



**UNIVERSITY OF RWANDA**

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**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**EFFECTS OF PERFORMANCE CONTRACT POLICY  
IMPLEMENTATION ON THE PERFORMANCE OF LOCAL  
GOVERNMENT ORGANISATIONS IN RWANDA: CASE  
STUDY OF THREE SECTORS FROM HUYE DISTRICT**

A thesis submitted to the College of Business and Economics in partial fulfillment of the requirements for the award of the degree of **Master of Business Administration** by the University of Rwanda



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Huye, December 2013

## **DECLARATION**

I, UWIMBABAZI Naramabuye Chantal, declare that thesis entitled “Effects of Performance Contract Policy Implementation on the Performance of Local Government Employees in Rwanda: Case Study of three Sectors from Huye District” work is original and my own. It has not been submitted before for the award of any other degree or examination by any other University.

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Date .....

Signed .....

**CERTIFICATE**

This is to certify that the thesis entitled “Effects of Performance Contract Policy Implementation on the Performance of Local Government Employees in Rwanda: Case Study of three Sectors from Huye District” is a bonafide work of Mrs. UWIMBABAZI Naramabuye Chantal. This thesis is an outcome of the original work done by Mrs. Chantal under my supervision.

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## **DEDICATION**

To:

My beloved husband Francois Xavier NARAMABUYE

My Children Paxella MIZERO, Chris Dignité MARARUNGU and Santiana AGASARO

My parents

My sisters and brothers

and

All my relatives

I dedicate this thesis

## **AKNOWLEDGEMENTS**

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**Chantal N. Uwimbabazi**

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## **ACRONYMS AND ABBREVIATIONS**

**AAP:** Annual Action Plans

**EDPRS:** Economic Development and Poverty Reduction Strategy

**FGD:** Focus Group Discussion

**GOR:** Government of Rwanda

**ICF:** Informed Consent Form

**IDI:** In-depth Interview

**MDGs:** Millennium Development Goals

**NUR:** National University of Rwanda

**PRSP:** Poverty Reduction Strategy

**VUP:** Vision 2020 Umurenge Program

**EPC:** Energy Performance Contracting

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## **ABSTRACT**

Organizations have always been seeking to find new ways and strategies for better performance in order to continuously enhance their growth. Among others, the performance contracting was introduced as one of the strategies to improve service delivery to clients in a transparent manner by private and public organizations. The performance contract is meant to improve the performance of every employee and facilitate the fairness of performance evaluation based on results instead of bureaucratic rules and regulations. The policy of performance contract in Rwanda is considered as a key tool to reinforce the result base performance of Government institutions and organizations and more specifically the local government capacity to improve planning, efficiency and effectiveness. The present study was designed to assess essential public service delivery, empowerment of people to actively participate in the policy, social and economic transformation of the entire country based on the performance contract policy. Moreover, this study specifically aims to assess the effects of performance contract policy implementation on the performance of local government employees and institutions. The present case study has targeted three sectors (Karama, Tumba and Rusatira) from the District of Huye in the Southern province.

The data were collected by using a structured questionnaire and interviews, to obtain deeper and comprehensive information. Data were captured and analysed using SPSS statistical computer package. From this study, it is important to note that the implementation of the performance contract in the three Sectors has generally resulted in improvement of the service and the performance of the three sectors followed the trend: Rusatira, Tumba and Karama. Indeed, Rusatira Sector is performing better than Tumba Sector while Tumba Sector is performing better than Karama Sector. It is clear that the three Sectors have performed differently due to the different way of implementing the same policy. The three Sectors differ in terms of their performance evaluation. Rusatira Sector is representing the best performers; Tumba Sector is representing the medium performers while Karama Sector is representing the least performers. Based on the results, the reasons of the discrepancy observed within the three Sectors were related to many factors including: motivation of workers, employees who are proud to contribute to the development of the country, achievable targets, facilitation from the supervisors, regular performance monitoring and evaluation, knowledgeable employees, transparency and fair

employee's evaluation. On the other hand, Karama which was the least performing Sector, had encountered challenges such as poor procurement services, employees mainly motivated by their own interest rather than being proud of serving and developing the Sector, long distance from the main road, employees motivated to get another job in Huye town or any other etc... The study recommends that more continuous evaluation be introduced in all sectors, procurement service be improved, incentives for the best performer workers be reinforced and drafting performance contract be based on tangible, achievable, realistic and feasible activities. More country-wide investigations on this vital subject are recommended to get comprehensive picture of the situation for a fact based improvement of the performance contract policy and its implementation.

## CHAPTER 1: INTRODUCTION

### 1.1 Background

Working efficiently and effectively is a key factor for the success of any organization. The performance of organisations operating within a country is the bases of development for any human society and this will depend on several factors and the performance contract may be considered as one of the most important among others.

The objective of performance contracting is the control and enhancement of employees' performance and thus the performance of the whole institution. In this dynamic and changing environment, the performance contract takes into account innovative capacity of employees and this has been shown to be one way to create growth and sustain performance within organizations (Solomon et al., 2012). Furthermore, it has been suggested that innovation is essential in order to generate long-term stability, growth, sustainable performance and remain at the leading edge of the organization's industry (Cook, 1998).

It is expected that the performance contract allows both employer and employee to work on the basis of an objective document signed by both of them. The evaluation of the employee is made at the end of the term by the employer on the basis of the execution of different assignments outlined in the performance contract document. In addition, this allows a more objective employee evaluation because it is done on the basis of facts.

The success of performance contracts in countries such as France, Pakistan, South Korea, Malaysia, India, and Kenya has sparked a great deal of interest around the world. For these countries, performance contracts are now considered an essential tool for enhancing good governance and accountability for results in the public sector (Solomon et al., 2012).

For the case of Rwanda, the performance contract popularly known as "Imihigo" in Kinyarwanda (the national language) was introduced by the Government of Rwanda in 2006 (Bruno, 2012). The policy of performance contract was introduced in Rwanda as a key tool to reinforce the local government capacity to improve planning, efficiency and effectiveness of essential public service delivery and to empower the people to actively participate in the political, social and economic transformation of the entire country.

## **1.2 Problem Statement**

Government of Rwanda (GOR) undertook through the present performance contracting in public service to provide an individual and institutional commitment in service delivery so that best practices are consolidated and streamlined across government. Due to poor service delivery of government programs were not effectively delivering to their objectives hence output delivery/achievement was not optimal.

This approach has been used by local government authorities for setting local priorities, annual targets, and defining activities to achieve them. The Imihigo performance based approach aims at speeding up implementation of local and national development agenda; ensuring stakeholder ownership of the development agenda. It is expected that promoting accountability and transparency as well as result oriented performance; instilling innovation and encouraging competitiveness; engaging stakeholders such as citizens, civil society, donors, and private sector in policy formulation and evaluation (Report on Districts Imihigo Evaluation 2009/2010)

Performance contracts are signed at the beginning of every year by the District leaders with the President of the Republic since 2006. The evaluation of the performance was focused on selecting the 10 best Districts; 2 from each Province and Kigali City. Since 2009 all 30 Districts were evaluated to identify the best performing districts and their potentials, which is essential in improving performance in the design and implementation of “Imihigo”. A nation-wide district evaluation was done by experts from Government, Private sector and civil society institutions in 2010 (Report on Districts Imihigo Evaluation 2009/2010). The assessment of Districts was based on how they set priorities and targets.

When preparing the performance contracts each local government administrative unit determines its own objectives in the framework of the District priorities, vision 2020 and EDPRS. It is done with measurable indicators, taking into account national priorities. The performance contract is a subset of the Annual Action Plans (AAP), showing priority activities and associated indicators to be used to measure the performance of the local authority. This study was chosen to investigate the effects of performance contract policy implementation on the performance of local Government employees with three Sectors from Huye District as a case study.

The major problems observed before the introduction of the performance contract policy were related to delay and poor quality in terms of Government programs execution, low effectiveness of local Governments with regards to taking the right actions at the right time.

It is very useful to manage organisation performance especially in public institutions. The performance of employees was considered as insufficient and sometimes even very poor in many public institutions and no transparency in performance employee evaluation.

### **1.3 Objectives of the study**

The general objective of this study is to find out the effects of performance contract policy implementation on the overall performance of the District of Huye as an organisation.

Specific objectives of this study are to:

- Identify the bases of individual performance contract development.
- Investigate the drivers of self-motivation and ownership of employees when executing the performance contract
- Investigate the level of fairness in terms of performance contract evaluation
- Suggest strategies to improve the development, the execution and the evaluation of performance contracts

### **1.4 Hypothesis of the study**

- The performance contract policy implementation by the public institutions of Rwanda was resulted in improved fairness in performance evaluation of employees.
- The implementation of the performance contract policy by the public institutions has motivated the employees at their workplace.

### **1.5 Independent and Dependent variables**

For any research, independent and dependent variables are used. These two variables are used differently depending on the type of research.

#### **1.5.1 Independent variable (IV)**

In an experiment, the independent variable is the variable that is varied or manipulated by the researcher. It is the antecedent and the presumed cause. In experiments, the IV is the variable that is controlled by the experimenter. In nonexperimental research, where there is no experimental manipulation, the IV is the variable that 'logically' has some effect on a



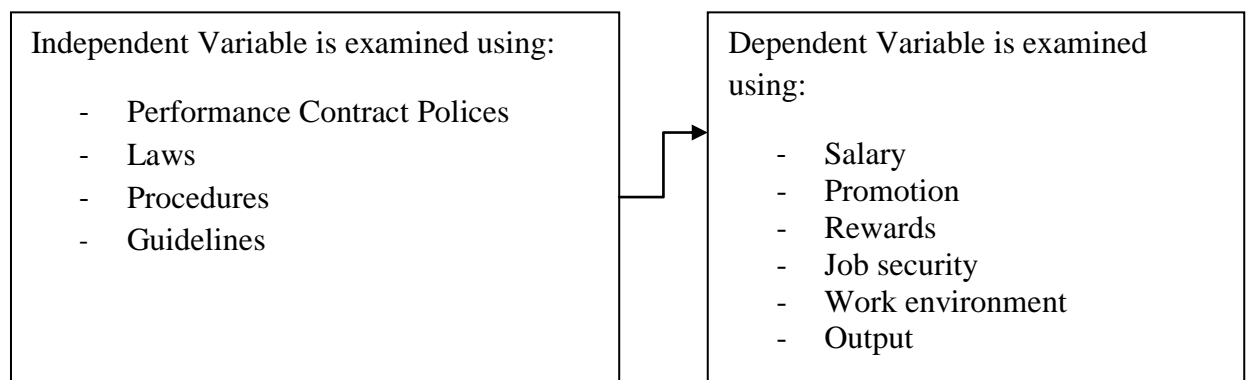
dependant variable (Heppner at al., 1999). In this study, independent variable is the performance contract policy.

### 1.5.2. Dependent variable (DV)

The dependent variable is the response that is measured. It is the presumed effect. It is observed or measured for variation as a presumed result of the variation in the IV. It is the status of the 'effect'(or outcome) in which the researcher is interested (LaFountain et al., 2002).

The dependent variable of this study is the performance of local Government employees in Rwanda. The conceptual framework of this study which links the two sets of variables is shown in the figure 1.1.

**Figure 1. 1: Conceptual Framework**



**Source:** Configured by the researcher

Figure 1.1 represents the conceptual framework of the study. There are two variables such as independent and dependent variables. Independent variable can be represented by “performance contract policy”. Policies, laws, procedures, and guidelines were considered when examining independent variable. Dependent variable can be represented by “the performance of local government employees in Rwanda”. Salary, promotion, rewards, job security, work environment and output were considered when examining dependent variable. Therefore, the relationship between the independent and dependent variables was based on the existing literature and the official gazette of the Republic of Rwanda.

Through testing the hypotheses, this research study facilitates to answer the following research questions:

1. What are the factors influencing the development of performance contracts?
2. Within the performance contract framework, what are the drivers of the motivation of employees?
3. Do you think the performance contract policy has influenced the improvement of employees' performance?
4. What are the measures of improved performance of employees vis-a-vis performance contracts implementation?
5. What are the factors influencing employees to achieve the planned targets?
6. How can you justify that the improved performance as the result of the performance contract policy implementation?
7. What are the new strategies to improve the performance contract policy implementation?

### **1.5.3. Relationship between variables and indicators of performance**

The policy, law, procedures, and the guidelines provide that the employee who achieves or exceeds the performance targets will be rewarded in terms of salary increase, promotion, and other incentives. Every year, in public institutions, permanent employee who is evaluated between 70% and 79 % gets a performance bonus of 3 %. This performance bonus increases to 5% when he/she is scored in evaluation at 80% and above.

In addition to that, the annual best performing staff is selected by other employees and gets rewarded for being a good example for other employees. The best employee is one who achieves or exceeds his/her targets better than all others. Depending on the capacity of each district, horizontal promotion is also applied for the best performing employees after three years.

### **1.6. Importance of the Study**

This study will help to understand the position of employees with regards to the performance contract policy in general. It is expected to highlight the major drivers of the success of public organisations such as local government in connection with the performance contract policy. This study will also provide information on constructive views of employees with regards to improvement of development, execution and evaluation of performance contracts.

## **1.7 Presentation of the Study**

The thesis is organized into five chapters. The first chapter talks about the general background of the study, gives the research problem, objectives and research questions. The second chapter covers the literature review which helps to scientifically understand the better the subject and gain knowledge and more information on performance contract experience from elsewhere. The third chapter explains the tools and techniques that were used in undertaking this study. It shows data required sources of data and the methods used to collect the needed data based on the study objectives. Chapter four and five cover data analysis and interpretation, summary, conclusion and recommendations respectively.

## **CHAPTER 2: LITERATURE REVIEW**

A review of research and literature was conducted as a prelude to this study. This chapter is devoted to present the findings from that focused review. This review covers the research studies conducted on this topic across the world Rwanda inclusive. It allows to understand the current state of research in this area and to identify the gaps to be filled through the present study. It outlines the concept of the performance contract, the origin of performance contract, purpose of performance contract, and will review some effects of performance contract. It provides a wide understanding on the subject by confronting various versions of performance contracts as applied in different cases.

### **2.1 The Concept of Performance Contract**

Performance contract is defined as: “A freely negotiated performance agreement between the Government, acting as the owner of the Government agency, and the agency (Peterson, 2005). Performance contracting can also be defined as one element of broader public sector reforms aimed at improving efficiency and effectiveness, while reducing total costs (Domberger, 1998). Furthermore, the performance Contract can be defined as an agreement between a government and a public agency which establishes general goals for the agency, sets targets for measuring performance and provides incentives for achieving these targets (Bide, 2007). Performance contracting is seen as a tool for improving public budgeting, promoting a better reporting system and modernizing public management while enhancing efficiency in resource use and effectiveness in service delivery (Greiling, 2006). Jenkins (2003) states that a performance contract is defined as a management tool for measuring performance that establishes operational and management autonomy between government and public agencies.

### **2.2 Origin of performance contract**

The term performance contracting can be traced from France in the late 1960's and other countries including India, Pakistan and Korea (OECD, 1997). In France, the performance contract was first introduced in the Directorate General for Taxes (DGI) specifically designed to respond to two main concerns. First, as tools meant to ensure consistency in a decentralized context and second, as tools to enhance pressure on the entire services network in order to improve performance (Grapinet, 1999). It has been adopted in developing countries in Africa, including Nigeria, Gambia, Ghana, Kenya, and Rwanda (Kobia and Mohamed, 2006). Prior to this period the business environment was rather stable and

therefore strategic planning was entrusted in the hands of the top management of the organization.

### **2.3 Purpose of performance contract**

The main purpose of the performance contracting is to ensure delivery of quality service to the public in a transparent manner for the survival of the organization (Armstrong and Baron, 2004). Performance contracts specify the mutual performance obligations, intentions and the responsibilities, which a government requires public officials or management of public agencies or ministries to meet over a stated period of time (Hope, 2001). The common purposes of performance contracting are to clarify the objectives of service organizations and their relationship with government, and facilitate performance evaluation based on results instead of conformity with bureaucratic rules and regulations which have killed thinking, innovation and creativity in the public sector (Hitt et al. 1999). Grapinet (1999) posits that the performance contracting involves a highly structured phase of evaluating results which he considers to be an extremely rigorous technical exercise on one hand and on the other hand a morale-boosting exercise for managers and staff.

### **2.4 Performance Contract Experience from elsewhere**

Performance contract policy has been experienced by a number of countries worldwide. Among others, Kenya and some European countries have introduced the performance contract policy with the purpose to improve the productivity in public and private sectors. As discussed below the performance contract introduction has generally resulted into a significant improvement in service delivery.

#### **2.4. 1 Effect of performance contract policy in Kenya**

The Government of Kenya introduced Performance Contracting in the Public Service in 2004. This was one of the tools to improve service delivery (Armstrong and Baron, 2004). The government of Kenya does acknowledge that over the years there has been poor performance in the public sector, especially in the management of public resources which has hindered the realization of sustainable economic growth (GoK, 2005). It adopted performance contracting in the public service in order to ensure that there is reduction or altogether elimination of reliance on exchequer funding for government agencies, which are expected to generate revenue or make profit, as an objective basis for divesting loss making government agencies in Kenya and also compel the agencies to give a return to the

shareholders by paying dividends or surplus, ensure that parastatals improve performance to deliver quality and timely services to the citizen and encourage a sense of accountability and transparency in service delivery and the utilization of resources (RBM Guide, 2005). Introducing performance contracts in Kenya improved service delivery to the public, ensuring the top-level managers more accountable, reverse the decline in efficiency and ensure that resources are focused on attainment of key national policy priorities of the government, institutionalize performance oriented culture in the public service through introduction of an objective performance appraisal system, measure and evaluate performance, link reward to measurable performance, facilitate the attainment of desired results, instill accountability for results at the highest level of the government, ensure that the culture of accountability pervades all levels of the government machinery and strengthen and clarify the obligation required of the government and its employees in order to achieve agreed target (GOK, 2001). Kenya introduced performance contracting not only improve service delivery but also to refocus the mind set of public service away from a culture of inward looking towards a culture of business as focused on customer and results (Sylvester, 2009).

#### **2.4.2 Effect of performance contract policy in Europe**

Performance contracting has been used in the EU since the 1980s. The performance contracting, also known as energy performance contracting (or EPC), is recognized as a guaranteed, cost effective and scalable procurement method for reducing the operating cost and environmental impacts of buildings (Johnson, 2010). Performance contracting is particularly applicable when significant building efficiency improvements are sought but investment capital is limited. For example: large public and government buildings, hospitals, schools and universities with inefficient buildings with older equipment and infrastructure.

### **2.4.2.1 Barriers to Performance Contracting in Europe**

Johnson (2010), points out the following performance contracting barriers:

#### ***- Lack of Awareness***

Unlike in the United States, there is a low level of awareness of performance contracting in both the private and public sectors of most European countries (Germany being a notable exception). At the EU level the situation is not significantly different: only a handful of EU civil servants and politicians are aware of performance contracting.

#### ***- Lack of Policies and Support Mechanisms***

The lack of awareness is reflected in a low level of market development and in a lack of specific policies and government-backed support mechanisms designed to promote performance contracting while removing any impediments to successful projects.

#### ***-Public and Private Sector Capacity Constraints***

Even in cases where awareness about performance contracting is high and where support policies and mechanisms exist, public and private building owners may simply not have the technical capacity and/or skill set to seek out qualified in order to secure a performance contract.

#### ***-Lack of Common Definitions and Harmonized Processes***

Performance contracts may be understood in different ways from one European country to the next and definitions and contract types can vary widely even within countries. While nation-specific approaches to performance contracting may be appropriate in order to account for local differences and circumstances, the lack of common definitions and harmonized processes hinders the development of standards and best practices, creating uncertainty and confusion in the marketplace.

#### ***-Financing Constraints***

European governments, almost without exception, are facing high budget deficits. Many of these same governments are not aware that performance contracting can save money, enhance energy security, and be implemented even—and indeed, to greatest advantage—in times of budgetary austerity. Meanwhile, credit markets remain constrained because of the ongoing financial crisis.

#### **2.4.2.2 Effect of performance contract in Rwanda**

Performance contracts contribute hugely to socio-economic development of the country. It helps the government to realize goals set under the United Nations Millennium Development Goals (MDGs), the locally driven Economic Development and Poverty Reduction Strategy (EDPRS) and the broader Vision 2020. Imihigo instills innovation and encouraging competitiveness by engaging stakeholders such as citizens, civil society, donors, and private sector in policy formulation and evaluation. More specifically, it promotes zeal and determination to achieve set goals, and instills the culture of regular performance evaluation (Ngendahimana, 2012). As stated by Ngendahimana (2012), since 2006, the performance of the districts with respect to voluntarily bottom – up set objectives under imihigo program has greatly improved and a number of benefits have accrued to huge-impact projects such as the construction of schools nationwide to provide free and steadfast education to the future leaders of Rwanda. According to the third Integrated Household Living Conditions Survey (EICV3), released by the National Institute of Statistics of Rwanda (NISR), more than one million Rwandans broke poverty shackles and started tasting a decent life between 2005/6 and 2010/11.

The Imihigo performance based approach aims at speeding up implementation of local and national development agenda; ensuring stakeholder ownership of the development agenda; promoting accountability and transparency as well as result oriented performance. It has also contributed to the upgrading of the population's social development such as distribution of electricity and access to telecommunication especially the mobile phones. In addition, it has strongly empowered the communities and currently they play a cardinal role in shaping their future by participating in all decision-making and governance calls with support of the local government authorities (Ngendahimana, 2012). Significant improvement was noticed in delivery assisted by skilled provider and delivery in a health facility. The same author stated that this achievement can be attributed to Imihigo commitments of using and empowering community health facilitators deeply rooted in every remote and urban center of the country.

#### **2.5 Summary of Knowledge Gained:**

The general objective of this study is to investigate the effects of performance contract policy implementation on the performance of local government employees in Rwanda. Reviewed literatures show that performance contracts play an important role in improvement of



organisations efficiency in the worldwide. However, in Rwanda particularly, the literature reviewed was only focussed on the impacts of performance contract at District level based on districts' priorities. The "Imihigo" program helps the government to realize goals set under the United Nations Millennium Development Goals (MDGs), the locally driven Economic Development and Poverty Reduction Strategy (EDPRS) and the broader Vision 2020. "Imihigo", as a powerful ingredient for the achievement of decentralization objectives, has strongly empowered the communities and currently they play a cardinal role in shaping their future by participating in all decision-making and governance calls with support of the local government authorities in speeding up implementation of local and national development agenda; ensuring stakeholder ownership of the development agenda; promoting accountability and transparency as well as result oriented performance. However, the present review show that a number of gaps still exist in this field and more investigation are needed to fully understand the drivers of the performance contract policy implementation in many countries including Rwanda. It is evident that there is no adequate research conducted in Rwanda investigating particularly the effects of performance contract policy on the employee's individual performance. No scientific research was conducted to help identifying the major factors influencing employees to better perform their contracts. It is expected that the above mentioned gap can be filled by the results which will be gathered from the present study.

## CHAPTER 3: METHODOLOGY

This chapter explains the tools and techniques that were used to find out the effects of performance contract policy implementation on the performance of Government employees in Rwanda with reference to three Sectors (Rusatira, Tumba, Karama) from Huye District. In addition, it describes how data was collected, analyzed and presented. This chapter covers the major methods and techniques applied which include research design, source of data, type of the study, approach adopted, target population, sampling, data collection instruments, data gathering procedures, data collection and analysis.

### 3.1 Research design

#### 3.1.1 Type of the study

This study is analytical. The researcher collected data related to facts and information from District and Sectors records, conducted direct interviews from selected Sector's employees, and analyzed them to achieve the objective of this study. Three selected sectors from Huye District were used as a case study to make a deep investigation on the effects of performance contract policy implementation on the performance of employees.

#### 3.1.2 Approach adopted

For this research, the deductive approach was applied. As proposed by Burney (2008), deductive reasoning works from the more general to the more specific. Sometimes this is informally called a "top-down" approach. With this approach, conclusion follows logically from premises based on available facts. The diagram bellow shows how deductive approach works.

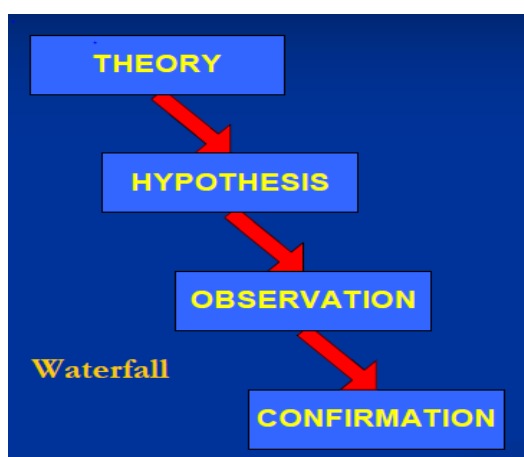


Figure 3. 1: Deductive Research Approach as proposed by Burney (Source: Secondary data)

## **CASE STUDY METHOD:**

The case study method was chosen to find out the effects of performance contract policy implementation on the performance of the selected Sectors to represent the overall performance of the District of Huye as an organisation. More specifically, the case study method of research was chosen for the present investigation because it is expected that, for a relatively new policy, different Districts may experience different challenges and opportunities with regard to the performance contract policy implementation. As a pilot research trial in this area, it is assumed that the case study conducted in Huye District will provide detailed data which may be useful for a better analysis of the performance contract policy implementation in any of the 29 remaining Districts of Rwanda.

In this study, the researcher adopted a case study by selecting Huye District because of the following criteria:

### **Criteria to select Huye District**

- Huye District is holding a town (Butare) which is currently considered as the most growing town in the Southern Province. Indeed, Butare town is exhibiting high potential of socio-economic growth based on the existing of socio-economic development drivers such as: high learning institutions, research and development institutions, growing business centres, infrastructure development, etc.
- Huye District was also chosen to respond to the call from top decision makers who advocate NUR to have an impact on the country development starting from its surrounding community and institutions.
- The researcher is leaving at Huye District in the same time a staff at UR/Huye Campus.

Therefore, 3 Sectors from Huye District were chosen as focus of our study for reasons to be explained below.

The choice of sectors was driven by the general performance evaluation conducted during 3 years (2009-2012). In this line, Rusatira, Tumba and Karama Sectors were selected based on their performance evaluation grades during the mentioned period. Rusatira Sector is representing the best performing Sectors; Tumba is representing the medium performing Sectors while Karama is representing the least performing Sectors.

### 3.2 DATA NEEDS:

The table 3.1 shows data required, sources of data and the methods used to collect the needed data based in line with the study objectives.

**Table 3. 1: Data required and sources of their availability to achieve research objectives**

Research objectives	Required data		Sources		Data collection methods	
	Secondary data	Primary data	Secondary data	Primary data	Secondary data	Primary data
1. Identify the bases of individual performance contract development	Reports on District IMIHIGO evaluation from Huye District and the Government reports	Responses about the factors influencing the development of individual performance contract	Government reports, books, internet and Journals	Respondents	Review of existing reports on performance contract policy	- Questionnaire  -In- Depth Interview
2. Investigate the drivers of self-motivation and ownership of EEs when executing the performance contract	-	Responses on EE motivation to achieve targets when executing performance contract	-	Respondents	-	- Questionnaire  -In- Depth Interview
3. Investigate the level of fairness in terms of performance contract evaluation	-	Responses about the level of fairness in performance contract evaluation	-	Respondents	-	Questionnaire  -In -Depth Interview
4. Suggest the strategies to improve	-	-Responses about how to	-	Respondents and personal	-	Questionnaire

the development, the execution and the evaluation of performance contract		<p>improve performance contract development</p> <p>-Responses about how to improve performance contract execution</p> <p>-Responses about how to improve EE performance evaluation</p> <p>-To find out the potential factors for poor performance execution</p>		analysis		<p>aire</p> <p>-In- Depth Interview</p> <p>-Focus Group Discussion</p>
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**Source:** Primary data

As shown in the table 3.1, the data required to achieve the first research objective were both secondary data and primary data. For the secondary data, Imihigo evaluation reports from the District of Huye and from the Government were used to identify the bases of individual performance contract development. In addition, different theories from internet, journals and reports were used on that matter. For the primary data, the researcher considered the responses from the employees of the three selected Sectors about the factors influencing the development of individual performance contract. Sources of data for the above objective

were both primary and secondary. Books, reports, internet and journals were viewed to find out the requirement for the first objective. The respondents also provided information on that research objective. The methods and tools used to collect secondary data for the first research objective (to identify the bases of performance contract development) was the review of the existing reports. In addition, questionnaire and In Dept Interview were also used to get the primary data.

The data required to achieve the second objective of research (to investigate the drivers of self-motivation and ownership of employees when executing performance contract) was only primary data. The sources of data for that objective were the respondents who provided the needed information. The methods and tools used to collect primary data for the second objective were questionnaire as well as In Dept Interview

To achieve the third objective of research (to find out the strategies to improve the development, the execution and the evaluation of performance contracts) only primary data were used. Respondents provided the needed information as well as personal analysis of the researcher. The tools used to collect primary data for the third objective were questionnaire, in dept interview and the focus group discussion.

### **3.2. 1 Source of Data**

In this study, the needed data was gathered from both primary and secondary data sources. Because of the nature of this study, different sources of documentation were used.

#### **3.2.1.1 Primary data**

Primary data come straight from the people and are therefore the most direct kind of information that can be collected (Audrey, 1989). In this study, the primary data were obtained based on the questions asked to the employees from Rusatira, Tumba, and Karama Sectors.

#### **3.2.1 .2 Secondary data**

Secondary data are those data collected from documents. Secondary data were collected from the books, manual procedures of Huye District, Manual procedures of Rusatira, Tumba, and Karama Sectors, reports from different public Sectors organisations, internet and main library of the National University of Rwanda.

### 3.3 Study population

A population consists of all the possible observations of the random variable under study (Wegner, 2000). The targeted population for this study was all the employees of Huye District Sectors. Below, the total population for this study is shown in the table 3.2.

**Table3. 1: Size of the population**

<b>Name of Sectors</b>	<b>Actual number of employees</b>
GISHAMVU	10
HUYE	10
KARAMA	10
KIGOMA	10
KINAZI	10
MARABA	10
MBAZI	10
MUKURA	10
NGOMA	10
RUHASHYA	10
RUSATIRA	10
RWANIRO	10
SIMBI	10
TUMBA	10
<b>TOTAL</b>	<b>140</b>

Source: District of Huye report, 2010

### 3.4 Sample

Data are collected using a sample. Under this study, data was collected from all the employees of the three selected Sectors.

#### 3.4.1 Sampling criteria

- To be an employee of Huye District
- To have at least a work experience in public institutions of 1 year
- To be willing to provide information

### **3.4.2 Sample size and sampling techniques**

If sample is selected properly, the information collected about the sample can represent the entire population (William et al.; 1987).

Sample from different units of three Sectors (Rusatira, Tumba, Karama) from Huye District was applied using universal sampling techniques. The above sampling technique took all employees from each selected Sector.

Given that the number of Sectors of Huye District which equals 14. Each Sector office has 10 permanent employees  $N = 14 \text{ Sectors} * 10 \text{ employees} = 140 \text{ employees}$ .

The sample size for this study was 30 employees from three selected Sectors where all the employees were considered following the criterion of the performance contract evaluation (PCE) grade. As already pointed out, the best, medium, and the least performing Sector during the period from 2009 to 2012 was considered. Respectively, Rusatira, Tumba, and Karama Sectors were selected for this research to represent, the best, the medium and the least performing Sectors in Huye District. Although, the official launch of the implementation of the performance contract policy in Rwanda started in 2006, no data are available in the District of Huye Sectors during the period 2006 to 2008 (Sector Imihigo evaluation reports 2009-2012). The table 3.3 below shows the data available during the period of study.



**Table3. 2: Sector- wise performance evaluation scores during 2009-2010 to 2011-2012**

Serial no	Sector name	2009-2010		2010-2011		2011-2012	
		Score	Rank	Score	Rank	Score	Rank
1	Ngoma	78.6	1	69.2	8	94.15	4
2	Rusatira	74.46	2	77.2	3	93.92	3
3	Rwaniro	73.7	3	69.1	9	93.1	12
4	Kinazi	73.6	4	57.3	14	93	7
5	Huye	69.1	5	68.5	10	92.41	9
6	Tumba	68.2	6	80.6	1	91.5	8
7	Maraba	65.8	7	78.3	2	90.17	11
8	Mukura	64.7	8	74.9	5	87.73	10
9	Mbazi	63.25	9	76.2	4	85.29	6
10	Ruhashya	63.2	10	73.9	6	85.2	2
11	Gishamvu	62.9	11	72.9	7	83.4	5
12	Kigoma	60	12	65.5	13	80.95	1
13	Simbi	60	12	68	11	79.2	13
14	Karama	60	12	66.5	12	78.63	14

**Source:** District of Huye, Sector IMIHIGO Evaluation Report

The table 3.3 shows that the three selected Sectors (Rusatira, Tumba, Karama) have different evaluation scores and ranks during the period of study. In performance evaluation 2009-2010, Rusatira Sector scored 78.6% and was ranked first among the fourteen Sectors of the District of Huye. Tumba Sector scored 68.2% and was ranked sixth in performance evaluation 2009-2010 while Karama Sector scored 60% and was ranked twelfth during the same period of performance evaluation. In Sector performance evaluation of 2010-2011, Rusatira Sector scored 77.2% and was ranked third among the same number of Sectors as previously pointed out. Tumba Sector increased its score up to 80.6% and was ranked first while Karama Sector scored 66.5% and remained the twelfth among the fourteen Sectors. In Sector performance evaluation 2011-2012, Rusatira Sector increased its score up to 93.92% but remained in the same ranking position as for the previous year. Tumba Sector increased its score up to 91.5% but was ranked eighth while Karama Sector increased its score up to 78.63% but was the last among all the fourteen Sectors.

It is clear from the data presented in table 3.3 that Rusatira Sector was coming among the three first Sectors for the period considered. This has influenced the researcher to select Rusatira Sector to represent the group of the best performing Sectors. Similarly, Tumba Sector was also chosen to be part of this study because it is considered to represent the medium performing Sectors. Finally, Karama Sector was selected to represent the least

performing Sectors due to its generally low performing score during the period considered. The best, medium and the least performing Groups of Sectors were therefore represented by Rusatira, Tumba and Karama respectively. It is interesting to understand the challenges as well as opportunities experienced by the three groups of Sectors while implementing the performance contract policy.

### **3.5 Data collection instruments**

#### **3.5.1 In-Depth Interview (IDI)**

In –depth interview was used to get individual point of views about performance contract without being influenced by the opinions of other respondents. As the performance contracts are very sensitive to every employee, he /she needs to be free and open in responding to the questions.

#### **3.5.2 Focus group discussion (FGD)**

The purpose of focus group discussions is to get information about a particular topic or need by discussing with a group of people directly affected by the issue. By meeting this group of employees, they provided concentrated amounts of important data through participants own words, and on precise research interest. As stated by Miriam (2003), the interaction with focus group, added richness to the data that may be missed in individual interviews. They provided critical information in development of hypotheses or interpretation of quantitative data.

The design of focus group discussion followed homogeneity in terms of profession, work experience, and common interest. Such method yielded non quantifiable data which are however, very important to get a comprehensive understanding of the quantitative data (Tuff, 2009). In this respect, groups were designed following specific administrative units. In this study 5-7 persons were considered for focus group discussions to get sufficient information. The maximum time for discussion was 30 minutes. The researcher took summary of the discussion held with the focus groups.

#### **3.5.3 Questionnaire**

Data was collected using a standardized questionnaire. The questionnaire was used because it helped to obtain accurate and precise information from a survey and minimized the possibility of bias from inappropriate sampling. Questionnaire was edited and coded based on the pilot study information. Classification, tabulation, and re-examination of the questionnaire were carried out before the data collection to make sure that no important

information was missing. The questionnaire was circulated to specific employees at their workplace. Questionnaire comprised both closed and open-ended questions. This questionnaire captures both quantitative and qualitative data as explained below.

Quantitative data consisted of closed questions by using one type of structured questionnaire targeting the employees. It consisted of questions related to: (1) the bases of individual performance contract development, (2) the drivers of self-motivation and ownership of employees when executing the performance contract, (3) the level of fairness in terms of performance contract evaluation and (4) the strategies to improve the development, the execution and the evaluation of performance contracts.

Qualitative research method was conducted by using in-depth interview and focus group discussion with selected staff of Huye Sectors taking into consideration their units of working. The purpose of the first method will yield qualitative information related to employee satisfaction, promotion, job security, etc as result of the implementation of performance contract policy. Focus group discussion also provided views related to the challenges and ways to improve the implementation of the performance contract. In this study, employees from different units provided information. Each Sector has ten employees working in different units.

### **3.6 Data gathering procedures**

The first step started from the discussion between the researcher and the District authorities concerning the purpose of the study as well as the validation of the targeted Sectors.

Discussions were also focused on the availability of all existing records and reports related to the performance contract policy. Copies of those reports and records were provided to the researcher for secondary data extraction. Thereafter, visits were carried out to each of the three selected Sectors for further data collection. Discussions about the objective of the visit were also conducted between the researcher and the Sectors 'authorities as well as employees. Copies of the questionnaire were distributed and explained by the researcher to every employee. After a couple of days, the researcher went back to each of the three Sectors to collect the questionnaires and conduct focused group discussion. There was one informed consent form in English.

### **3.7 Pilot study and pre-test**

Under this study, the researcher performed two days of pre-test and pilot study for the questionnaire. The purpose of these two days pilot exercise was to introduce the researcher to the potential respondents. In addition, the questionnaire was tested and adjusted following the information gathered from the pre-test.

### **3.8 Data processing and editing**

Excel software and Statistical Package for Social Scientists (SPSS) were used for data processing. The data were organized to facilitate the researcher to gain needed information. Data entry was made in SPSS and significant tables and graphs were produced.

### **3.9 Data Analysis and Interpretation**

Both qualitative and quantitative data were analysed. Collected data were classified; compiled and analysed with Excel software and the appropriate statistical analysis package in this case SPSS (Statistical Package for Social Sciences) was used. Data were presented in tabular, graphics as well as numerical format using Excel and SPSS software tools. Data were analysed based on the responses.

### **3.10 Expected output from the study**

- Bases of individual performance contract development.
- Drivers of self-motivation and ownership of employees when executing the performance contract
- Level of fairness in terms of performance contract evaluation
- Strategies to improve the development, the execution and the evaluation of performance contracts

### **3.11 Ethical considerations**

The dignity of all respondents was respected. The case of performance contract is very sensitive in many ways. The researcher paid too much attention to it. In this respect, an authorized letter from Mayor of Huye District was obtained in order to interview the employees. All the respondent groups were fully briefed about this study, its importance and being free in responding.

### **3.12 Limitation during data collection and overcome those limitations**

Based on the nature of this study, respondents were met at work during work days and this interferes with the interview exercise. Other challenges met include: low availability of respondents of questionnaires, as well as focus group discussions and interviews. Taking into account the above challenges, the researcher ensured that appointments were scheduled before meeting the respondents. The researcher was very keen to respect the time and was flexible in case of delays by respondents.

## **CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION**

This chapter is devoted to analyse the data collected and interpret them to draw conclusions. It starts with historical overview of performance contracts in Rwanda, it describes the profile of Huye district as well as profile of Karama, Tumba and Rusatira Sectors. It further presents and analyses the results obtained from the survey conducted in the above mentioned sectors.

In this chapter, the main findings are discussed in the light of similar findings observed by other researchers if available, since this subject is quit new in scientific research field. In order to facilitate the interpretation of the results, major findings are presented using: mean percentages provided by the statistical analysis. As previously clarified in the methodology, the data gathered had two sources: (secondary data and primary data) .The data were captured and arranged using Microsoft Excel and were computed and analysed using the SPSS statistical package version 16.0. The presentation of results was guided by the study objectives.

### **4.1 Historical overview of performance contract in Rwanda**

The government of Rwanda has introduced in 2006 a number of measures to improve the performance of its different organizations operating in public sector and the performance contract is considered to be one of the most important. The performance contract policy involves a number of incentives including rewards to be attributed to the employee once he/she has achieved the specified results. Performance contract policy starts from the highest level, where it appears as a binding agreement between government agencies/institutions and the top authority of the country with the purpose to reach certain targets on socio-economic development (Rukundo, 2011).

Performance contract policy aims to improve efficiency and effectiveness in the management of the public agencies, institutions and other people, especially leaders, more competitive, effective, fairness, innovative, responsible, transparent and accountable. All this is expected to lead to results oriented implementation of national policies and programs, with the main focus on citizens' needs in their implementation of national programs. It also accelerates the socio-economic development agenda as contained in the country's Vision 2020 and the medium term plans (EDPRS). Imihigo 'is more and more becoming a culture in Rwanda based performance approach. Indeed, it has been adapted from a traditional Rwandan cultural practice to reflect changes in society. Imihigo helps to ensure a high quality of government programs and priorities. The modern "Imihigo" process linked the traditional Rwandan

practice with planning, monitoring and oversight. By 2010, government officials believed that the Imihigo process had resulted in improved service delivery in public institutions. Government reforms towards poverty reduction strategy (PRSP) required strong links in strategic planning, budgeting as well as performance evaluation (Bide, 2007).

Performance contracting in civil service enables government to monitor the implementation of commitments at every level of government. The concept of “Imigiho” as a development strategy has led to promising results by promoting a competitive spirit and creating focused and enthusiastic effort which are essential ingredients to sustainable development (Rukundo, 2011). The performance contract is measured against an agreed set of governance, economic and social indicators known as performance indicators. Each year performance contracts are signed between the president of Rwanda and local government institutions and line ministries. The performance contract shall determine the competence, rights and duties of either party in order to achieve the objectives of the public institution. There are three main elements based on when appraising an employee including (1) setting work standards; (2) assessing the employee’s actual performance relative to these standards and (3) providing feedback to the employee with aim of motivating that person to eliminate performance deficiencies or to continue to perform above (Arthur, 2000).

**Table4. 1: A panoramic view of the performance evaluations in Rwanda for the period of 2009-2010 and 2011 -2012**

Serial no	District name	Performance scores					
		2009-2010		2010-2011		2011-2012	
		Score	Rank	Score	Rank	Score	Rank
1	NYAMASHEKE	79.3	1	89.419	2	93.1	5
2	GICUMBI	78	2	76.662	27	85.7	25
3	NYAMAGABE	77.3	3	84.502	7	88.4	15
4	BUGESERA	74.3	4	84.632	6	94	3
5	KICUKIRO	73.5	5	86.262	3	95.5	1
6	KIREHE	72.4	6	85.927	5	87.2	20
7	NYAGATARE	71.2	7	81.24	15	90.1	13
8	BURERA	70.5	8	86.006	4	92.9	6
9	KARONGI	69.7	9	83.284	9	88.1	16
10	RULINDO	69.5	10	90.616	1	91.7	11
11	NGORORERO	68.8	11	81.839	14	87.3	19
12	RUTSIRO	67.8	12	82.684	10	82.3	30
13	MUSANZE	66.9	13	81.173	17	86	23
14	RUBAVU	66.8	14	80.328	21	85.9	24
15	NYANZA	66.6	15	80.912	18	86.1	22
16	RUSIZI	66.2	16	82.226	16	85.4	27
17	KAYONZA	65.8	17	79.623	23	87.4	18
18	MUHANGA	64.8	18	84.465	8	91	12
19	GAKENKE	64.4	19	71.221	30	88	17
20	KAMONYI	64.3	20	80.605	20	95.1	2
21	GASABO	64.2	21	82.396	12	83.2	29
22	HUYE	64.2	22	82.152	13	93.8	4
23	NYABIHU	63.6	23	75.371	28	86.4	21
24	GISAGARA	62	24	77.062	25	92.2	8
25	RUHANGO	60.5	25	82.563	11	90	14
26	NYARUGURU	59.2	26	79.3	24	85.6	26
27	NGOMA	58.5	27	80.912	19	92.8	7
28	NYARUGENGE	54.5	28	79.3	24	91.8	10
29	RWAMAGANA	52.6	29	80.175	22	83.8	28
30	GATSIBO	51.2	30	76.919	26	92	9

**Source:** MINALOC, District IMIHIGO evaluation reports for the years 2009-2011

It is visible from the table 4.1 that the ranking of Districts is significantly changing for the three years considered. The analysis of this data is made into four groups and these are the following: Group 1 represents Districts which has improved over time, Group 2 represents Districts which have declined overtime, Group 3 represents Districts which have not



significantly changed their ranking overtime and Group 4 represents Districts which have been ranked among the 5 best for the period considered.

Districts which have improved overtime were Gakenke, Kamonyi, Huye, Nyabihu, Gisagara, Ruhango, Ngoma, Nyarugenge and Gatsibo. In performance evaluation of 2009-2010, Gakenke District scored 64.4% and was ranked 19<sup>th</sup>. Kamonyi District scored 64.3% and was ranked 20<sup>th</sup>, Huye District scored 64.2% and was ranked 22<sup>nd</sup>, Nyabihu District scored 63.6% and was ranked 23<sup>rd</sup>, Gisagara District scored 62% and was ranked 24<sup>th</sup>, Ruhango District scored 60.5% and was ranked 25<sup>th</sup>, Ngoma District scored 58.5% and was ranked 27<sup>th</sup>, Nyarugenge scored 54.5% and was ranked 28<sup>th</sup> while Gatsibo District scored 51.2% and was ranked 30<sup>th</sup>. In performance evaluation of 2010-2011, Gakenke District has increased its scores up to 71% and was ranked the last. Kamonyi District was ranked the same as the previous year but has increased its scores up to 80.6%. Huye District has increased its scores up to 82% and was ranked 13<sup>th</sup>, Nyabihu District scored 75.3% and was ranked 28<sup>th</sup>, Gisagara has increased its scores up to 77% and was ranked 25<sup>th</sup>. Ruhango District has increased its scores up to 82.5% and was ranked 11<sup>th</sup>, Ngoma scored has increased its scores up to 80.9% and was ranked 19<sup>th</sup>. Nyarugenge District scored 79.3% and was ranked 24<sup>th</sup> while Gatsibo District scored 76.9% and was ranked 26<sup>th</sup>. In performance evaluation of 2011-2012, Gakenke District scored 88% and was ranked 17<sup>th</sup>, Kamonyi District scored 95% and was ranked 2<sup>nd</sup>, Huye District scored 93.8% and was 4<sup>th</sup>, Nyabihu District scored 86.4% and was ranked 21<sup>th</sup> Gisagara District scored 92.2% and was ranked 8<sup>th</sup>, Ruhango District scored 90% and was ranked 14<sup>th</sup>, Ngoma District scored 92.8% and was ranked 7<sup>th</sup>, Nyarugenge District scored 91.8% and was ranked 10<sup>th</sup> while Gatsibo District scored 92% and was ranked 9<sup>th</sup>.

It is clear from the data (table 4.1) that these Districts have significantly improved their performance during the considered periods. Districts like Kamonyi, Huye, Ngoma, Gisagara, Gatsibo and Nyarugenge ranked among the 10 best performers in performance evaluation of 2011-2012. Indeed, Kamonyi District which was ranked 20<sup>th</sup> in performance evaluation of 2009-2010 shifted to the 2<sup>nd</sup> in performance evaluation of 2011-2012, Huye District which was ranked 22<sup>nd</sup> in performance evaluation of 2009-2010 was ranked 4<sup>th</sup> in performance evaluation of 2011-2012, Ngoma District which was ranked 27<sup>th</sup> in performance evaluation of 2009-2010, shifted to 7<sup>th</sup> in performance evaluation of 2011-2012, Gisagara District which was ranked 24<sup>th</sup> in performance evaluation of 2009-2010, was ranked 8<sup>th</sup> in performance evaluation of 2011-2012, Gatsibo District which was the last among the 30 Districts ranked 9<sup>th</sup> in performance evaluation of 2011-2012 while Nyarugenge District which was ranked

28<sup>th</sup> in performance evaluation of 2009-2010, was ranked 10<sup>th</sup> in performance evaluation of 2011-2012.

Districts which have declined overtime during the considered periods were Gicumbi, Nyamagabe, Kirehe, Nyagatare, Karongi, Ngororero, Rutsiro, Musanze, Rubavu, Nyanza, Rusizi, Muhanga and Gasabo. In performance evaluation of 2009-2010, Gicumbi District scored 78% and was ranked 2<sup>nd</sup>, Nyamagabe District scored 77.3% and was ranked 3<sup>rd</sup>, Kirehe District scored 72.4% and was ranked 6<sup>th</sup>, Nyagatare District scored 71.2% and was ranked 7<sup>th</sup>, Karongi District scored 69.7% and was ranked 9<sup>th</sup>, Ngororero District scored 68.8 and was ranked 11<sup>th</sup>, Rutsiro District scored 67.8% and was ranked 12<sup>th</sup>, Musanze District scored 66.9% and was ranked 13<sup>th</sup>, Rubavu District scored 66.8% and was ranked 14<sup>th</sup>, Nyanza District scored 66.6% and was ranked 15<sup>th</sup>, Rusizi District scored 66.2% and was ranked 16<sup>th</sup>, Muhanga District scored 64.8% and was ranked 18<sup>th</sup> while Gasabo District scored 66.2% and was ranked 21<sup>st</sup>. In performance evaluation of 2010-2011, Gicumbi District reduced its scores up to 76.6% and was ranked 27<sup>th</sup>, Nyamagabe District scored 84.5% and was ranked 7<sup>th</sup>, Kirehe District scored 85.9% and was ranked 5<sup>th</sup>, Nyagatare District scored 81.2% and was ranked 15<sup>th</sup>, Karongi District scored 83.2% and was ranked the same as the previous year of performance evaluation. Ngororero District scored 81.8% and was ranked 14<sup>th</sup>, Rutsiro District scored 82.6% and was ranked 10<sup>th</sup>, Musanze District scored 81% and was ranked 17<sup>th</sup>, Rubavu District scored 80% and was ranked 21<sup>st</sup>, Nyanza District scored 80.9% and was ranked 18<sup>th</sup>, Rusizi District scored 82% and was ranked 16<sup>th</sup>, Muhanga District scored 84.4% and was ranked 8<sup>th</sup> while Gasabo District scored 82% and was ranked 12<sup>th</sup>. In performance evaluation of 2011-2012, Gicumbi District scored 85.7% and was ranked 25<sup>th</sup>, Nyamagabe District scored 88.4% and was ranked 15<sup>th</sup>, Kirehe District scored 87.2% and was ranked 20<sup>th</sup>, Nyagatare District scored 90% and was ranked 13<sup>th</sup>, Karongi District scored 88.9% and was ranked 16<sup>th</sup>, Ngororero District scored 87.3% and was ranked 19<sup>th</sup>, Rutsiro District scored 82.3% and was ranked the 30<sup>th</sup>, Musanze District scored 86% and was ranked 23<sup>rd</sup>, Rubavu District scored 85.9% and was ranked 24<sup>th</sup>, Nyanza District scored 86% and was ranked 22<sup>nd</sup>, Rusizi District scored 85.4% and was ranked 27<sup>th</sup>, Muhanga District scored 91% and was ranked 12<sup>th</sup> while Gasabo District scored 83.2% and was ranked 29<sup>th</sup>. In order to understand fully the real causes of the overtime decline in performance, similar investigations should be undertaken. However, one may draw assumptions based on the results of the present investigation. The possible reasons of the performance of these Districts to decline overtime may be associated to a number of reasons as outlined below.

The lack of regular monitoring by the district's authorities and ownership and confidence from employees. This was extracted from the observation from Karama Sector which was the least performing. As already outlined, this assumption needs to be tested in other Districts which may be operating in different environment.

It is visible from the data (Table 4.1) that there were Districts which have declined more than others. These include Gicumbi District which was ranked 2<sup>nd</sup> in performance evaluation of 2009-2010 has declined to rank 25<sup>th</sup> in the performance evaluation of 2011-2012, Kirehe District which was ranked 6<sup>th</sup> in performance evaluation of 2009-2010 and was ranked 20<sup>th</sup> in performance evaluation of 2011-2012 and Rutsiro District which was ranked 12<sup>th</sup> in the performance evaluation of 2009-2010 and was ranked the last in the performance evaluation of 2011-2012. These Districts would have faced the same reasons but to a more serious level to cause so marked decline as already pointed out for the Districts which have declined overtime.

Districts which have not significantly changed their ranking overtime were Kayonza, Nyaruguru and Rwamagana. The performance evaluation of 2009-2010, has indicated that Kayonza District scored 65.8% and was ranked 17<sup>th</sup>. In performance evaluation of 2010-2011, the same District scored 79.6% and was ranked 23<sup>rd</sup> while in performance evaluation of 2011-2012 it scored 87.4% and was ranked 18<sup>th</sup>. Nyaruguru District scored 59.2% and was ranked 26<sup>th</sup> in performance evaluation of 2009-2010, it scored 79.3% and was ranked 24<sup>th</sup> for the performance evaluation of 2010-2011 and scored 85.6% and was ranked the same as in performance evaluation of 2009-2010. For these Districts, factors influencing the decline or the improvement may have been unchanged during the considered period.

Districts which have been ranked among the 5 best for the period considered were Nyamasheke, Bugesera, Kicukiro, Burera and Rulindo. For the performance evaluation of 2009-2010, Nyamasheke District scored 79.3% and was ranked 1<sup>st</sup>. It scored 89.4% and was ranked 2<sup>nd</sup> in performance evaluation of 2010-2011 while for the performance evaluation of 2011-2012 it scored 93% and was ranked 5<sup>th</sup>. Bugesera District scored 74.3% and was ranked 4<sup>th</sup> in performance evaluation of 2009-2010. It scored 84.6% and was ranked 6<sup>th</sup> in performance evaluation of 2010-2011 while it scored 94% and was ranked 3<sup>rd</sup> in performance evaluation of 2011-2012. Kicukiro District scored 73.5% and was ranked 5<sup>th</sup> in performance evaluation of 2009-2010. It scored 86% and was ranked 3<sup>rd</sup> in performance evaluation of 2010-2011 while in performance evaluation of 2011-2012 it scored 95.5% and was ranked

1<sup>st</sup>. Burera District scored 70.5% and was ranked 8<sup>th</sup> in performance evaluation of 2009-2010. It scored 86% and was ranked 4<sup>th</sup> in performance evaluation of 2010-2011 and it scored 92.9% and was ranked 6<sup>th</sup> in performance evaluation of 2011-2012. Rulindo District scored 69.5% and was ranked 10<sup>th</sup> in performance evaluation of 2009-2010. It scored 90.6% and was ranked 1<sup>st</sup> in performance evaluation of 2010-2011 while in performance evaluation of 2011-2012, it scored 91.7% and was ranked 11<sup>th</sup>. Every year, the three best Districts are rewarded and in performance evaluation of 2011-2012, Kicukiro and Bugesera District were among them.

#### 4.2 Study site

This section shows the administrative map of the District of Huye, it gives profiles of the three selected Sectors (Karama, Tumba, Rusatira) and it describes the working units of those Sectors.



Figure 4. 1: Huye Administrative map, National Institute of Statistics of Rwanda, 2010

##### 4.2.1 Profile of Huye District

Huye District is one of the eight districts that make up Rwanda's Southern Province. It has a total surface area of 581.5 square Kilometers. Huye District has fourteen Sectors and it is

home to the former National University of Rwanda (NUR), the oldest University in the country which has been a centre of excellency for very many nationals and foreign students alike.

#### **4.2.2 Profile of Karama Sector**

Karama Sector is one of the fourteen Sectors located in Huye District in Southern Province. This Sector is boarded with six Sectors: Huye, Gishamvu, and Maraba from Huye District and Rusenge, Kibeho, and Munini from Nyaruguru District. Karama Sector has a total surface area of 57 square Kilometers and is made up of five cells: Gahororo, Muhembe, Bunazi, Buhoro, and Kibingo.

#### **4.2.3 Profile of Tumba Sector**

Tumba Sector is one of the fourteen Sectors located in Huye District in Southern Province. This Sector is located nearly at a distance of two kilometres from Butare town centre and close to the former National University of Rwanda (NUR) about one kilometre. Tumba Sector is made up of four cells: Gitwa, Rango, Cyarwa, and Mpare.

#### **4.2.4 Profile of Rusatira Sector**

Rusatira Sector is one of the fourteen Sectors located in Huye District in Southern Province. Rusatira Sector has a total surface area of 51.5 square Kilometers and it is made up of six cells: Gafumba, Kimuna, Mugogwe, Kiruhura, Kimirehe, and Buhimba. Rusatira Sector is boarded with Nyanza District in North, Gisagara District in Southern –East, Ruhashya Sector in Southern- West, and Rwaniro Sector in West.

#### **4.2.5 Sector working units**

In the three selected Sectors, there were ten employees working in each Sector. There were: executive Secretary of the sector, Secretary and Customer Care, Local Revenue Collections Officer, Governance, Civil Status and Notary Officer, Health and Social Protection Officer, Education Officer, Land Management, Infrastructure and Rural Settlement Officer, Cooperatives and Business Promotion Officer, Agronomist and lastly Veterinary. These employees have different responsibilities in the Sector according to his/her working position. The Executive Secretary is the one who is leading the whole Sector. All other employees are reporting to him/her. For more details on this, refer to the appendix III.

### 4.3 Primary data analysis

This section deals with respondents' characteristics and analysis of data. More specifically, Bar graphs and tables were used to present the analysis.

#### 4.3.1 General profile of the respondents

The general profile of the respondents presents the results from the respondents based on their gender and work experience in public Sectors.

##### 4.3.1.1 Gender distribution

Gender is a very important aspect to be taken into account in such a study because gender promotion is one of the pillars of the society development in general and Rwanda in particular. Based on 30 employee- respondents of the three selected Sectors, figure 4.2 shows the distribution of the respondents by gender. Tumba Sector was dominated by female (70%) compared to Rusatira (30%) and Karama (20%).

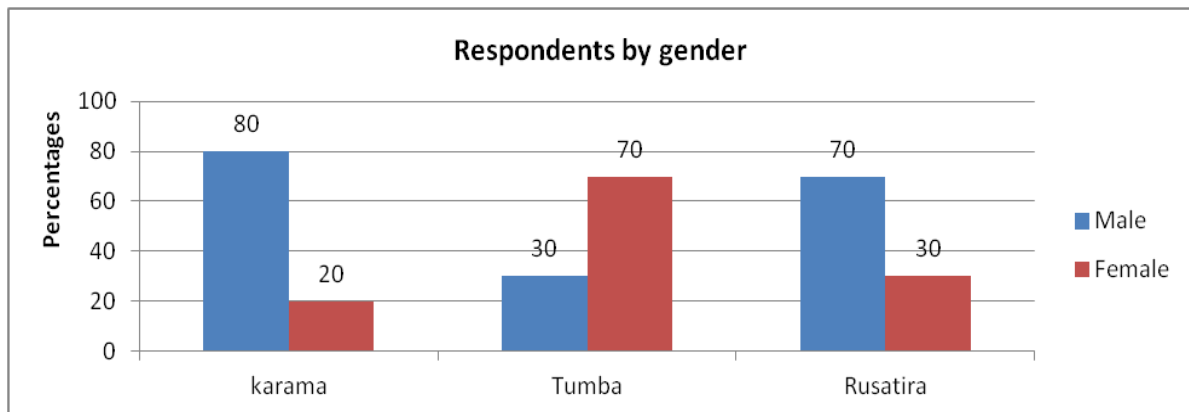


Figure 4. 2: Distribution of respondents by gender

Source: Primary data

The reason to this situation may be attributed to the localisation of Tumba Sector. Indeed, Tumba Sector is located in Huye Town while Rusatira and Karama are located in the rural area. In Huye town, there exist more opportunities for females to push their education level to a point to compete with males on jobs. Based on these findings and the secondary data (Appendix III), it is clear that the gender composition has no effect in terms of general performance of the Sector. If the dominance in female was a factor of best performance, Tumba Sector would have come always among the best performers or if the dominance in female was a factor of poor performance, then Tumba Sector would have been classified among the least performers, which is not the case. In addition, Karama and Rusatira Sectors

which have a low female percentage ( $\leq 30\%$ ) have performed differently during the period of study. Rusatira Sector has always performed better than Karama.

#### 4.3.1.2 Effect of employee’s work experience on work performance.

Employee working experience is considered to be one of the most important criteria to look for when recruiting. The figure 4.3 shows the working experience from the respondents.

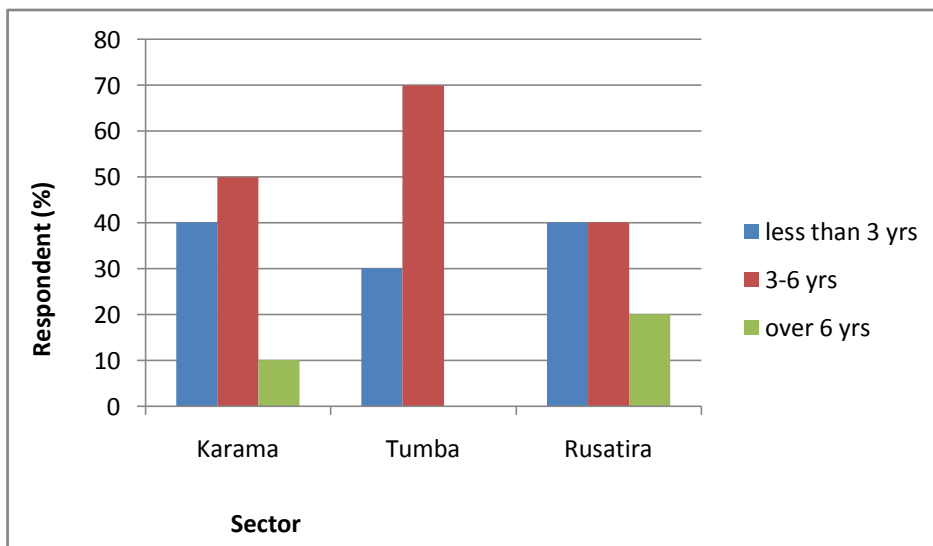


Figure 4. 3: Mean percentage of employee’s experience observed in the three Sectors.

**Source:** Primary data

As shown in the figure 4.3, no respondent from Tumba Sector has been working for more than 6 years. This is due to the relatively high turnover of employees due to the high job opportunity available in Huye Town. Rusatira Sector had the highest mean percentage of employees who have a work experience of more than 6 years. Based on these results, the work experience could be considered as one of the most important factors influencing work performance. Indeed, Rusatira Sector was generally classified among the best performers.

#### 4.3.2 Performance contract development, implementation, evaluation and improvement.

This section deals with the respondents ‘perspectives in terms of the bases of drafting individual performance contract, implementation, evaluation and improvement of the performance contract. Respondents have expressed their views on the actual bases on which the drafting of the performance contract was developed.

#### 4.3.2.1 Bases of the drafting of employee’s individual performance contracts.

In all public institutions of Rwanda, the development of employee’s individual performance contracts takes into consideration many aspects, including: Sector action plan, the District action plan and/or both action plans. The figure 4.4 shows the feelings of employee respondents from the three Sectors of study with regards to this aspect.

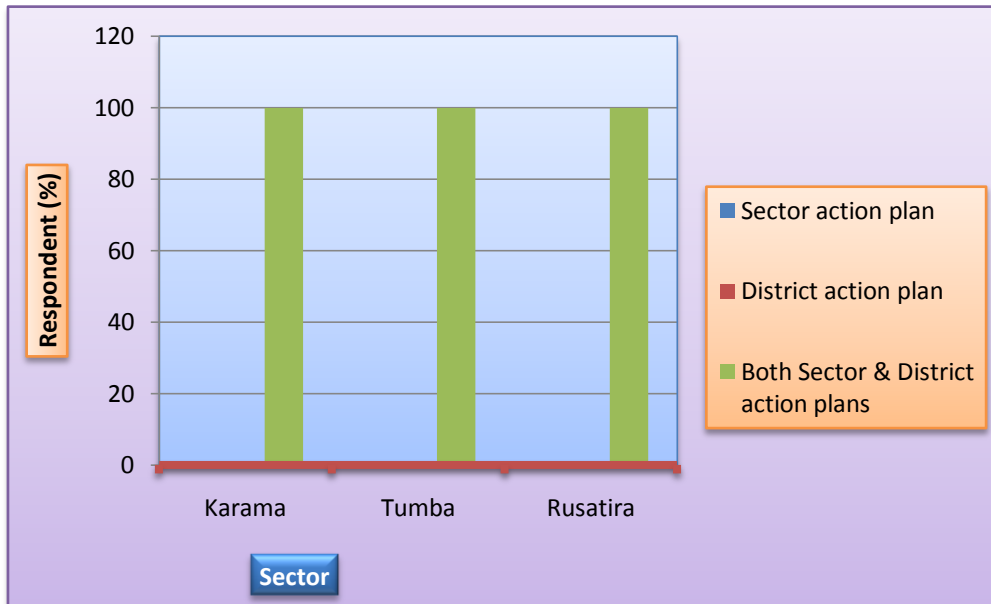


Figure 4. 4: Bases of developing individual performance contract

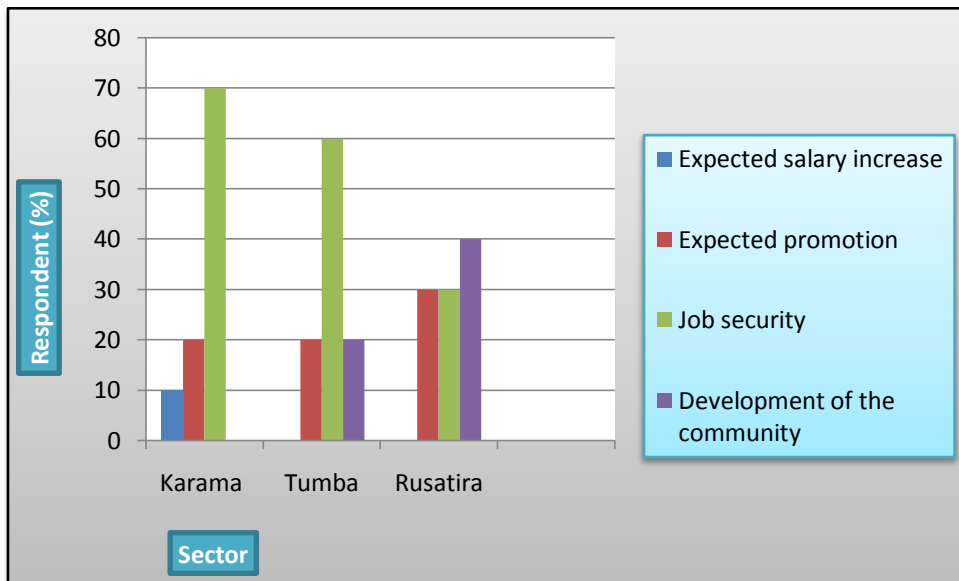
Source: Primary data

The findings show that the drafting of individual performance contract is based on both Sector and District action plans. This is represented by 100% of the respondents from the three Sectors as shown in the figure 4.4 above. It is clear that the development of individual performance contract is well done because both Sector and District action plans are considered.

#### 4.3.2.2 Motivation of employees to achieve their targets.

Motivation of employees is a very important aspect to be considered because it encourages employees to perform well at their workplace and achieve their targets. In this line, with employee-respondents from Karama, Tumba, and Rusatira Sectors have expressed the most important motivation drivers which push them to work hard and achieve their targets.





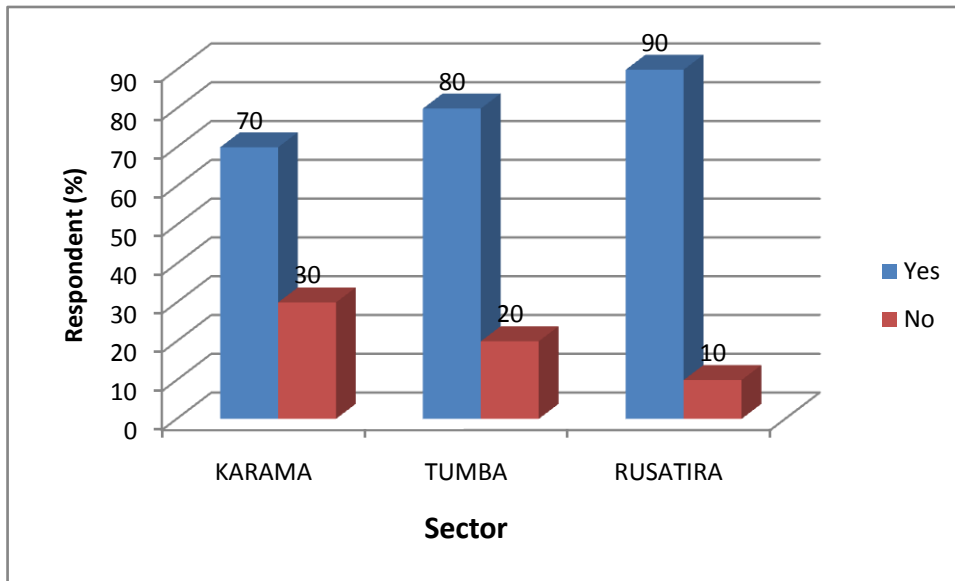
**Figure 4. 5: Motivation drivers for Employee-respondents to perform their contracts**

**Source:** Primary data

As shown in the figure 4.5 above, most of the employees in the three Sectors are motivated to work hard in order to secure their jobs. For the present case, the motivation connected with job security followed the trend: Karama (70%) > Tumba (60%) > Rusatira (30%). Only in Karama Sector, some employees (10%) were motivated by salary increase expectation. Rusatira Sector which has generally performed among the best for the period of study has shown that employees were mostly motivated by the willingness to contribute to the development of the Sector in particular and the District in general. This driver would have greatly influenced the success of the entire Sector employee’s team to perform better compared to the two other Sectors (Karama and Tumba). On the other hand, the general low performance recorded from Karama Sector connected with the lack of ownership and confidence from employees. This was demonstrated by the fear to lose jobs. In actual sense, employees from Karama spent more time thinking about securing their jobs than thinking about how to better deliver services. This was confirmed by the findings presented in the figure 4.5 where the highest percentage (70%) of employee-respondents from Karama was motivated to achieve their targets for securing their jobs.

### 4.3.2.3 Effect of the performance contract policy on improving employee's performance

It is expected that the performance contract policy would make public institutions and other people more competitive, more efficient, innovative, responsible, transparent and accountable. As demonstrated in the Figure 4.6, the introduction of the performance contract policy has greatly positively affected the performance of employees.



**Figure 4. 6: Influence of the performance contract policy on the employee's work performance**  
**Source:** Primary data

As presented in the figure 4.6, most of the respondents from the three Sectors agreed that the introduction of the performance contract policy has improved their performance. This was demonstrated by 90%, 80% and 70% of employee-respondents from Rusatira, Tumba and Karama Sectors respectively. Again, Rusatira Sector which has generally performed better than other Sectors had the highest mean percentage (90%) of employees confirming that the performance contract policy has significantly improved the performance of employees. The findings show that Karama Sector had the highest mean percentage (30%) of employees which are not motivated by the performance contract policy. Further, it can be noticed; Tumba and Rusatira Sectors had only 20% and 10% of employee-respondents who were not affected by the performance contract policy respectively. It is clear that the performance contract policy had good effect on the employee's work performance. Thus, it is evident that the introduction of the performance contract policy has a positive effect in terms of employees' ownership, responsibility, accountability and innovation and Rusatira Sector was coming on the top.

#### 4.3.2.4 Level of fairness in performance contract evaluation

From the policy point of view, one of the objectives of the introduction of the performance contract was to improve the fairness of the evaluation of work done by employees (Bide, 2007). With that background, this research has also focussed on investigating the level of fairness in performance contract evaluation for the concerned three Sectors, in order to link the satisfaction of employees with the overall general performance of the concerned Sectors. The present results are indicative that the level of fairness in performance contract evaluation followed the trend: Rusatira>Tumba=Karama (Table 4.1). Indeed, the results from Rusatira Sector have shown the following trend: very good (50%) >good (20 %) = moderate (20 %)> excellent (10%) and > bad (0 %). The results from Tumba Sector have shown the following trend: very good (40%)> moderate (30%) > good (20%) > excellent (10%) and >bad (0%) and finally the results from Karama Sector showed the following trend: very good (40%)> good (30%) > moderate (20%) > excellent (10%) and >bad (0%).

The analysis of the above mentioned results demonstrates that the introduction of the performance contract policy has resulted into a good employees' work evaluation. As reported by Bide (2007) and Rukundo (2011), performance contract policy aims to improve efficiency and effectiveness in public institutions in terms of fairness, innovation, responsibility, transparency and accountability. The presented results confirm that the introduction of the performance contract policy can improve the evaluation of the fairness of employee's evaluation.

**Table 4. 2: Level of fairness in performance contract evaluation**

Level of fairness	Karama		Tumba		Rusatira	
	value	%	Value	%	value	%
Excellent	1	10	1	10	1	10
Very good	4	40	4	40	5	50
Good	3	30	2	20	2	20
Moderate	2	20	3	30	2	20
Bad	0	0	0	0	0	0
Total	10	100	10	100	10	100

**Source:** Primary data

#### 4.3. 2.5 Employee performance evaluation grades for three years (2009-2010 to 2011-2012)

For a better understanding of the performance contract evaluation of the three Sectors from the District of Huye, investigation on the individual performance evaluation for all employees from the three Sectors was also conducted. As presented below, the tables 4.2, 4.3, and 4.4 display the performance contract evaluation of individual employees in the three Sectors. Only 6 employees in each Sector were evaluated for the period 2009-2010. Respectively, 8, 10 and 8 employees from Karama, Tumba, and Rusatira Sectors were evaluated for the period 2010-2011. For the period 2011-2012, 10 employees for each Sector were evaluated. The results were analysed and presented in percentages as shown in tables 4.3, 4.4 and 4.5.

**Table 4. 3: Employee performance evaluation of 2009-2010 from Karama, Tumba and Rusatira Sectors**

	<b>Karama (%)</b>	<b>Tumba (%)</b>	<b>Rusatira (%)</b>
70%-80%	66.6	16.6	33.3
80%-90%	33.3	83.3	50
90%-100%	0	0	16.6
<b>TOTAL</b>	100	100	100

**Source:** Primary data

The results presented in the table 4.2 show that employee-respondents from Karama sector had the highest percentage (66.6%) graded between 70% and 80% Employee-respondents from Tumba and Rusatira sectors were graded 16.6% and 33.3% respectively in this range. Most of the employees from Tumba sector were graded between 80% and 90% (83.3%). Respectively, employee-respondents from Karama and Rusatira sectors were graded 33.3% and 50% in the same evaluation range. No Employee-respondent from Karama and Tumba sectors was graded between 90% and 100% while 16.6% of the employee-respondents from Rusatira sector were evaluated in that range.

**Table 4. 4: Employee performance evaluation of 2010-2011 from Karama, Tumba and Rusatira Sectors**

	<b>Karama (%)</b>	<b>Tumba (%)</b>	<b>Rusatira (%)</b>
70%-80%	50	20	12.5
80%-90%	50	70	75
90%-100%	0	10	12.5
<b>TOTAL</b>	100	100	100

**Source:** Primary data

As presented in the table 4.3, Karama sector has the highest percentage (50%) of employee-respondents graded between 70% and 80%. 20% and 12.5% of employee -respondents were respectively graded from Tumba and Rusatira sectors in that range. Majority of employee-respondents from Karama, Tumba and Rusatira Sectors represented by 50%, 70% and 75% of the total employees were respectively graded between 80% and 90%. No employee-respondent from Karama sector was graded between 90% and 100%. Tumba and Rusatira sectors were respectively graded 10% and 12.5% in that range.

**Table 4. 5: Employee performance evaluation of 2011-2012 from Karama, Tumba and Rusatira Sectors**

	<b>Karama (%)</b>	<b>Tumba (%)</b>	<b>Rusatira (%)</b>
70%-80%	50	10	10
80%-90%	50	60	50
90%-100%	0	30	40
<b>TOTAL</b>	100	100	100

**Source:** Primary data

The findings presented in the table 4.4 show that most of the employee-respondents (50%) from Karama sector were graded between 70% and 80%. Only 10% of the employee-respondents from Tumba and Rusatira sectors were graded in the same range. Rusatira sector has the highest percentage (40%) graded between 90% and 100% while Tumba sector's employee-respondents were graded 30%. No employee-respondents from Karama sector were graded in that range.

The results for the period 2009-2010 show that Karama Sector had more employees (66.6%) graded between 70% and 80% than other two Sectors. Most of the employees from the three Sectors were graded from 80% to 90% and Tumba Sector had the highest percentage (83.3%) of employees graded in that range. Among the three Sectors, only Rusatira had one employee who has scored more than 90%. For the period 2010-2011 (table 4.3), the findings show that only 26 employees from the three Sectors were evaluated. Karama Sector had the highest percentage (50%) of employees graded between 70% and 80% while Rusatira Sector had the least percentage (12.5%) of employees graded in the above range. In addition, Tumba and Rusatira Sectors had one employee each graded between 90% and 100%.

The results of the performance evaluation for the period 2011-2012, show that 100% (30 employees) from the three Sectors were all evaluated. In the present case, Karama Sector had more employees compared to other two graded between 70% and 80%. The analysis of the results presented in Table 4.4 shows that more than 50% of employees from the three Sectors were graded between 80% and 90% spear-headed by Tumba Sector. As it was the case for the two previous years, Rusatira Sector had more employees graded between 90% and 100% than the other two Sectors.

Considering the above findings it is clear that Karama Sector employees were the least graded for the three years period among the three Sectors. This was proved by the employee-respondents grades allocated during the investigated period where in each year of performance evaluation, the majority falls under the least grading range (70%-80%).

Obviously, the employees from Rusatira Sector had the best performance compared to the employees from other two Sectors for the whole period investigated. Indeed, this was in line with the Sectors general performance as recorded from the District reports which showed that Rusatira Sector has always performed among the best for the period considered. Indeed, Rusatira Sector authorities are motivating its employees in terms of work facilitation, regular performance monitoring, employees who in return were proud to contribute to the development of the Sector. Having achievable targets, knowledgeable employees, transparency and fair employee's evaluation have been other important factors contributing to the overall good performance of the sector. In addition, Rusatira Sector is located very close of the main road Huye-Kigali and some industries and cooperatives are operating in that Sector which would have played a big role in the overall success of that Sector.

These findings demonstrate that the individual performance was in harmony with the Sector's performance where for employees of Karama Sector, in each year of performance evaluation, the majority falls under the least grading range (70%-80%) while more employees from Rusatira Sector graded between 90% and 100% than the other two Sectors. Apart from Rusatira Sector, Karama and Tumba Sectors general performance evaluation as shown from the District records was generally following the same trend as the individual performance evaluation highlighted by the present investigation. The employee-respondents from Tumba Sector were mostly motivated by securing their jobs. Indeed, this Sector is located close to Huye town and Huye Campus and employees would have benefited from the infrastructure and resources available from the City. It is also expected that the proximity to the University of Rwanda-Huye Campus may have contributed to increase the skills of some Tumba employees who are attending some course programs at that University.

As reported by Arthur (2000) and Bide (2007), one of the best strategies to improve performance of institutions was to motivate employees to better perform their duties. The above findings are therefore in line with other scientists such as Solomon et al. (2012) who have worked on similar study. According to the same mentioned authors, performance contract of the institution shall be in close relationship with the individual performance contract. In such a case, every employee is motivated to perform his/her specific tasks for the achievement of the general targets of the entire institution.

#### **4.3.2.6 Performance contract development / drafting**

The development of performance contracts from the highest level to employee level is generally developed to achieve the targets of the institution. It is therefore important to investigate the way the performance contracts are drafted and the level of involvement of stakeholders in such an assignment. The findings in the Table 4.5 below provide information related to the methods used to draft the individual performance contract and the way to improve it.

**Table 4. 6: Performance contract development improvement**

	<b>Karama (%)</b>	<b>Tumba (%)</b>	<b>Rusatira (%)</b>
done by only employer	0	0	0
done by only employees	20	10	0
done by both employer and employee	80	90	100
<b>TOTAL</b>	100	100	100

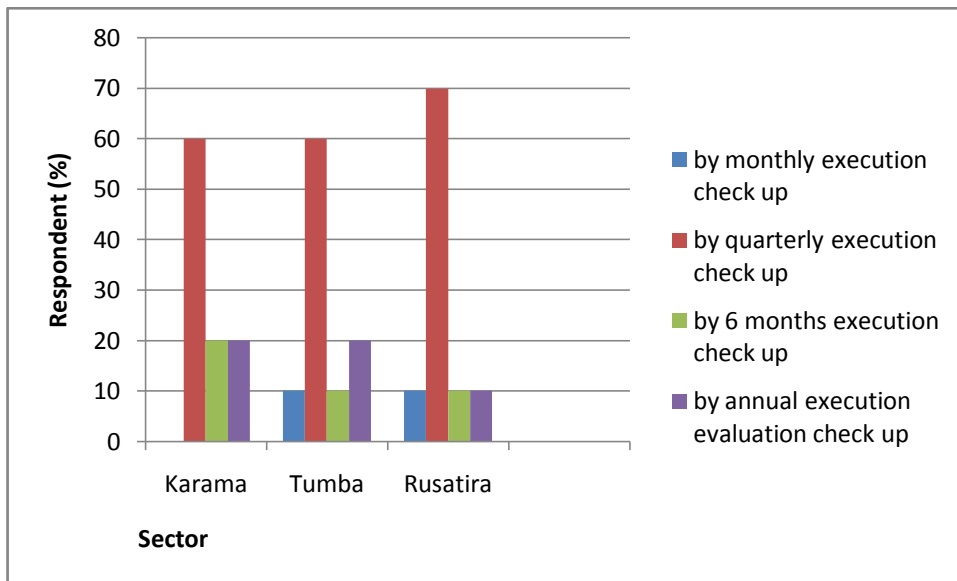
**Source:** Primary data

As shown in Table 4.5 majority of the employees from Karama, Tumba and Rusatira Sectors represented by 80%, 90% and 100% of the total employees respectively propose that the individual performance contract would be preferably developed by the employer in collaboration with the employees. According to them, this opportunity to participate to the development of their own contract (as provided by the Law) would motivate them to achieve the targets and would enhance the ownership. However, few employees (20%, 10 %) from Karama and Tumba Sectors think that the performance contract development may be improved when done by only employees. All employees from Rusatira Sector have supported the idea of joint participation of employer and employees to the development of the individual performance contract. In connection to this, researchers including Greiling (2006) have proposed that, employees should be directly or indirectly involved in the development of a good contract to allow them getting motivated by the value given to them from their authorities.

#### **4.3.2.7 Performance contract execution improvement**

The present study has also given a great attention to the factors and drivers which would influence a better execution of the performance contract. Figure 4.7 exhibits the feelings of employees displayed in relation to frequency of performance contract execution progress.





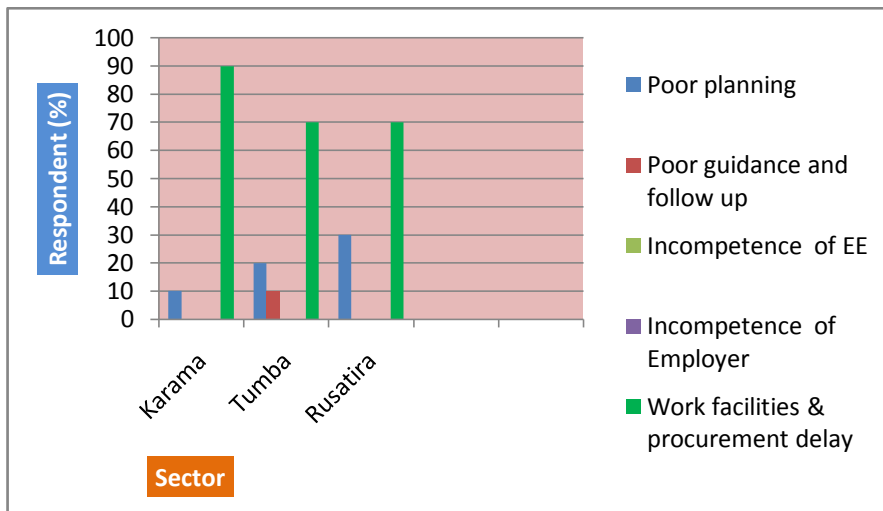
**Figure 4. 7: Frequency of performance contract execution progress check up.**

**Source:** Primary data

According to the results presented in the figure 4.7, more than 60% of the respondents of all the three Sectors have expressed the proposition to assess the performance contract execution every three months. The analysis of the results has shown very low percentage of employees who prefer a shorter and/or a longer period of execution assessment. For instance, 20% of the respondents from Karama and Tumba Sectors prefer to be assessed annually while 10% of employees from Rusatira Sector would like to be assessed monthly, after six months and annually. As proposed by other researchers including Salomon and Nicholas (2012), a regular assessment for the employees is very important for the best of employee in particular and for institution in general.

#### **4.3.2.8 Factors influencing poor performance execution of employees**

The factors which may influence the poor performance of employees from the three investigated Sectors are also important to understand in order to achieve the objectives of the present study. In this line, employees were asked to express themselves with regards to the most limiting factors for the good achievement of their targets as displayed in figure 4.8 below.



**Figure 4. 8: Factors influencing employee's poor performance**

**Source:** Primary data

The results presented in the figure 4.8 show that from the three Sectors most of employees are poorly performing due to the delay of procurement procedures and shortage of work facilities. The discussion held with the employees has clearly demonstrated that the procurement procedures are taking so long and this has a negative impact on supplying facilities to employees in order to perform their duties on time. This was confirmed by most of the employee-respondents from the three Sectors and it seems to be the most limiting factor to a good performance contract execution. In addition, some Sector's top leaders (Executive Secretaries) have mentioned that, the planning may not be properly followed due to lack of required resources in the quantities they needed. Employees from Karama Sector are particularly facing the big challenge of facilities shortage. On the other hand, employees from Rusatira Sector have enough work facilities to perform their jobs and this situation may have greatly contributed to the general success of the Sector of Rusatira as it has been often shown in this study. The relatively good performance by the Tumba Sector would be related to its location. Indeed, The Tumba Sector is located in the growing Huye City as well as the former National University of Rwanda and could have benefited from the infrastructure and resources available from the City. Although, Rusatira Sector is located in rural area, the proximity of the main road Huye-Kigali as confirmed by the Rusatira Sector employee-respondents would have played a big role in the overall success of that Sector. In addition, some industries and cooperatives are operating in that Sector such as Rusatira cassava processing plant, COPROTRABA and UBUMWE which are producing and processing banana fruits.

#### 4.3.2.9 Employee performance contract evaluation improvement

The present study was also taking into consideration how the performance contract evaluation must have been improved. Table 4.6 displayed below shows the feelings of the employees from the three Sectors.

**Table 4. 7: Employee performance contract evaluation improvement**

	<b>Karama (%)</b>	<b>Tumba (%)</b>	<b>Rusatira (%)</b>
when done by line managers	20	10	10
when done by an internal evaluation committee	60	90	40
when done by external evaluators	20	0	50
<b>TOTAL</b>	100	100	100

**Source:** Primary data

The findings presented in the table 4.6 shows that most of the employees from the three Sectors proposed to be evaluated by an internal evaluation committee. 20% of employees from Karama Sector preferred to be evaluated by externals while no employee from Tumba Sector proposed that. Rusatira Sector had the highest percentage (50%) of employees who would like to be evaluated by external evaluators.

Considering the above findings it is clear that some employees would prefer to be evaluated by external evaluators. In line with our study, employees from Rusatira Sector would like to be evaluated by external evaluators because as previously pointed out many of them have experienced in the Sector for more than six years. In this case, they prefer to be evaluated by externals who don't know them and who cannot be influenced by considering only activities done compared to the signed targets. Some other researchers including Rukundo (2011) and Arthur (2000) proposed that employee performance evaluation shows how he/she is performing at the workplace and is done after a certain period of time based on three main elements including (1) setting work standards; (2) assessing the employee's actual performance relative to these standards and (3) providing feedback to the employee with aim of motivating that person to eliminate performance deficiencies or to continue to perform above.

### **Study objectives achievement**

Based on the above results, it is assumed that the objectives of this study were achieved. Indeed, as highlighted below, each of the four objectives is linked with specific findings. The first objective (to identify the bases of individual performance contract development) was achieved because it was found that the drafting of individual performance contract was based on both Sector and District action plans. The second objective (to investigate the drivers of self-motivation and ownership of employees when executing the performance contract) was approved by the discrepancy observed within the best performer (Rusatira), the medium performer (Tumba) and the least performer (Karama) and this was related to many factors such as motivation of workers, employees who are proud to contribute to the development of the country, achievable targets, facilitation from the supervisors, regular performance monitoring and evaluation, knowledgeable employees, transparency and fair employee's evaluation.

The findings showed that Rusatira Sector has performed better than Tumba and Karama Sectors during the period considered. It has better motivated its employees in terms of work facilitation and employees were proud to contribute to the development of the Sector. Factors like: having achievable targets, knowledgeable employees, transparency, its close position to the main road Huye-Kigali, presence of some industries and cooperatives as well as fair employee's evaluation could have significantly contributed to the first performance position of Rusatira sector compared to the two other sectors. Based on the results, Tumba Sector was coming the second to Rusatira Sector in terms of employee motivation as previously pointed out. Karama which was the least performing Sector, had encountered challenges such as poor procurement services, employees mainly motivated by their own interest rather than being proud of serving and developing the sector. The third objective (to investigate the level of fairness in terms of performance contract evaluation) was achieved. Indeed, the findings have shown that the introduction of the performance contract policy has resulted into a better employees' work evaluation. The fourth objective (to suggest the strategies to improve the development, the execution and the evaluation of performance contracts) was also achieved because respondents have proposed different ways to develop the performance contract based on national, provincial, district and sector 's plans, improving procurement services, allowing on-time availability of facilities needed by employees to better perform their tasks and introducing internal evaluation committee in all units as this may help the institution to improve fairness on the employee's performance evaluation.

### Hypothesis Testing:

- Hypothesis 1: The first hypothesis related to the effect of the introduction of the performance contract policy on employee's evaluation was verified because the findings show that the level of evaluation fairness was improved. It was found out that the level of evaluation fairness was generally good for the three investigated Sectors during the period of study.
- Hypothesis 2: This hypothesis was related to the impact of the performance contract policy on employee's motivation. Based on the results, the discrepancy observed for Rusatira sector (which was representing the best performers), Tumba sector (which was representing the medium performers) and Karama sector (which was representing the least performers) was related to the motivation of workers from each of the three sectors. Indeed, the performance and employee's motivation followed the same trend: Rusatira, Tumba and Karama. employees who are proud to contribute to the development of the country, achievable targets, facilitation from the supervisors, regular performance monitoring and evaluation, knowledgeable employees, transparency and fair employee's evaluation. The least performer (Karama) had encountered challenges such as poor procurement services, employees mainly motivated by their own interest rather than being proud of serving and developing the sector.

### Statistical testing

The study hypothesis is statistically tested using Pearson Chi-Square as shown in the table 4.7 below.

**Table 4. 8: Pearson Chi-Square Tests**

		Sector respondents
The level of fairness in performance contract evaluation	Chi-square	<b>0.725</b>
	df	6
	P-value	0.994
Employee motivation to achieve targets	Chi-square	<b>12.132</b>
	df	6
	P-value	0.059

The results presented in the table 4.7 show that for the first study hypothesis

( $\chi^2 = 0.725$ , P-value=0.994,  $\alpha=0.05$ ) which demonstrate that P-value is greater than the level of significance ( $\alpha=0.05$ ). Therefore, we accept the hypothesis. For the second hypothesis, the results show that ( $\chi^2 = 12.132$ , P-value=0.059,  $\alpha=0.05$ ) which demonstrate that P-value is also greater than the level of significance ( $\alpha=0.05$ ). Hence, we accept the hypothesis.

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

This chapter presents the summary, conclusion and recommendations extracted from the main results as analysed and discussed in this study in relation to the objectives.

### **5.1 SUMMARY OF THE STUDY**

The topic of this study is entitled: “effects of performance contract policy implementation on the performance of Local Government employees in Rwanda”. Its general introduction highlights the background, problem statement and the objectives of the present study. Its main objective is to find out the effects of performance contract policy implementation on the overall performance of the District of Huye as an organisation. The major problems stated were that before the introduction of the performance contract policy were mainly related to: delay and poor quality of some Government programs execution, low effectiveness of local Governments with regards to taking the right actions at the right time. In addition, the performance of employees was considered as insufficient and sometimes even very poor in many public institutions and there was no transparency in employee performance evaluation.

The literature review helped to scientifically understand the better the subject and gain knowledge and more information on performance contract experience from elsewhere. It highlighted the origin of “performance contract” which was traced from France in the late 1960’s and other countries including India, Pakistan and Korea (OECD, 1997). It has been adopted in developing countries of Africa, including Nigeria, Gambia, Ghana, Kenya, and Rwanda (Kobia and Mohamed, 2006). The main purpose of the performance contracting was to ensure delivery of quality service to the public in a transparent manner for the survival of the organization (Armstrong and Baron, 2004). In addition, the literature review identified the gaps of knowledge to be filled by the present study. There is no scientific research conducted in Rwanda which has investigated particularly the effects of performance contract policy on the employee’s performance. In addition, no scientific research was conducted in Rwanda to help identifying the major factors influencing employees to better perform their contracts. It is expected that the above mentioned gaps could be filled by the results which will be gathered from the present study.

The methodology explains the tools and techniques that were used in undertaking this study. It shows data required sources of data and the methods used to collect the needed data based on the study objectives. Data were gathered from both primary and secondary sources. In addition, it describes how data were collected, analyzed and presented with reference to three

selected sectors (Rusatira, Tumba and Karama) from Huye District. Huye District was selected because it is holding a town (Butare) which is exhibiting high potential for socio-economic growth based on the existing of socio-economic development drivers such as: high learning institutions, research and development institutions, growing business centres and infrastructure development. In addition, it is also to respond to the usual call from top decision makers who advocate Huye Campus to have an impact on the country development starting from its surrounding community and institutions.

A case study method was chosen to find out the effects of performance contract policy implementation on the performance of the selected Sectors to represent the overall performance of the District of Huye as an organisation. The choice of sectors was driven by the general performance evaluation. Rusatira, Tumba and Karama Sectors were indeed selected based on their performance evaluation grades. Rusatira Sector is representing the best performing Sectors; Tumba Sector is representing the medium performing Sectors while Karama Sector is representing the least performing Sectors. Collected data were classified and compiled using Excel software and were analyzed using SPSS (Statistical Package for Social Sciences).

### **Findings of the Study**

The findings of the study are summarized in the following paragraphs:

#### **General profile of the respondents**

Based on the gender of the respondents, it was found that Tumba Sector was dominated by females (70%) compared to Rusatira (30%) and Karama (20%). The reason behind is expected to be the fact that Tumba Sector is located in Huye town while Rusatira and Karama are located in the rural area. This fact might have significantly contributed to the present situation. Indeed, in Huye town, there exists more opportunities for females to push their education level higher compared to the two other Sectors. It was found that the gender composition has no effect in terms of general performance of the Sector. On the bases of employee working experience, no respondent from Tumba Sector has been working for more than 6 years due to the relatively high turnover of employees caused by relatively high job opportunities available in Huye town. Rusatira Sector had the highest mean percentage of employees who have a work experience of more than 6 years. It was fund out that the work



experience could be considered as one of the most important factors influencing employee work performance.

### **Bases of the drafting of employee's individual performance contracts**

For the drafting of employee's individual performance contract, it was found that this was based on both Sector and District action plans. It was confirmed that the development of individual performance contract was generally well done because both Sector and District action plans were taken into consideration.

### **Motivation of employees to achieve their targets**

Rusatira Sector authorities are motivating employees better than other Sectors (Tumba and Karama) in terms of work facilitation, regular performance monitoring and employees who in return were proud to contribute to the development of the Sector. Having achievable targets, knowledgeable employees, transparency and fair employee's evaluation have been other important factors contributing to the overall good performance of the Rusatira sector. On the other hand, the general low performance recorded from Karama Sector connected with the lack of ownership and confidence from employees and this was demonstrated by the fear to lose jobs. The employee-respondents from Tumba Sector were mostly motivated by securing their jobs due to high competition for job opportunities. In addition, this Sector is located close to Huye town and Huye Campus and employees would have benefited from the infrastructure and resources available from the City. It is also expected that the proximity to the University of Rwanda-Huye Campus may have contributed to increase the skills of some Tumba employees who are attending some course programs at that University.

### **Effects of the performance contract policy on the improvement of employee's performance**

It was found out that the introduction of the performance contract policy has highly contributed to the positive performance of employees. Rusatira Sector had the highest mean percentage (90%) of employees confirming that the performance contract policy has significantly improved the performance of employees while Karama Sector had the highest mean percentage (30%) of employees which were not influenced by the performance contract policy.

### **Level of fairness in performance contract evaluation**

The level of fairness in performance contract evaluation in the three Sectors follows the trend: Rusatira, Tumba and Karama. It was found out that the introduction of the performance contract policy has resulted in good employees' work evaluation, the best being the Rusatira sector.

### **Employee performance evaluation grades for three years (2009-2010 to 2011-2012)**

Karama Sector employees were the least graded for the three years period considered in this study among the three Sectors and the employees from Rusatira Sector had the best performance compared to those from other two Sectors for the period investigated. This was demonstrated by the employee-respondents grades allocated to Karama during the investigated period where for each year of performance evaluation, the majority falls under the grading range considered as the lowest in this study (70%-80%). On the other hand, employee-respondents grades allocated to Rusatira had the highest mean percentage grading between 90% and 100%. It was confirmed that the individual performance was in harmony with the Sector's performance.

### **Performance contract development improvement**

The majority of the employee-respondents have suggested that individual performance contract would be preferably developed by the supervisor in collaboration with the employee. The findings followed the trend: Rusatira, Tumba and Karama which was respectively represented by 100%, 90% and 80%.

### **Factors influencing poor performance execution of employees**

It was found out that the procurement procedures are taking so long and this was reported to have a negative impact on supplying facilities to employees in order to perform their duties on time and it seems to be the most limiting factor to a good performance contract execution for the surveyed sectors. In addition, inadequate work facilities particularly faced by employees from Karama Sector have also contributed to the employee's poor performance.

### **Employee performance contract evaluation improvement**

It was found out that creating internal evaluation committee in all units would help the institution to improve fairness on the employee's performance evaluation.

## **5.2 Conclusions**

This study intended to investigate the effects of performance contracts policy implementation on the performance of local government employees in Rwanda.

The findings show clearly that the introduction of the performance contract policy has a positive effect on improving the general performance of the concerned Sectors and this was demonstrated through increasing employee's ownership, responsibility and accountability. It was clear from this study that Rusatira Sector stood at the top among the three Sectors in terms of general Sector performance.

The reasons behind the different performance levels of different Sectors as highlighted in this study were explained by a number of factors including: motivation of workers, proud to contribute to the development of the country, achievable targets, facilitation from the employers, close collaboration among workers, well trained employees and fair employee's evaluation. This study has also shown that, Karama Sector was the least performing among the three and this was mainly due to: poor procurement services, employees mainly motivated by their own interest and the wish by most of the employees to get a better job in Huye town or elsewhere. It was also noted that the long distance separating the Sector office and the main road (Kigali-Kanyaru) would have played a role in the poor performance of this Sector.

## **5.3 Recommendations**

Based on the above mentioned conclusions, the following recommendations are proposed:

1. Procurement services to be improved to allow on-time availability of facilities needed by employees to better perform their tasks.
2. The drafting of performance contracts should take into account the national, provincial, District and Sector action plans by translating them into tangible activities that are feasible and achievable by employees. It facilitates the sectors to have a big picture and they do what is required at district and national level.
3. Incentives for the best performers should be given to the individuals who performed well rather than given only to the sectors. This will allow a positive competition among employees and contribute to their improved performance.

4. It is strongly recommended that internal evaluation committee in all Units be introduced as this may help the institution to improve fairness on the employee's performance evaluation.
5. Further scientific research is recommended to analyse the reasons why some districts are not performing well while some are doing extremely well. This is to get the lessons of best practices to be implemented across the country.

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**APPENDICES**

**APPENDIX I: QUESTIONNAIRE**

INTRODUCTORY LETTER

Dear Respondent,

I am **UWIMBABAZI Chantal**, Master’s student at the National University of Rwanda in the Faculty of Economics and Management, department of Management, MBA. I am carrying out research project entitled **“effects of performance contract policy implementation on the performance of local government employees in Rwanda: case study of three Sectors from Huye District”**

These Sectors were chosen for collecting necessary data for assessing the above topic. Therefore, I kindly request you to assist me in this research by answering the following questions, it is purely for academic purpose and the information you will provide will be confidentially used for the purpose of the study. It is not compulsory to mention your name and make sure that data or responses obtained will remain confidential.

Thanks for voluntary and valuable participation to this study.

.....

Signature of respondent for voluntary participation



**You are kindly requested to answer the questions below by using a tick to show the most appropriate answer that fit your response.**

**I. EMPLOYEE IDENTIFICATION**

1. How long have you worked at this Sector?

Less than 3 years

3- 6 years

more than 6 years

2. Gender

Male

Female

**II. DEVELOPMENT OF TERMS OF THE PERFORMANCE CONTRACT (PC)**

3. At your Sector, what are the factors influencing the development (drafting) of individual performance contracts?

Based on District action plan?

Based on Sector action plan?

Based on both Sector and District action plans?

Others (example: workers innovation ...). Please specify

.....  
.....  
.....

### III. PERFORMANCE CONTRACT EXECUTION

4. When executing your performance contract, what motivates you to achieve your targets?

Expected salary increase

Expected promotion

Job security

Others, please specify

.....  
.....

5. Do you think the performance contract policy is the measure factor which has influenced the improvement of your performance?

Yes

No

### IV. PERFORMANCE CONTRACT EVALUATION

6. What is the level of fairness in performance contract evaluation?

Excellent

Very Good

Good

Moderate

Poor

Very poor

7. What was your performance evaluation in 2009-2010?

50% -70%?

70% -80 % ?

80 % - 90% ?

90 % - 100 % ?

8. What was your performance evaluation in 2010-2011?

50% -70% ?

70% -80 % ?

80 % - 90% ?

90 % - 100 % ?

9. What was your performance evaluation in 2011-2012?

50% -70% ?

70% -80 % ?

80 % - 90% ?

90 % - 100 % ?

10. Do you think your performance improvement has been significantly influenced by the performance contract policy implementation?

Yes

No

## **V. PERFORMANCE CONTRACT IMPROVEMENT**

11. How do you think the performance contract development (drafting) may be improved?

done by only employees?

done by only employers?

done by both employer and employee?

other, if any (please specify)

.....  
.....  
.....

12. How do you think the performance contract execution can be improved?

By monthly execution check up?

By quarterly execution check up?

By 6 months execution check up?

By annual execution evaluation check up?

Other, if any (Please specify)

.....  
.....  
.....

13. Among the below mentioned factors what are those influencing poor performance execution of employees?

poor planning

poor guidance and follow up

Incompetence of employee

Incompetence of employer

Lack of work facilities and procurement delay

Other, if any (Please specify)

.....  
.....  
.....

14. How do you think the performance contract evaluation can be improved?

When done by only employer?

When done by line Managers?

When done by an internal evaluation committee?

When done by external evaluators?

.....  
.....  
.....

**THANK YOU VERY MUCH FOR YOUR TIME AND PARTICIPATION!**

## **APPENDIX II: INTERVIEW GUIDE**

1. How do you think the employee's performance should be motivated?
2. Do you think the performance contract policy implementation will be sustainable in Rwanda?
3. What are other strategies do you think can improve the performance of employees?
4. How do you think the employee's performance evaluation can be done?
5. What are the factors do you think can influence employees to do not achieve his/her targets?

### APPENDIX III: Sector working Units and responsibilities of employees.

**Table 4.9: List and responsibilities of Executive Secretary**

Unit	Job	Responsibility	Working post linked to the job	Qualification
Executive Secretariat	Executive Secretary	<ul style="list-style-type: none"> <li>-Ensure the execution of decisions taken by the Sector Council and directives made by the Sector Administration or higher authorities of the country;</li> <li>- Manage and coordinate activities of the Sector;</li> <li>-Convene and chair meetings of the Executive Committee of the Sector;</li> <li>-Supervise activities related to Civil Registration;</li> <li>-Elaborate quarterly and annual reports on the situation prevailing in the Sector and to forward them to the District Administration and the Sector Council;</li> <li>-Regularly evaluate the efficiency</li> <li>- Prepare development plans of the Sector in collaboration with members of CDC;</li> <li>-Establish mechanisms for the application of programmes related to finance, economy and development;</li> <li>- Monitor the application of measures related to social welfare taken by the Executive committee;</li> <li>- Closely supervise the collection of taxes and all other sources of revenues of the Sector that are likely to increase assets of the Sector;</li> <li>- Establish mechanisms aiming at promoting trade, investments and co- operatives in the Sector;</li> <li>-Deliver building authorizations in grouped agglomerations and settlements;</li> <li>- Officiate marriages.</li> </ul>	Executive Secretary of the Sector	A0

**Source:** Organisational Structure, Huye District report, 2010

**Table 4.10: List and responsibilities of Secretary and Customer care**

Unit	Job	Responsibility	Working post linked to the job	Qualification
Executive Secretariat	Secretary and Customer care	<ul style="list-style-type: none"> <li>-Write and correct draft letters;</li> <li>-Write minutes and reports of meetings of the executive committee;</li> <li>-Receive and record the mail;</li> <li>-Correct documents to be forwarded to the Executive Secretary for signature;</li> <li>-Receive and assist clients of the Sector;</li> <li>-Respond to their expectations and to direct them towards various services according to their requests;</li> <li>-Provide summary information on services rendered by the Sector;</li> <li>-Participate in the organization of official ceremonies.</li> </ul>	Secretary and Customer care	A1

**Source:** Organisational Structure, Huye District report, 2010



**Table 4.11: List and responsibilities of Local Revenue Collections Officer**

<b>Unit</b>	<b>Job</b>	<b>Responsibility</b>	<b>Working post linked to the job</b>	<b>Qualification</b>
Executive Secretariat	Local Revenue Collections	Receive taxes and dues from taxpayers of the Sector;  -Control whether all entries were carried out;  -Manage registers of debtors;  -Recover taxes from taxpayer of the Sector;  -Elaborate the reports on the collection of taxes;  -Organize sensitisation meetings of taxpayer.	Local Revenue Collections Officer	A0

**Source:** Organisational Structure, Huye District report, 2010

**Table 4.12: List and responsibilities of Good Governance ,Civil Status and Notary**

Unit	Job	Responsibility	Working post linked to the job	Qualification
Governance ,Civil Status& Notary	Governance ,Civil Status& Notary	<ul style="list-style-type: none"> <li>-Implement good governance programs &amp;strategies at sector level;</li> <li>-Ensure initiatives on the promotion of decentralization and democratization from the perspective of empowering the population for decisions-making;</li> <li>-Put in place programs and strategies for the promotion of good governance at the cell level;</li> <li>-Initiate the program aiming to improve good governance through the sports and culture programs;</li> <li>-Ensure the implementation of measures taken by the District Level&amp; Sectors council in the area of Good Governance;</li> <li>-Centralize data on births and deaths registrations from cells;</li> <li>-Register candidates to marriage and to establishing calendars for officiating marriages;</li> <li>-Deliver marriage certificates;</li> <li>-Deliver all documents related to civil registration (death, births adoption, recognitions or denials of paternity, etc.);</li> <li>-Keep population statistics;</li> <li>-Formulate legal opinions on contracts and documents produced by the Sector;</li> <li>-Receive, analyze contentious issues and to propose appropriate actions to competent authorities;</li> <li>-Keep collections of the legislation, instructions, circulars and decisions in legal matters;</li> <li>-Certify documents.</li> </ul>	Governance ,Civil Status& Notary Officer	A0

Source: Organisational Struture, Huye District report, 2010

**Table 4.13: List and responsibilities of Health and Social Protection Officer**

Unit	Job	Responsibility	Working post linked to the job	Qualification
Health and Social Protection	Health, Social Protection	<ul style="list-style-type: none"> <li>-Organize activities related to the implementation of programs in the areas of health, justice, social protection;</li> <li>-Initiate activities aiming at improving the social welfare of the population in general, and nutritional conditions in particular;</li> <li>-Coordinate the operation of identification of vulnerable people, and to keep an updated list of people that need to be assisted;</li> <li>-Monitor management of the funds intended to support specific programmes (Community-based health insurance...)with the objective of improving the situation of vulnerable people;</li> <li>-Participate in public awareness campaigns on primary health care, fight against drug abuse, AIDS and other sexual transmitted diseases;</li> <li>-Organize periodical meetings with NGOs and the civil society in the Sector in regard with social welfare;</li> <li>-Implement the programs and strategies of support and social assistance to vulnerable groups in the Sector;</li> <li>-Supervise the quality of services rendered by healthy centres, community- based health insurance programmes and pharmacies;</li> <li>-Control the management of centres and community-based health insurance and the quality of drugs sold by pharmacies;</li> <li>- Control the organisation of immunisation campaigns;</li> <li>-Elaborate measures for the prevention of malnutrition;</li> <li>-Organize mechanisms for communicating health information from directives of MINISANTE and/or from statistical reports, to improve quality of services rendered to the population;</li> <li>-Organize public awareness campaigns of the population on all health aspects (prevention of diseases such as malaria, HIV, diseases related to poor hygiene, immunisation programme, the use of contraceptive methods, community-based health insurance programmes, the respect of sanitation and environmental programmes).</li> </ul>	Social affairs officer	A0

Source: Organisational Structure, Huye District report, 2010

**Table 4.14: List and responsibilities of Education Officer**

Unit	Job	Responsibility	Working post linked to the job	Qualification
Education	Education Officer	<ul style="list-style-type: none"> <li>- Carry out financial and administrative inspection of elementary, secondary and informal schools;</li> <li>-Carry out financial and administrative inspection of elementary, secondary and informal schools;</li> <li>-Control hygiene and respect of sanitation measures in school environment;</li> <li>-Control the management of food stock for school children;</li> <li>-Keep education and literacy statistics;</li> <li>-Prepare and supervise the organisation of periodic examinations at the Sector level (to coordinate preparations, making and to deliver results reports);</li> <li>-Participate in monitoring of examinations organized by the District.</li> </ul>	Education Officer	A0

**Source:** Organisational Structure, Huye District report, 2010

**Table 4.15: List and responsibilities of Land Management Infrastructure and Rural Settlement Officer**

Unit	Job	Responsibility	Working post linked to the job	Qualification
Land Management, Infrastructure and Rural Settlement	Land Management, Infrastructure and Rural Settlement Officer	<ul style="list-style-type: none"> <li>-Examine application files for construction authorization and establish relevant authorization;</li> <li>-Ensure the application of regulation on the construction of the Sector;</li> <li>-Deliver authorization for rehabilitation of infrastructure;</li> <li>-Monitor the application of orientations of the national grouped settlement policy;</li> <li>-Provide data necessary for allocation of land title deeds;</li> <li>-Prepare the issue construction permits and monitor compliance with construction plans;</li> <li>-Participate in the preparation of a list of vacant land in the Sector;</li> <li>Train all those responsible for land use and land management in Sector, Cells, and the general population;</li> <li>-Prepare the settlement programmes and ensure its implementation;</li> <li>-Ensure that individual and leased land in a Sector is well looked after and productively utilised;</li> <li>-Implement the guidelines and national standards on infrastructure management&amp; maintenance;</li> </ul>	Land Management ,Infrastructure and Rural Settlement Officer	A0

**Source:** Organisational Struture, Huye District report, 2010

**Table 4.16: List and responsibilities of cooperatives and business promotion Officer**

Unit	Job	Responsibility	Working post linked to the job	Qualification
Cooperatives and business Promotion	Cooperatives and business Promotion Officer	<ul style="list-style-type: none"> <li>-To initiate programmes for the promotion of co-operatives, SME and Employment;</li> <li>-To implement employment promotion mechanisms;</li> <li>-To devise strategies for building the capacity of co-operative associations;</li> <li>-To promote small and medium industries;</li> <li>- To promote the development of hotel industry;</li> <li>-To establish mechanisms capable of facilitating the creation and promotion of SME;</li> <li>- To promote the creation and development of new trading centres or markets;</li> <li>- To organize training sessions on investment and savings promotion for economic operators;</li> <li>-To establish mechanisms for the promotion of handcrafts products;</li> <li>-To check the issuance of trade licences in Sectors;</li> <li>-To establish mechanisms for the promotion and development of tourist sites and activities;</li> <li>- To establish networking and build synergies with micro credit and savings organizations;</li> <li>-To identify investment opportunities in the Sector;</li> <li>-To Establish mechanisms for attracting investors.</li> </ul>	Cooperatives and business Promotion Officer	A0

**Table 4.17: List and responsibilities of Agronomist**

Unit	Job	Responsibility	Working post linked to the job	Qualification
Agriculture & Natural Resources	Agronomist	<ul style="list-style-type: none"> <li>-Design themes for agricultural advisory and extension services;</li> <li>-Apply policies and strategies in areas of agriculture keeping at the Sector level;</li> <li>-Analyze constraints faced by the agricultural keeping areas at the Sector level;</li> <li>-Elaborate programmes for improvement of marketing outlets for agricultural produce;</li> <li>-Evaluate activities related to the prevention of crop diseases;</li> <li>-Collect agro-meteorological data for agricultural needs;</li> <li>-Elaborate selected seeds distribution programmes;</li> <li>-Initiate erosion control activities and monitor their implementation;</li> <li>-Supervise the collection of water-related data for agricultural purpose;</li> <li>-Establish mechanisms for corollary irrigation and water;</li> <li>-Collect agricultural water to forecast harvests and to evaluate the food situation;</li> <li>-Collect water-related data for agricultural purposes;</li> <li>-Organize training seminars for crop growers, both at the individual level or in associations;</li> <li>-Establish mechanisms for the dissemination of new technologies in areas of agriculture;</li> <li>-Organize markets outlets for agricultural products;</li> <li>-Control the implementation of natural resources protection measures (water, forests);</li> </ul>	Agronomist	A0

Source: Organisational Structure, Huye District report, 2010

**Table 4.18: List and responsibilities of Veterinary**

Unit	Job	Responsibility	Working post linked to the job	Qualification
Livestock	Veterinary	<ul style="list-style-type: none"> <li>-Design themes for livestock advisory and extension services;</li> <li>-Apply policies and strategies in areas of livestock keeping at the Sector level;</li> <li>-Analyze constraints faced by the livestock keeping areas at the Sector level;</li> <li>-Elaborate programmes for improvement of marketing outlets for animal products;</li> <li>-Organize training seminars for animal keepers, both at the individual level or in associations;</li> <li>-Study requirements in veterinary inputs and improvement for animal breeds;</li> <li>-Establish mechanisms for the dissemination of new technologies in areas of animal keeping;</li> <li>-Hold the repertory of the diseases and their vectors;</li> <li>-Elaborate animal diseases control activities;</li> <li>-Organize markets outlets for animal products;</li> <li>-Disseminate the legislation governing fishing and bee-keeping;</li> <li>-Keep the register of associations, co-operatives and individuals involved in fishing activities registered in the Sector;</li> </ul>	Veterinary	A0

**Source:** Organisational Structure, Huye District report, 2010



**APPENDIX IV: PHOTOS**

