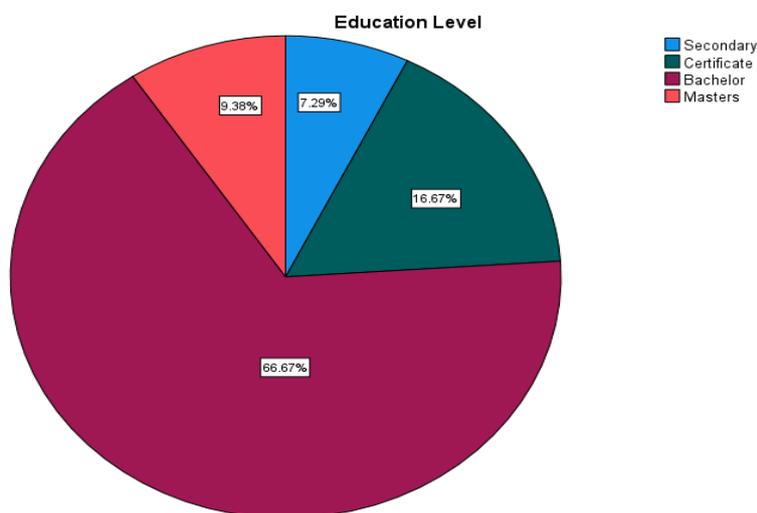
Table 4: Marital Status

Marital status	Frequency	Percent (%)
Single	30	31.3
Married	63	65.6
Divorced	2	2.1
Widowed	1	1.0
Total	96	100.0

Source: Primary Data (2020)

Table 4 describes the characteristics of respondents according to their marital status. The majority representing 65.6% were married.

Figure 1: Education level



Source: Primary Data (2020)

The graph indicates that the majority of respondents were holders of Bachelor’s degree representing 66.67%.

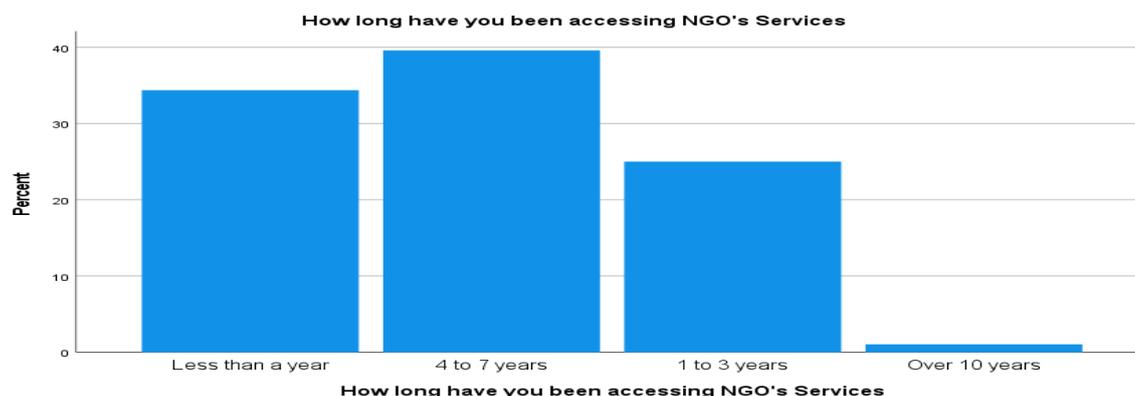
Table 5: Working experience of respondents

Work experience	Frequency	Percent (%)
Under 1 year	5	5.2
1-3 years	43	44.8
3-5 years	30	31.3
5 years and above	18	18.8
Total	96	100.0

Source: Primary Data (2020)

Table 4.4 shows the classification of respondents according to their working experiences whereby the majority representing 44.8% were in the range between 1-3 years while 31.3% were between 3 to 5 years, 18.8% had working experience spanning five years and above, and only 5.2% had less than one year of working experience. This indicates that a higher number of respondents were in a better position to provide credible data concerning the functioning of selected non-governmental organisations

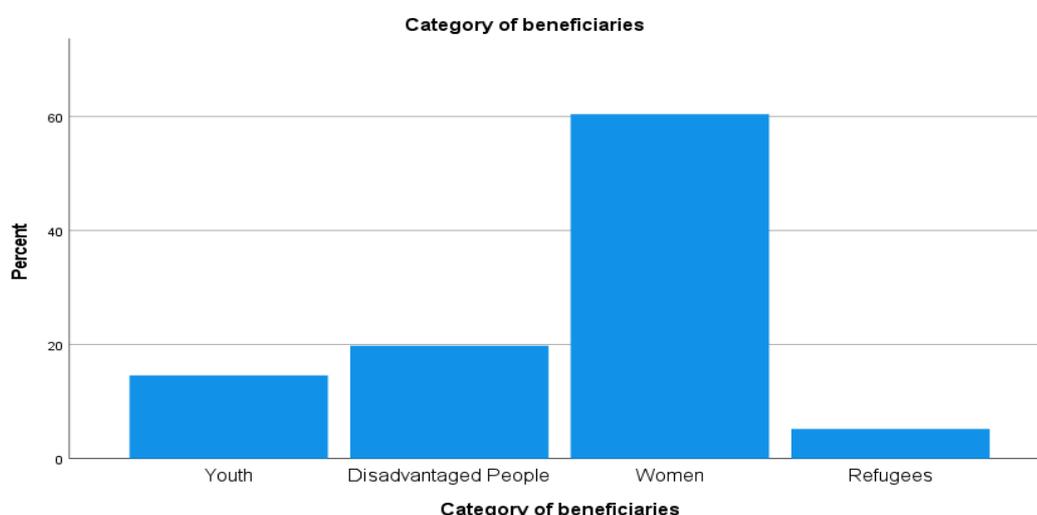
Figure 2 :Length of access to services of non-governmental organisations



Source: Primary Data (2020)

The data showed that 39.58% of the majority of respondents had been accessing these services from 4 to 7 years, whereas 34.38% had less than a year of access to the services of these organizations. 25.0% had been accessing these services for a period between 2 to 3 years, and only 1.04% of the respondents had been enjoying these services for more than 10 years.

Figure 3 : Category of members of selected NGOs



Source: Primary Data (2020)

The chart below illustrates various categories of target groups served by selected non-governmental organisations whereby 60.4% of them all were women thereby being the majority. The disadvantaged people representing 19.8% were the second largest category of members of these organisations. The youth consisted of 14.6%, and only 5.2% of were displaced and refugees.

Part II: Findings based on the study objectives

To examine the governance practices applied in the selected NGOs in Kigali.

Table 6: This organisation is accountable to the people and communities which its programmes serve

Respondents' views	N	%
Agree	53	55.2%
Strongly Agree	43	44.8%

Source: Primary Data (2020)

The table shows that 55.2% of the respondents agreed to the assertion that their organisations were accountable to the communities while 44.8% strongly agreed to the statement. This indicates that the selected organisations acknowledge the relevance of being answerable for the repercussions of their interventions and programmes to the people they serve.

Table 7: The organisation promotes active and equal participation of both men and women in decision making process

Respondents' views	N	%
Not Sure	2	2.1%
Agree	25	26.0%
Strongly Agree	69	71.9%

Source: Primary Data (2020)

The majority of respondents representing 71.9% strongly agreed to the assertion that selected non-governmental organisations promote an equal participation of both male and female people in decision making process. 26.0% of respondents agreed to the above statement whilst 2.1% only said that they were not sure if the organisations in question promote women and men participation.

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Table 8: This organisation is responsive to public problems within a reasonable time frame

Respondents' views	N	%
Agree	26	27.1%
Strongly Agree	70	72.9%

Source: Primary Data (2020)

Table 8 shows that 72.9% of respondents strongly agreed that the selected organizations respond to public problems that affect their welfare by providing timely support to those in need. Only 27.1% agreed to the assertion. This implicates that these organizations always take effective and timely measures to devising solutions to public problems. In so doing, they improve the standard of living of their beneficiaries.

Table 9: This organisation promotes the adherence to the rule of law

Respondents' views	N	%
Not Sure	11	11.5%
Agree	77	80.2%
Strongly Agree	8	8.3%

Source: Primary Data (2020)

Table 9 shows that 80.2% of the respondents agreed to the statement, 8.3% strongly agreed to the assertion while 11.5% were not sure whether the selected organisations abide by rules and promote the adherence to rule of law. The data reveals that established norms and rules were just being followed.

Table 10: This organisation is transparent in the funding of projects of the communities or its beneficiaries

Respondents' views	N	%
Not Sure	7	7.3%
Agree	47	49.0%
Strongly Agree	42	43.8%

Source: Primary Data (2020)

The findings show that 43.8% of the respondents strongly agreed that the selected organisations are transparent in the funding of projects of the communities. 49.0% have agreed to the assertion, while only 7.3% of the respondents were not sure if transparency characterised the disbursement of projects of these organisations. This revealed that the norm of transparency requires non-profit organisations to show willingness to divulge information concerning their assets owned, income gained and approaches used in choosing beneficiaries as well as information on their expenditures in a bid to stay transparent as much as possible.

Table 11: This organisation provides equitable and inclusive services to its beneficiaries

Respondents' views	N	%
Not Sure	1	1.0%
Agree	47	49.0%
Strongly Agree	48	50.0%

Source: Primary Data (2020)

The above table shows that 48 respondents representing 50.0% strongly agreed that selected organizations provide equitable and inclusive services to their beneficiaries. 49.0% agreed to statement whereas 1.0% were just not sure. This indicates that the support provided by these NGOs is not biased to favoring one particular group of people but rather they ensure that all types of groups in society get exposed to opportunities for welfare and human development.

Table 12: Descriptive Statistics

Variables	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Std. Error
This organisation is accountable to the people and communities which its programmes serve	96	4	5	4.45	.500	.213	.246

The organisation promotes active and equal participation of the community in socioeconomic development	96	3	5	4.70	.505	-1.367	.246
This organisation is responsive to public problems within a reasonable time frame	96	4	5	4.73	.447	-1.048	.246
This organisation promotes rule of law	96	3	5	3.97	.446	-.148	.246
This organisation is transparent in the funding of projects of the communities or its beneficiaries	96	3	5	4.36	.618	-.424	.246
This organisation provides equitable and inclusive services to its beneficiaries	96	3	5	4.49	.523	-.183	.246
Valid N (listwise)	96						

Source: Researcher (2020)

Table 4.11 shows the descriptive statistics for the above data whereby each category of variables displays the minimum and maximum values of variable, the mean, standard deviation measuring how the data points are spread out and skewness shows the degree and direction of asymmetry.

To determine the level of implementation of governance practices in selected NGOs in Kigali.

Table 13: Accountability is fully implemented throughout the activities of the organisation.

Level of implementation	N	%
Partially implemented	1	1.0%
Somewhat Implemented	15	15.6%
Fully implemented	80	83.3%

Source: Primary Data (2020)

The findings from the above table show that 83.3% of respondents confirmed that the practice of accountability is fully implemented whereas 15.6% simply revealed that the said practice is somewhat implemented, only 1.0% of the respondents revealed accountability is partially implemented. This demonstrates that accountability is entrenched throughout all the functioning of selected organisations in Kigali whereby those working at these NGOs have discretion to making decisions for the attainment of mission of the organisations knowing that they are to account for any actions undertaken.

Table 1: Participation is always fostered within interventions of this organisation

Level of implementation	N	%
Partially implemented	6	6.3%
Somewhat Implemented	39	40.6%
Fully implemented	51	53.1%

Source: Primary Data (2020)

The findings from the table above show that 53.1% of respondents agreed that participation is fully implemented within the interventions of selected non-governmental organisations, 40.6% said that the aforementioned practice is somewhat implemented, while 6.3% argued that the participation is partially implemented.

Table 15: Responsiveness is always considered while making direct expenses and disbursements to support the communities.

Level of implementation	N	%
Somewhat Implemented	52	54.2%
Fully implemented	44	45.8%

Source: Primary Data (2020)

The findings above indicate that 54.2% of the respondents argued responsiveness was somewhat implemented, and 45.8% said that the aforementioned practice of governance was fully implemented while making direct expenses and disbursements to the communities which are supported by the selected organizations.

Table 16: Responsiveness is always considered while making direct expenses and disbursements to support the communities.

Level of implementation	N	%
Partially implemented	54	56.3%
Somewhat Implemented	42	43.8%

Source: Primary Data (2020)

Table 16 shows that 56.3% of respondents said that rule of law was partially implemented within the scope of work of selected organisations. 43.8% of the respondents argued that the said governance practice was somewhat implemented.

Table 17: Transparency characterizes the functioning of the organisation through free access to information

Level of implementation	N	%
Partially implemented	8	8.3%
Somewhat implemented	23	24.0%
Fully implemented	65	67.7%

Source: Primary Data (2020)

The above table shows the level of implementation of transparency in selected non-governmental organizations whereby 67.7% of respondents said that transparency is fully implemented, and 24.0% argued that it is somewhat implemented while only 8.3% were of the view that the said practice was partially implemented.

Table 2: The activities of the organisation are always based on equity and inclusiveness.

Level of implementation	N	%
Partially implemented	18	18.8%
Somewhat implemented	50	52.1%
Fully implemented	28	29.2%

Source: Primary Data (2020)

As for the level of implementation of equity and inclusiveness, the findings from the above table revealed that 52.1% of respondents said that the said practice is somewhat implemented, whilst 29.2% argued that selected organisations fully implemented equity and inclusion, however 18.8% reported that the aforesaid practice was partially implemented.

Table 19: Descriptive Statistics

Variables	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Std. Error
Accountability is fully implemented throughout the activities of the organisation.	96	2	4	3.82	.410	-2.175	.246
Participation is always fostered within interventions of this organisation.	96	2	4	3.47	.615	-.712	.246
Responsiveness is always considered while making direct expenses and disbursements to support the communities.	96	3	4	3.46	.501	.170	.246
Rule of law is always featured within the scope of work of the programmes of the organisation	96	2	3	2.44	.499	.256	.246

Transparency characterizes the functioning of the organisation through free access to information	96	2	4	3.59	.642	-1.334	.246
The activities of the organisation are always based on equity and inclusiveness.	96	2	4	3.10	.688	-.137	.246
Valid N (listwise)	96						

Source: Researcher (2020)

Table 4.2.1.7 shows the descriptive statistics for the above data indicating the minimum and maximum values of variable, the mean, standard deviation as well as skewness.

To assess the impacts of governance practices on socio-economic development in Rwanda.

Table 20: Effective, accountable and transparent governance is essential to the alleviation of poverty.

Views of respondents	N	%
Agree	22	22.9%
Strongly Agree	74	77.1%

Source: Primary Data (2020)

The above table presents the findings from respondents where 77.1% of the surveyed people strongly agreed to the assertion that effective, accountable and transparent governance is essential to the alleviation of poverty. A relatively smaller number of respondents representing 22.9% agreed with the statement. This implies that accountability is chiefly needed to spearhead the success of large-scale projects launched by selected organizations.

Table 21: Community participation promotes citizen empowerment and creates initiatives for income generating activities.

Views of respondents	N	%
Agree	21	21.9%
Strongly Agree	75	78.1%

Source: Primary Data (2020)

Given the above data, it is crystal clear that 78.1% strongly agreed to the statement that community participation promotes citizen empowerment and creates initiatives for income generating activities, and only 21.9% just agreed to the statement. This is a good indicator that citizen participation is a prerequisite for sustainable social and economic development.

Table 22: Inclusion improves gender equality and social cohesion

Views of respondents	N	%
Agree	68	70.8%
Strongly Agree	28	29.2%

Source: Primary Data (2020)

A majority of respondents representing 70.8% agreed with the fact that inclusion is integral to achieving gender equality and social cohesion. Similarly, 29.2% strongly agreed with the statement. This indicates that the equality based on gender as well as having a cohesive society are contingent on degree to which citizens are given an opportunity to feel included in programmes that are meant to lift them up.

Table 23: Responsiveness has heightened effects on improved education and healthcare.

Views of respondents	N	%
Agree	59	61.5%
Strongly Agree	37	38.5%

Source: Primary Data (2020)

The findings from the above table show that 61.5% of respondents agreed to the statement while 38.5% strongly agreed to the fact that getting an improved quality of education and healthcare are predicated on how responsive and timely the efforts of NGOs are.

Table 3: The rule of law induces capital formation and effects peace and stability.

Views of respondents	N	%
Agree	77	80.2%
Strongly Agree	19	19.8%

Source: Primary Data (2020)

Table 24 shows respondents' views on whether rule of law induces capital formation and effects peace and security. According to the findings, 80.2% agreed to the assertion while only 19.8% strongly agreed to the statement.

Table 25: Improved governance practices are primordial to equitable and sustainable socioeconomic development

Views of respondents	N	%
Agree	45	46.9%
Strongly Agree	51	53.1%

Source: Primary Data (2020)

The findings above reveal that 53.1% of respondents strongly agreed to the fact that improved governance practices are primordial to equitable and sustainable socioeconomic development. A relatively smaller number of respondents representing 46.9% agreed with the assertion. This demonstrates that a relatively higher number of the surveyed people believed that practices of governance are the driving forces towards social and economic transformation. The study found that those who adhere to these norms tend to adopt effective approaches which work best for the interests of people in an equal, equitable, transparent, inclusive and responsive manner.

Table 26: Descriptive Statistics

Variables	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
			Statistic	Statistic	Statistic	Std. Error	
Effective, accountable and transparent governance is essential to the alleviation of poverty.	96	4	5	4.77	.423	-1.309	.246
Community participation promotes empowerment and initiatives for creating income generating activities.	96	4	5	4.78	.416	-1.382	.246
Inclusion improves gender equality and social cohesion	96	4	5	4.29	.457	.931	.246
Responsiveness has heightened effects on improved education and healthcare.	96	4	5	4.39	.489	.478	.246
The rule of law induces capital formation and effect security.	96	4	5	4.20	.401	1.541	.246
Improved governance practices are primordial to equitable and sustainable socioeconomic development.	96	4	5	4.53	.502	-.127	.246
Valid N (listwise)	96						

Source: Researcher (2020)

To evaluate the challenges and opportunities faced by selected NGOs in Kigali.

Challenges

Table 27 This organisation faces an inability to measure effectiveness of its programmes.

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Views of respondents	N	%
Strongly Disagree	5	5.2%
Disagree	68	70.8%
Not Sure	12	12.5%
Agree	11	11.5%

Source: Primary Data (2020)

The findings from the above table reveal that 5.2% of respondents strongly agreed that inability to measure the effectiveness of the programmes of selected organisations is a challenge, while 11.5% agreed to the same assertion. However, 12.5% were not sure, and the majority representing 70.8% disagreed with the statement, and just 5.2% strongly disagreed to the fact selected organisations do not measure how effective their activities are.

Table 28: This organisation encounters lack of funds for direct expenses.

Views of respondents	N	%
Disagree	39	40.6%
Not Sure	36	37.5%
Agree	21	21.9%

Source: Primary Data (2020)

Of the 96 subjects who completed the questionnaire, 40.6% disagreed to the above statement and 37.5% were not sure whether the selected organisation do experience lack of funds for their direct expenses.

Nevertheless, 21.9% agreed to the statement that lack of funds is a critical issue assailing selected organisations.

Table 4: Public scepticism is a challenge for the successful functioning of this non-governmental organization

Views of respondents	N	%
Not Sure	3	3.1%
Agree	64	66.7%
Strongly Agree	29	30.2%

Source: Primary Data (2020)

Drawing on the findings, 66.7% of the respondents agreed to the fact public scepticism is a challenge while 30.2% strongly agreed to the assertion, and 3.1% were not sure. This implies that some people grow sceptical about the works of NGOs even though their activities improve their communities.

Table 30: Descriptive Statistics

Variables	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Std. Error
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	
This organisation faces an inability to measure effectiveness of its programmes.	96	1	4	2.30	.742	1.187	.246
This organisation encounters lack of funds for direct expenses.	96	2	4	2.81	.772	.338	.246
Public scepticism is a challenge for the successful functioning of this non-governmental organization	96	3	5	4.27	.513	.305	.246
Valid N (listwise)	96						

Source: Researcher (2020)

Opportunities

Table 31: This organisation uses strategic planning

Respondents' views	N	%
Agree	15	15.6%
Strongly Agree	81	84.4%

Source: Primary Data (2020)

A greater number of respondents representing 84.4% strongly agreed to the above statement, and 15.6% agreed that selected non-governmental organisations in Kigali use strategic planning. This implies that the effectiveness of the activities of these NGOs depends on strategies set so as to mapping out mechanisms that expediate the implementations of their action plans.

Table 5: Political environment is friendly for the activities of NGOs

Respondents' views	N	%
Agree	44	45.8%
Strongly Agree	52	54.2%

Source: Primary Data (2020)

The data shows that the majority of respondents strongly agreed to the statement, and 45.8% agreed that the political environment is friendly for activities of NGOs which thus makes it one of the opportunities facing selected organizations. This revealed that domestic political environment provides non-governmental organizations with opportunities through political stability, and political will to bringing about concrete impacts in the lives of people.

Table 33: The government creates policies that facilitate mutual partnership between the state and non-state actors

Respondents' views	N	%
Agree	23	24.0%
Strongly Agree	73	76.0%

Source: Primary Data (2020)

The table shows that another opportunity for selected organizations is that the government enacts sound policies which sustain mutual partnership between state and non-state actors whereby 76.0% of respondents strongly agreed to the statement, and 24.0% agreed to the above assertion. Those who responded felt that the efficiency of current government policies such as national strategy for transformation, public attitude and legal framework are the driving forces to the effectiveness of programmes of selected non-profit organizations.

Table 34 Descriptive Statistics

Variables	N	Minim um	Maxim um	Mean	Std. Deviation	Skewness	Std. Error
This organisation uses strategic planning	96	4	5	4.84	.365	-1.924	.246
Political environment friendly for the activities of NGOs?	96	4	5	4.54	.501	-.170	.246
The government creates policies that facilitate mutual partnership between the state and non-state actors	96	4.00	5.00	4.7604	.42907	-1.240	.246
Valid N (listwise)	96						

Researcher (2020)

V. Limitations and future research

Limitations of the Study

Basing on the methodology and the sample size, the findings from the study are limited to the targeted population and can't thus be used to represent a plurality of NGOs currently operating in Rwanda. The study targeted only three non-governmental organizations.

Future research

Drawing on the study processes, this study recommends further similar studies yet to be conducted to focus more on expansive impacts of governance practices on socioeconomic development throughout Rwanda within the interventions of non-governmental organizations. Similar studies should evaluate the contributions of these organizations and how they create a participatory and inclusive society for Rwandans.

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Managerial implications

The study findings are expected to be beneficial to a plurality of policy makers and a wide host of civil society organizations in Rwanda in that they will be able to appraise the relevance of implementing quality governance practices in their organizations in order to meaningfully improve social and economic aspects of their constituencies.

The organizations which participated in the study would get a plausible perspective on the extent to which different governance practices are implemented as well as the degree to which their application leads to substantial social and economic change. Drawing on its findings, future researchers would get comprehensive information on the scope of work of selected NGOs and the extent to which these organizations apply different practices of governance in their varying interventions in bringing about substantial social and economic changes in peoples' lives.

VI. Conclusion

The study has found that selected NGOs in Kigali apply governance practices. As a matter of fact, these practices entail formal upward and downward accountability. The former refers to formal reports, and forums through which explanations are presented to the donors of these organizations to ensure that funds are being managed appropriately whereas the latter drives at the practice of being accountable to the beneficiaries of these NGOs which their project are meant to help.

These organizations also apply transparency throughout their interventions. This captures the practice of making informed and transparent decisions. NGOs do whatever possible to ensure their services are always open and accessible for all qualifying individuals. They also ensure that the data is easily accessible for all including donors, staff and beneficiaries. The data often features their goals, vision, mission, criteria to become a member, scope of work, and contact information just to name a few. The study found that selected organizations also apply responsiveness and crisis management, rule of law, equity and inclusion.

The study found that governance practices are somewhat implemented at different levels. The level of implementation for the four practices; namely accountability, citizen participation, responsiveness and transparency; is fully implemented. This means that these practices are always dominating the activities of these organizations. However, two practices that is to say inclusiveness and equity have a level of somewhat implemented. This implies that they are not extremely fostered within the activities of these NGOs. Last but not the least, rule of law is just partially implemented. This means that this practice is not given due to consideration in regular operations of these non-profit organizations.

The study has found that quality governance practices are instrumental to socioeconomic transformation. This was evidenced with the fact that when NGOs are accountable, they properly manage resources entrusted to them for collective interests. This triggers the effective implementation of activities which improve the standard of living of their beneficiaries. Adhering to established laws creates a political, social and economic atmosphere which reveres human rights and freedoms. It is so compelling to note that when there is political instability, free rein corruption and weak regulatory framework, these negatively effect on public investments in different business that would generate income.

Through responsiveness, both state and non-state actors create firm and credible responses to uprooting pressing social and economic issues relating to grinding poverty, high level of illiteracy, lack of access to universal healthcare and a lot more. Equity and inclusion pave the way for all people to have a sense of belonging and thus brings about social equality and cohesion. The selected NGOs, through inclusion, support efforts to bring women at part with men in leadership, income creation and in education. They provide technical and vocational support to disenfranchised groups to ensure that they equitably get the basics needed to have dignified lives. It is imperative to acknowledge that living in a rapidly changing society, information has become more of an essence. This now stresses the importance of transparency whereby people are able to access information to ensure that all decisions and processes are done in transparent manner.

The findings indicated that these non-profit organizations face some challenges and opportunities in their activities. The issues which these NGOs face include inability to measure effectiveness of their programmes; lack of funds and public skepticism. As for the opportunities, these include use of strategic planning; conducive political environment; and sound policies enacted and reinforced by the three arms of the state namely legislative, executive and judiciary.

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