



Household performance contract and poverty reduction in the rural area: Case study of Shingiro Sector, in Musanze District, Rwanda (2017-2018)

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Received: 10.04.2025 Accepted: 02.05.2025 Published: 11.05.2025

Abstract: The research was about the Household performance contract and poverty reduction in the rural area of Shingiro sector, in Musanze District, Rwanda (2017-2018). The target population of the study considered Head of households and 8 Key Informants including the local leaders in different villages and the total number of households is 450. Data were coded, recorded and edited. The analysis used SPSS, and excels as tools and frequency, percentages were calculated and interpreted. As the first objective was to assess the level of participation of the population in household performance contract in the rural area of Shingiro sector in Musanze district; The findings showed that though households plan the level of participation in planning is very small (43.46%) and participation in implementation is moderate (63.46%) while in evaluation the participation is 37.75%, which is still a gap to be covered. The indication is that they need to be trained, explained what performance contract is, its role, the objective and the contribution to poverty reduction to improve their standard of living before they sign the activities plan. Again, the second objective was to examine the effect of household performance contract on poverty reduction in the rural area of Shingiro sector; Musanze District, the findings show that the activities highly affect the infrastructure and socio-economic living condition at household level which is still a big problem. As many of the respondents were households who think that there is an effect of household performance contract on poverty reduction. As the third objective was to analyze the challenges associated with the level of household participation to the performance contract on poverty reduction in the rural area of Shingiro sector; Musanze District, the findings indicated that in evaluation, the lack of citizen (knowledge and skills) was at the high level. The average for all Challenges indicated that there is a big gap in evaluation of households’ performance contract.

Keywords: *Spiritual Influences, Technological Content Knowledge, Technological Pedagogical Knowledge, Work Productivity, Resiliency, And Competency.*

Introduction to the Study

Performance contract are contracts signed between the President of the Republic of Rwanda and the Mayor of District specifying what the respective institution sets itself as targets. According to the concept note on Performance contract planning, ‘the main objective of Performance contract is to improve the speed and quality of execution of government programs, thus making public agencies more effective and it is a means to accelerate the progress towards economic development and poverty reduction’. Performance contracts were introduced during the second phase of decentralization policy from 2006 to 2010. They were focused on administrative reforms, consolidation of national priorities progress with guidelines included in Vision 2020, enhancing downward accountability and on Performance contract as a tool of planning, implementing, monitoring and evaluation processes

Performance contract development is effective when it is participatory specifically from the households. The concept of participation is frequently described with prefixes such as citizen,

community, popular, civic, political and public to reflect various perspectives from which the term can be used. This can lead participation to be a puzzling concept. In this research, we are concerned mostly with citizen participation, although community and civic participation are also related terms. The citizens can act in response to public concerns, voice their opinions about decisions that affect them, and take responsibility for changes to their community (Mathbor, 24 Nov 2009). It is in this regard that (Olowu & Wunsch, 2004) argued that: ‘... in many African societies, local people would take part in practically all activities within their community, including decision-making, cultural activities, farming, building and conflict resolution’.

Performance contract has several aims including: to speed up implementation of local and national development agenda, to ensure stakeholder ownership of the development agenda, to promote accountability and transparency, to promote result oriented performance, to encourage competitiveness among Districts, to ensure stakeholders (i.e. citizens, civil society, donors and private Sector) participation and engagement in policy

formulation and evaluation. The Performance contract approach has different stages including preparation, implementation, monitoring and evaluation (Minaloc, 2010-2011).

Performance contract is an ancient Rwandan cultural practice where an individual would set himself/herself targets for achievement within a specific period following some principles and having determination to overcome the possible challenges. In the modern day, the performance contract practice was adopted by Rwanda as a means of planning to accelerate the progress towards economic development and poverty reduction. Performance contract has a strong focus on results which makes it an invaluable tool in the planning, implementation, accountability and monitoring and evaluation processes.

Through this approach, local governments together with the local communities annually articulate their own objectives and targets based on both national and local priorities and set realistic strategies to achieve them. This cultural based performance approach and contract was for first time publicly entered into and signed on the 4th of April 2006 between H.E the president of the republic of Rwanda and District Mayors the above parties and since then local government authorities and institutions (Family, Village, Cell, Sector, and Districts) use it to set local priorities, annual targets as well as to define strategies for achieving them.

The government of Rwanda adopted the decentralization policy and strategy in 2000, with commitment to empower local communities to determine their own future to achieve good governance, pro poor service delivery and sustainable development. The aim of this policy was to increase the participation of the population in decision making and to bring services closer to the population. Through this approach local governments articulate their own objectives which reflect priorities of the local population and develop realistic strategies to achieve these objectives. This culturally based performance approach was initiated out of the concern of top leadership of the country about the rate and quality of execution of government programs, thus, making the public.

Rwanda aspires to become a middle income by 2020 with an annual per capita income of 900 \$US. These aspirations are expressed in its Vision 2020 and the government has developed an Economic Development and Poverty Reduction Strategy (EDPRS) that provides a medium-term framework for achieving the above long term development goals. Both Vision 2020 and EDPRS highlight the promotion of people's participation at the grassroots level through the decentralization process to empower local communities in the decision-making process thus enabling them to address issues affecting their lives.

Research Motivation

Although decentralization established a number of mechanisms such as performance contracts that offer households' engagement in planning, implementation and monitoring of development of government programmes at all levels, in practice the level of household participation and engagement seem to remain poor and the local government seems to remain the main planner, dispenser and evaluator of impact of development and this could jeopardize the ownership of policies by the citizens. Various studies were done on the issues of performance contract and poverty reduction in Rwanda. For instance (Vedaste, 2015) worked on assessment of capacity building on employee's performance on local government. He identified the problems associated with performance contracts

like lack of trainings, lack of Planning and evaluation, etc. Flavia, (2010) explained how performance management is transforming local government in Rwanda. In his study, he has also shown that the illiteracy is a big problem for performance contract development. In addition, Nkurayija, (2012) worked on implementation of performance contract in Rwanda but his study focused on local government. In his findings, he observed that lack of evaluation on performance contract is a problem for implementation of activities included. However, none of them focused on household performance contract development process and poverty reduction in the rural area of Shingiro Sector, Musanze district. This study intends to cover that gap.

Objectives of the study

The overall objective was to analyze the contribution of household performance contract to poverty reduction in the rural area of Shingiro sector, in Musanze District, Rwanda (2017-2018). However, the specific objectives of the study were:

- To assess the level of participation of the population in household performance contract in the rural area of Shingiro sector, Musanze District,
- To examine the effect of household performance contract on poverty reduction in the rural area of Shingiro sector, Musanze District
- To analyze the challenges associated with the level of household participation to the performance contract on poverty reduction in the rural area of Shingiro sector; Musanze District.

Literature Review

The concept of participation is frequently described with prefixes such as citizen, community, popular, civic, political and public to reflect various perspectives from which the term can be used. This can lead participation to be a puzzling concept. In this research, we are concerned mostly with household's participation, although community and civic participation are also related terms. citizen participation is 'a practice in which ordinary people take part whether voluntarily or through civic duties individually and/or as a group, in influencing a decision involving significant choices that will affect them as communities and individuals. This definition displays diverse perspectives in which ordinary people may participate. The citizens are invited to take part in each process without any force to do so such as participating in public debates and meetings.

(Botes & Rensburg, 2000) found that 'selective participation and lack of interest in participating are among the factors that can make household participation problematic'. Also, (Gaventa & Valderrama, 1999) indicated that 'financial resources and the level of household organization at local level are two major constraining factors to household' participation'. In line with this, according to (Botes & Rensburg, 2000): 'Participation is often constrained by funding limitations, rigidity, resistance of local and national bureaucrats, and the state's inability to respond effectively to the felt needs of the populace. Government bureaucrats as the instruments of nation states are very much in a hierarchical mode of thinking which inhibits participatory development and undermines the people's own governing abilities.

However, even critics of participation; recognise that it is something positive in theory (Hickey & Mohan, 2004). And from a

critical perspective, association especially with the ‘tyranny of participation’ approach, citizens’ participation in practice often does not function as a tool for liberation or for sharing of power as it is intended (Ferreday & Hodgson, 2008). Instead, participation ‘is often considered by such critics as upholding existing power relations, and even hiding these power inequalities through adding on methods of participation to justify existing approaches to development policy and governance’ (Christens & Paul, 2006). This masking of unequal power relation, consequently, leads some to characterize what they call ‘the tyranny of participation as a problem in practice’ (Ferreday & Hodgson, 2008).

Several authors like (Christens & Paul, 2006) argued that participation may have a role to play in development planning and policy, but only if it is carefully designed and cost. This means that, at local levels, as the literature suggests, practices of participation are often ‘entrenched in the politics and hierarchies of local society and communities’ (Christens & Paul, 2006). When analysing the kind of participatory processes used during Performance contract in Musanze from 2017 to 2018, these considerations need to be borne in mind. Moreover, a critical approach to household participation can help to reveal how established authorities may try to manipulate or control how needs of household are defined, even without proper consultation or involvement, let alone full household participation.

Principles of Citizen Participation

A great deal of literature exists about citizen participation. A review of this literature indicates there are some commonly accepted principles that can be applied in the development and implementation of a citizen participation program. Cogan, Sharpe and Hertberg, in the book *The Practice of State and Regional Planning* (cogan, sharpe, & Hertberg, 1986) provide a concise overview of citizen participation in the planning process.

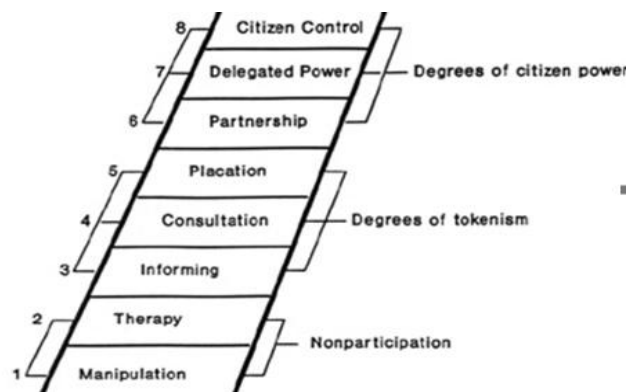
Perceptions of Stakeholders and Planners

The perceptions of stakeholders and planners are an important consideration in the development and implementation of any public participation program. Public participation is often a requirement for planners; however, it is always optional for citizens. Citizens choose to participate because they expect a satisfying experience and hope to influence the planning process. (cogan, sharpe, & Hertberg, 1986) indicates that participation can offer a variety of rewards to citizens.

These can be intrinsic to the involvement (through the very act of participation) or instrumental (resulting from the opportunity to contribute to public policy). The planner's expectations are also important in that an effective public participation program can lead to a better planning process and product as well as personal satisfaction. Well-planned citizen involvement programs relate the expectations of both the citizens and the planner. Arnstein's "ladder of citizen participation" can assist the planner in determining his or her perceptions of a program's purpose and compare this with the anticipated perceptions of citizen participants.

In successful citizen involvement programs, the disparity between the planner's and the participant's expectations is minimal. If expectations are different, conflict is probable. This conflict is damaging to the planning process (as well as the agency's reputation), and to the relationship between the participants and the planner. Often, it is avoidable because its source is in conflicting expectations rather than conflicting demands (cogan, sharpe, & Hertberg, 1986).

Figure 1. The Ladder of Citizen Participation



Clearly, citizen participation programs can increase costs and the amount of time a project takes. Further, as discussed above, there is a certain level of risk associated with citizen participation programs. However, Cogan suggests that citizen participation programs can make the planning process and planners more effective by: Reducing isolation of the planner from the public; generating a spirit of cooperation and trust; providing opportunities to disseminate information; Identifying additional dimensions of inquiry and research; Assisting in identifying alternative solutions; providing legitimacy to the planning effort and political credibility of the agency; and increasing public support. Further, in certain polarized issues an effective public participation program may save time and money by ensuring that the proposed solution is acceptable to all of the interested stakeholders.

Empirical review

Performance contracts can be differently understood depending on the organizational structure of specific countries. They define performance contracts as ‘contract-plan, memorandum of understanding, signalling system, performance agreement, results framework, incentive contracts, performance monitoring and evaluation system, and many more’ (Simpson & Buabeng, 2013). There are so many names for the same phenomenon.

Performance contracts can also be explained as any: ‘agreement which may be formalized by clearly defining objectives, specifying targets, intentions, obligations, responsibilities, and pledges made by parties concerned’. Performance can be considered as ‘the managerial autonomy required achieving the expected goals within a given time frame’. Besides, performance contract has the legal effect as it has been argued by (Rotich, Isaac, Clement, & Achieng, 2014) who stated that ‘Performance contracts are legally binding contractual obligations that tie an organization or individual to undertaking specified tasks at predetermined levels of performance within a given period of time’.

Additionally, performance contract systems were first initiated in France in the late 1960s (Simpson & Buabeng, 2013). From this period, many countries adopted this new strategy of working across sectors in different years and there are several models of performance contract across the globe aimed to improve public performance, including through the involvement of the private sector. Furthermore, Since the inception of performance contracts in Rwanda, performance contract has started to affect every level of society, insofar as these kinds of contracts commitments are now to be found within government departments, but also in schools and even inside families (Rwiyereka, 2015).

However, the performance contract has been a subject of considerable debate among scholars and human resource

practitioners regarding their effectiveness as an instrument of public policy (Rotich, Isaac, Clement, & Achieng, 2014). According to (Armstrong & Baron, 2004), ‘performance contracts are a branch of management science taken as management control systems and is freely negotiated performance agreement between the organizations and the individuals on one side and the agency itself to ensure delivery of quality service to the public in a fair and equity manner for the sustainability of the institutions. Performance contracts obviously spell out the desired end results expected of the officials who have signed them and are a measure of their perceived capacity to implement a combination of local plans and central decisions (Rotich, Isaac, Clement, & Achieng, 2014).

In this research, household participation in contract is similarly viewed as both a means and an end that supports contract performance development in Musanze District. Household participation in contract performance is also related closely with poverty reduction in development skills all influence how performance contract of the government is implemented at local level (Grindle & Hilderbrand, 1995). Therefore, when both local leaders and household are capacitated, in theory the performance of targets and goals set by them should be scored highly in

Independent Variables

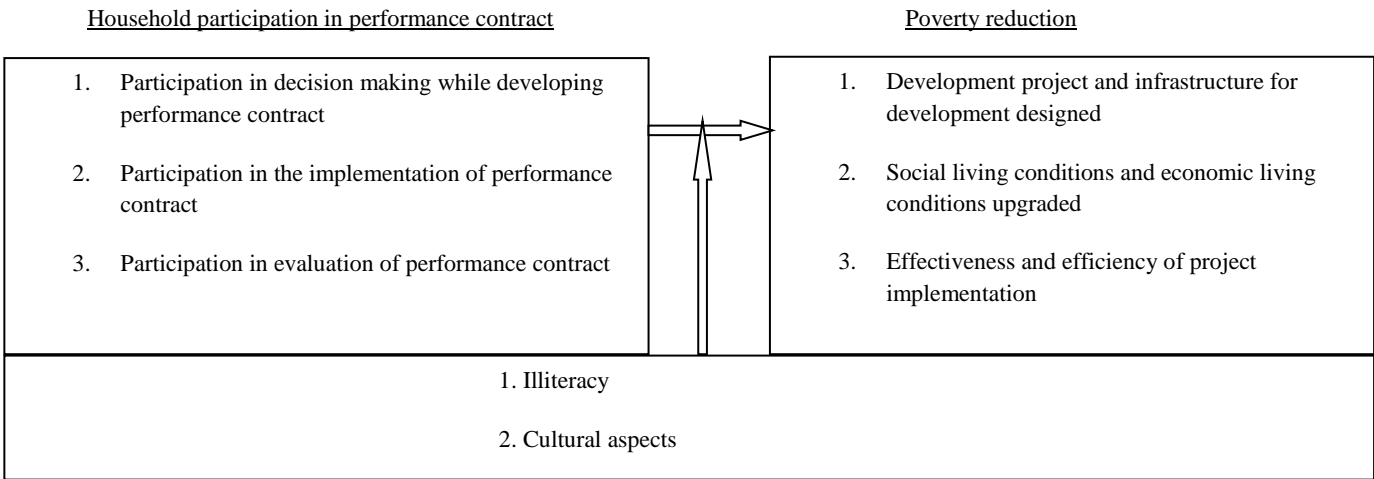


Figure 2: The conception framework

Illiteracy

Illiteracy is a loss to those who cannot read or write. The impact of illiteracy is devastating. Not only does the definition of illiteracy mean “loss” but in other words it’s a root of poverty, crime and lost productivity in our community. In our study, most of households are illiterates as this affects their performance contracts. Our focus emphasizes on how households sign things they do not even know as a challenge of illiteracy.

Culture aspect

Culture is defined as the integrated system of learned behavior patterns that are distinguishing characteristics of the members of any given society, including everything that a group thinks, says, does and makes its customs, religion, language, material artifacts and shared systems of attitudes and feelings. Culture influences

Performance contract rankings. Therefore, achievement of performance contract should involve both leaders and the households if it is to be successful.

Research Gap

The researcher was interested on analysis of household performance contract and poverty reduction in rural area of Shingiro sector, Musanze District. The related research only studied on performance contract for local authorities, but they did not take into consideration the household performance contract factor with the poverty reduction in rural area. After having observed the gap in this area of research, the researcher conducted the research on analysis of household performance contract and poverty reduction in rural area of Shingiro sector, Musanze District.

Conceptual Framework

Below are indicated independent and depending on variables included in the research topic critical analysis of household participation to performance contract and poverty reduction in rural area. The conceptual framework interlinks independent and dependent variables as depicted

Dependent Variables

what is valued in a society; in, it shapes the 'ends' of development that are valuable to the poor; and. culture influences how individuals, communities, informal and formal institutions respond to developmental changes, so knowledge of culture(s) is a means to effective poverty reduction (James, 2008).

Research Methodology

The population is totality of persons or objects, which the study is concerned. The term population simply means possible people from whom information can be obtained. The target population of a study constitutes the group of persons, objects or institutions that defines the objects of the investigation. To this study, the population refers to the households of Telimbere and Nyamiyaga Village in Shingiro sector, Musanze District, it is from which the study sample was drawn. This research considered households and

8 Key Informants including the local leaders in different villages more details:
and the total number of households is 450. The table below gives

Table 1: The study population

District	Sector	Cell	Village	Total population	Total Households
Musanze	Shingiro Sector	Mugari	Telimbere	839	238
		Mudende	Nyamiyaga	970	212
Total				1809	450

(Source: Primary data, 2019)

Sampling Method

Using the following formula, we determine the minimum sample size of households in the quantitative survey.

$$n = D * \left[\frac{z_{\alpha/2} \sqrt{p(1-p)}}{w} \right]^2 \quad n = 1.55 * \left[\frac{1.96 \sqrt{0.5(1-0.5)}}{0.05} \right]^2 \cong 150$$

Where:

$z_{\alpha/2}$ = Coefficient dependent on the degree of confidence (1.96 for the 95 % threshold)

P = Proportion for interest characteristics (here, $P = 0.5$, $q = 1 - P$), the hypothesis is 50% of the population possessing the characteristic and other do not possess it.

w = Allowable margin of error (here, $w = 5\%$)

D = Effect (DEFF) design as coefficient of adjustment of the size of the sample drawn at two degrees (levels) =1.55

For selecting the sample, the systematic random sampling method was used. The number of households was divided by 150 and we got 3 as interval. Then, starting from N number we proceeded up to 450 households and got the sampled households. For selecting key informants, we have used the purposive sampling method.

Data collection instruments

The researcher used different instruments to collect data namely reports review, questionnaires, published books and the internet. A questionnaire is a written or printed form that was used in gathering information on some subject or subjects consisting of a list of questions to be submitted to one or more persons. The questionnaire was open and close ended question administered to the head of household and local leaders direct people involved in performance contract development.

Major tools used for data analysis/data processing

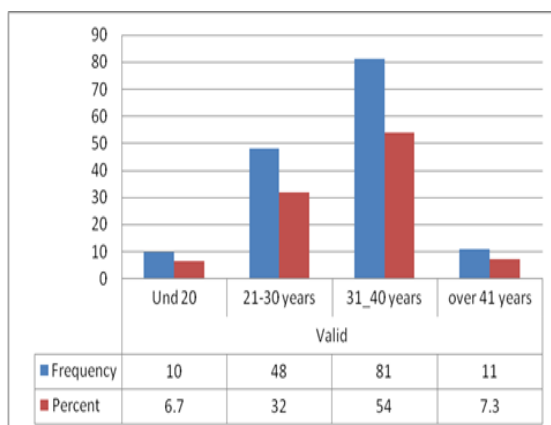
Data processing can be regarded as a link between data collection and data analysis. It requires transformation of data were gathered from the field into more clear and meaningful way for interpretation and analysis. This was done through editing, categorizing, tabulation and classification. Data were processed using the Statistical Package for Social Sciences (SPSS), which helped to summarize the coded data and quick interpretation of the results. And Data processing means transformation of respondents' ideas into meaningful format, therefore after collecting data it would be processed to get meaningful results.

Results and Discussions

In this study, personal identification such as age, gender, education level, Ubudehe categorization, and experience for villages committees were considered.

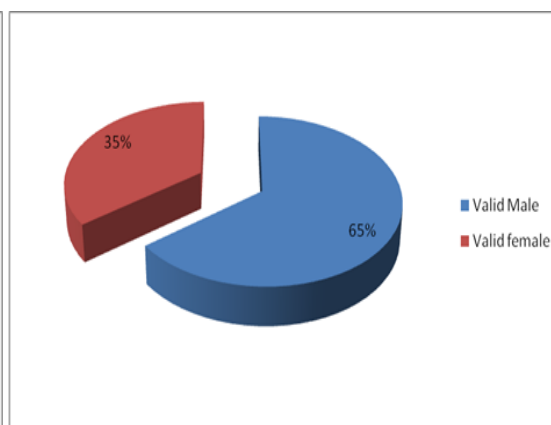
Distribution of respondents by age and sex

The ages and sex are important for the research to provide unbiased information. It would be better to get to know the responses from mature population. On the other hand, research becomes more trusted when the contacted respondents are of different classes such as age, gender, and education level. Below there are figures describing the ages and sex of respondents.



(a) Figure 6.1.1 respondents by age

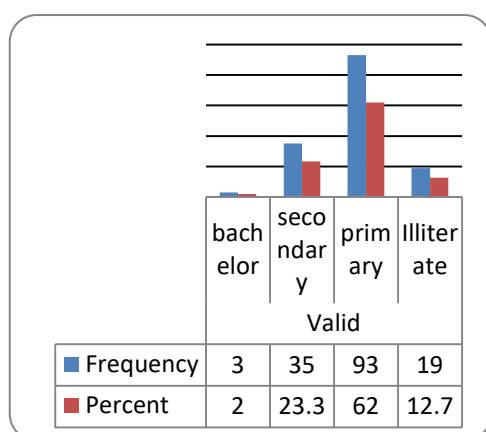
From figure 6.1.1, it is clearly indicated that a very large number of the respondents that was represented by 54% were those that are ranging from the age of 31 and 40. This revealed that the research involved people that were mature enough to provide unbiased information. Also, this age group is followed by the ages between 21 and 30, under 20 and those above 41 with 32%, 6.7%, and 7.3% respectively. These findings left the researcher with the knowledge about the competence of the research outcomes since the study involved mature respondents who are mostly respected. As far as providing the trusted information is concerned hence unbiased findings. Figure 6.1.2 indicates that 65% of the respondents were males and 35% were females. The researcher clearly observed



(b) Figure 6.1.2 respondents by sex

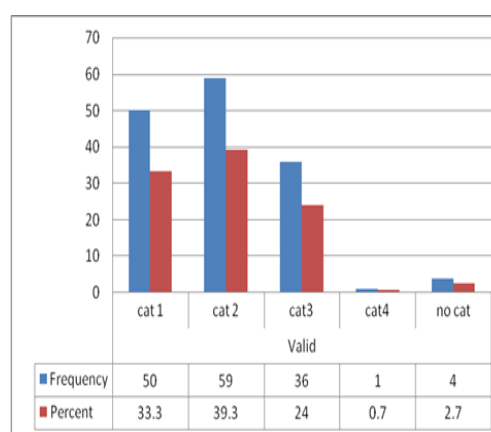
from the findings that the number of males on the study is more than the number of females. The findings indicate that it is the males who dominate since they are usually taken to be much involved in setting strategies other than their counterparts, females.

The level of respondents is one important of the characteristics of respondents to study and sometimes see a divergence of idea according to their level of education. The level of education in a study explains the level of reliability of information because educated people have more analytical skills and improved level of thinking than those people who are not. By asking this question, the researcher wanted to know the education level of the respondents.



6.2.1 Level of Education

In figure 6.2.1 Clearly 62% of the respondents were at the level of primary, 12.7% of illiterates, 23.3% of Secondary, and 2.0% University. Most of the respondents were dominated by the ones with primary level and above, which indicate the low level of skills and thus it becomes a big challenge to the household's performance contract development. We have seen that the level of education is still low if over 92 people studied primary only. This is an indicator that there is a problem of illiteracy. Where there is no education, always development goes slow but this is not always true. If people can be involved in performance contract and be evaluated for the achievement regularly individually, this would be the solution to the problem of poverty. Households are considered in categories to identify the poorest families. As our research focuses on household's performance contract on poverty reduction,



6.2.2 UBUDEHE category

the researcher needs more information about financial means status.

In figure 6.2.2, we can see that 33.3% are in category one, 39.3% in category two, 24% in category three, .7% in category four, and 2.7 no category. Our aim is to handle the issue. Those with no categories, it is a matter of illiteracy because they do not even know what it is. The households still need deep skills to understand their role in performance contract participation which can contribute to the poverty reduction.

Overview of household participation in the performance contract planning process

The general participation means the general overview of how people are involved in such activity. In that regard, below is a table

showing the level at which households participate in the

performance contract planning process.

Table 6.3: Overview of household participation in the performance contract planning process

		Frequency	Percent
Valid	Very High	1	0.67
	High	2	1.33
	Moderate	4	2.67
	Low	126	84.00
	Very low	17	11.33
	Total	150	100

Source: Primary data, 2019

In the table 6.3, the respondents, 84.00% declared that they are not involved in the performance contract planning process (low participation). We also have seen in the previous texts that most of households do not participate in planning of performance contract not because they are not willing to do but because the top leaders have fully planned for households. From different views of respondents, they suggested that it would be more productive if the planners of performance contract involve fully the households in plannification process as that can influence more in the development and poverty reduction in the two villages. The findings showed that a great number of households is not involved. However, 2.67% of the household the participation is moderate.

84.00% of the respondents also showed that the level of participation is low since people are not fully involved, 11.33% found it to be very low and only a small number of 0.67% found it to be very high and 1.33% found it high.

The level of participation of the population in household performance contract planning process

As the first specific objectives of the study was to assess the level of participation of the population in household performance contract in the rural area of Shingiro sector; Musanze District, the research needed to assess the level of participation of the population in household performance contract planning process.

Table 6.4: Level of household participation in performance contract planning process

Activities in performance Contract	Plannification	% Plannification
Land consolidation on priority crops	17	11.33
Priority crops on Consolidated land	24	16.00
Domestic animal (Cows) insemination	61	40.67
The livestock vaccination against diseases	71	47.33
Pyrethrum planted	74	49.33
Electricity HH connections	41	27.33
Use of Cooking Gas promotion	6	4.00
Live in planned settlements	64	42.67
Households with access to clean water	32	21.33
Using financial service/Bank	63	42.00
Ha plantation with agroforestry trees and forestry trees	97	64.67
HHs under extreme poverty covered by VUP	53	35.33
Access to 9 years basic education for all children and expanding access to 12YBE	114	76.00
Community based health insurance	137	91.33
Umugoroba w'ababyeyi" Operationalize	97	64.67
Community participation in Local Economic development	92	61.33
Average of participation		43.46

Source: Primary data, 2019

In the table 6.4, the funding show that the population participate in planification of the household performance contracts at the level of

43.46% which is low level in general. Below are the details for each activity and the level of participation.

(1) Land consolidation on priority crops, the findings showed that the level of participation is 11.33% which indicates the low level of participation. According to the population from Telimbere and Nyamiyaga village, there conform that the weak participation due to the lack of trainings and mobilization before the design of the household performance contracts. Land consolidation on priority crops where the drive for consolidation of land use has a spiralling effect on the cultivation of priority crops as it indirectly promotes the use of inputs and extension services to farmers.

(2) Priority crops on consolidated land, the findings showed that there is a big relationship between land consolidated and priority crops on consolidated land. In table 4.4, the level of participation is 16.0% which also indicates the low level.

(3) Domestic animal (Cows) insemination, the findings showed that the population have provided the information of domestic insemination in the performance contract at the level of 40.67%. From testimonies of population, this is due to the different programs like Girinka Program and minimum package program which supported peoples in the villages.

(4) The livestock vaccination against diseases, the findings showed that the level of participation in designing the livestock vaccination against diseases was 47.33% which was insufficiently participated.

(5)Pyrethrum planted, the findings showed that most of the population do not even have an idea on Pyrethrum plantation; only 49.33% have been participated. The issue is that the households are not trained and well mobilized.

(6) Electricity HH connections, the findings showed that the level of participation in the household connections was 27.33%. This low percentage is due to the low level of income and many populations of category one.

(7) Use of Cooking Gas promotion, the findings showed that the level of participation was 4.00% which is very low. On this issue people need to know that the reduction household air pollution, improve health outcomes, save non-renewable biomass, and support local economic development, Musanze district is seeking to increase the use of liquefied petroleum gas (LPG) as a clean cooking solution. The respondents from both villages(Telimbere and Nyamiyaga) have been participated in household performance contracts designing with the corresponding levels of participations on “Live in planned settlements (42.67%), Households with access to clean water(21.33%), using financial service/Bank(42.00%), Ha plantation with agroforestry trees and forestry trees(64.67%), household under extreme poverty covered by Vision Umurenge Programs(35.33%), Access to 9 years basic education for all children and expanding access to 12YBE(76.00%), Umugoroba w'ababyeyi" Operationalize (64.67%), Community participation in Local Economic development(61.33%)”.

As shown in table 6.4, the findings showed the big gap participative in most of the activities. From the primary data collected the level of participation increases according to the trainings and explanatory package of performance contracts in households. As we have seen in the previous texts, most of our

respondents were illiterates. Clearly seen, the level of participation in the development of the households' performance contracts is still very low as the average of participatory carried 43.46% which was less than 50%. The issue is that they sign what they do not really have more information and objectivity. The development of a country depends on income statement per capita; through this research, people are not aware of what goes on in performance contract particularly at the household level. This would be taken into considerations by the household's performance contract planners to make it improved. As shown in table 4.4, the top activity with high percentage of household participation was the community-based health insurance at the level of 91.33%. As the community based health insurance was identified as a privileged channel for the growth of financial accessibility to health services in the rural areas and in the informal sector, the community based health insurance in particular allow the most vulnerable and poorest segments of the population to be fully integrated into the health insurance system, thus guaranteeing participation of the whole community and avoiding any stigmatization.

The findings showed that due to the community-based health insurance mechanism which aims to limit the exclusion of the most destitute segments of the population from health services, community-based health insurance plays a key role in building and strengthening the foundations for the concept of equity in access to various packages supplied by the health system. Mutual insurance companies are designed as a supplement to other existing health insurance systems. From the local leaders' testimonies, we found that the following factors can contribute in the increase in percentage of household participation in performance contract designing: Organization and management of community based health insurance, Reinforced implementation of the community based health insurance law, strengthening the management of patient roaming, Strengthening community participation and ownership, Intensification of the sensitization and information, Strengthen a dialogue framework between the community based health insurance actors, Strengthen the partnership between the community based health insurance and health facilities, Participation of the community based health insurance in the promotion of preventive activities, Strengthening the monitoring and evaluation system.

On this issue the household plans assessment of the local population's needs and wants to be inserted in an effective and efficient plan for poverty reduction in the rural area of the villages Telimbere and Nyamiyaga of Shingiro sector. It also requests to identify project to achieve the goals and objectives of the pre-established plan from head of households. The observation showed that there is a big gap in household performance contract plan.

Overview of household participation in the performance contract implementation process

The general participation means the general overview of how people are involved in such activity. In that regard, below is a table showing the level at which households participate in implementation of performance contract process.

Table 6.5: Overview of household participation in the performance contract implementation process

		Frequency	Percent
Valid	Very High	1	0.67
	High	129	86.00

	Moderate	13	8.67
	Low	4	2.67
	Very low	3	2.00
	Total	150	100

Source: Primary data, 2019

In the table 6.5, the respondents, 86.00% declared that they are involved in the household performance contract implementation process. As we have seen in the previous texts, most of households participate in implementation of performance contract not because they are willing to do but because the top leaders have fully planned for households. From different views of respondents, they declared that they implement what they don't have more skills and information. They suggested that it would be more productive if the implementers of performance contract train them before implementation process as that can influence more in the development and poverty reduction in the two villages. The findings showed that a great number of households are involved. However, 8.67% of the household the participation is moderate.

2.67% of the respondents also showed that the level of participation is low since people are not fully trained. 2.00% found it to be very low and only a small number of 0.67% found it to be very high.

The level of participation of the population in the implementation of performance contracts

As the first specific objectives of the study was to assess the level of participation of the population in household performance contract in the rural area of Shingiro sector; Musanze District, the research needed to find the level of participation in implementation at the household level. Below is a table specifying various activities and the level of participation in implementation.

Table 6.6: Level of participation of the population in the implementation of performance contract

Activities in performance Contract	Implementation	% Implementation
Land consolidation on priority crops	128	85.33
Priority crops on Consolidated land	63	42.00
Domestic animal (Cows) insemination	99	66.00
The livestock vaccination against diseases	114	76.00
Pyrethrum planted	60	40.00
Electricity HH connections	49	32.67
Use of Cooking Gas promotion	40	26.67
Live in planned settlements	93	62.00
Households with access to clean water	107	71.33
Using financial service/Bank	92	61.33
Ha plantation with agroforestry trees and forestry trees	101	67.33
HHs under extreme poverty covered by VUP	79	52.67
Access to 9 years basic education for all children and expanding access to 12YBE	122	81.33
Community based health insurance	114	76.00
Umugoroba w'ababyeyi" Operationalize	123	82.00
Community participation in Local Economic development	139	92.67
Average of participation		63.46

(Source: Primary data, 2019)

The above table 6.6 shows the main considerations. The respondents participated in implementation of household performance contracts at the level of 63.46% in general. The following are the activities and the level of participation in implementation and the respective percentage participatory: (i) Community participation in Local Economic development (92.67%). As clearly seen, the participation was enough by the fact that it was just monthly activity involving all stakeholders and community participation. (ii) Land consolidation on priority crops (85.33%). The participation was high because of strategy of mobilization, rules and regulations, and some penalties of against rules. (iii) Umugoroba w'ababyeyi" Operationalize (82.00%). Here

the level of implementation was high because it's just organized by local communities themselves. This reflects to our research gap where the households need to organize, plan, and implement the activities themselves for a set target. (iv) Access to 9 years basic education for all children and expanding access to 12YBE (81.33%). Here, the participation was enough due to the government policy "education for all". The government is the parental organ and in charge of education free. Through the mobilization of household performance contract implementation, the participation in education was high. Furthermore, (vi) the Community based health insurance and (vii) the livestock vaccination against diseases was implemented at the level of

76.00% due to government policy and mobilizations because of trainings received in general.

The households with access to clean water were implemented at the level of (71.33%). Ha plantation with agroforestry trees and forestry trees (67.33%), Domestic animal (Cows) insemination (66.00%), Live in planned settlements (62.00%), using financial service/Bank (61.33%), household under extreme poverty covered by Vision Umurenge Programs (52.67%), Priority crops on consolidated land (42.00%), Pyrethrum planted(40.00%), Electricity HH connections (32.67%), Use of Cooking Gas

promotion(26.67%). The observation showed that the population involvement in household performance contract implementation was moderate.

Overview of household participation in the performance contract evaluation process

The general participation means the general overview of how people are involved in such activity. In that regard, below is a table showing the level at which households participate in evaluation of performance contract process.

Table 6.7: Overview of household participation in the performance contract evaluation process

		Frequency	Percent
Valid	Very High	0	0.00
	High	2	1.33
	Moderate	4	2.67
	Low	8	5.33
	Very low	136	90.67
	Total	150	100

Source: Primary data, 2019

The above table 6.7, the respondents, 90.67% declared that they are not involved in the performance contract evaluation process. As we have seen in the previous texts, most of households do not participate in evaluation of performance contract not because they are not willing to do but because the top leaders do not evaluate the households' progress. They suggested that it would be more productive if the evaluators of performance contract involve them in evaluation process as that can influence more in the development and poverty reduction in the two villages. The findings showed that a great number of households is not involved. However, 2.67% of the household the participation is moderate. 5.33% of the respondents also showed that the level of

participation is low since people are not fully involved. 1.33% found it to be high and none found it to be very high.

The level of participation of the population in the evaluation of performance contracts

As the first specific objective of the study was to assess the level of participation of the population in household performance contract in the rural area of Shingiro sector; Musanze District, the research needed to find the level of participation in evaluation at the household level. Below is a table specifying various activities and the level of participation in evaluation at the household level.

Table 6.8: Level of participation of the population in the evaluation of performance contracts

Activities in performance Contract	Level of participation in Evaluation	%Level of participation in Evaluation
Land consolidation on priority crops	19	12.67
Priority crops on Consolidated land	43	28.67
Domestic animal (Cows) insemination	74	49.33
The livestock vaccination against diseases	5	3.33
Pyrethrum planted	94	62.67
Electricity HH connections	65	43.33
Use of Cooking Gas promotion	51	34.00
Live in planned settlements	37	24.67
Households with access to clean water	54	36.00
Using financial service/Bank	8	5.33
Ha plantation with agroforestry trees and forestry trees	76	50.67
HHs under extreme poverty covered by VUP	42	28.00
Access to 9 years basic education for all children and expanding access to 12YBE	95	63.33
Community based health insurance	80	53.33
Umugoroba w'ababyeyi" Operationalize	85	56.67
Community participation in Local Economic development	78	52.00
Average of participation		37.75

(Source: Primary data, 2019)

As observed in the table 6.8 the overall average of participation in evaluation of household performance contracts was 37.75% in general. The following are the activities and the respective level of participation in evaluation: (i) 52.00% represent the Community participation in Local Economic development. Herein, the participation is still low; and that is because the people were not fully involved in evaluation of the performance contract. (ii) 12.67% represent the Land consolidation on priority crops. The participation was very low because there were no follow ups of the progress. (iii) 56.67% represent Umugoroba w'ababyeyi" Operationalize. This was due to the lack of organization, and evaluation. (iv) 63.33% represent the access to 9 years basic education for all children and expanding access to 12YBE. Here, the lack of mobilization of household performance contract evaluation was one of the main facts. So far, the Community based health insurance (53.33%), the livestock vaccination against diseases(3.33%), the households with access to clean water(36.00%), Ha plantation with agroforestry trees and forestry trees(50.67%), Domestic animal (Cows) insemination(49.33%), Live in planned settlements(24.67%), using financial service/Bank(5.33%), household under extreme poverty covered by Vision Umurenge Programs(28.00%), Priority crops on consolidated land(28.67%), Pyrethrum planted(62.67%),

Electricity household connections(43.33%), Use of Cooking Gas promotion(34.00%); were the activities been participated their respective evaluation levels. The observation showed that there is a big gap in evaluation of household performance contract.

The General Findings of Activities and the Level of Household Participation in Planning, Implementation and Evaluation

As the first specific objective of the study was to assess the level of participation of the population in household performance contract planning, implementation, and evaluation, the research sought to address the following question: what is the level of participation of the population in the household performance contract process in the rural area of Shingiro sector; Musanze District? This characteristic is essential to the research since the respondents were asked the questions related to the activities included in household performance contract. The performance contract states clearly the target for the year, within the infrastructural and socio-economic development. The priority activities have been chosen and some of the set targets have been achieved.

Table 7: the general findings of activities and the level of household participation in planning, implementation and evaluation

No	Activities in performance Contract	Plannification	% Planification	Implementation	% Implementation	Evaluation	% Evaluation
1	Land consolidation on priority crops	17	11.33	128	85.33	19	12.67
2	Priority crops on Consolidated land	24	16.00	63	42.00	43	28.67
3	Domestic animal (Cows) insemination	61	40.67	99	66.00	74	49.33
4	The livestock vaccination against diseases	71	47.33	114	76.00	5	3.33
5	Pyrethrum planted	74	49.33	60	40.00	94	62.67
6	Electricity HH connections	41	27.33	49	32.67	65	43.33
7	Use of Cooking Gas promotion	6	4.00	40	26.67	51	34.00
8	Live in planned settlements	64	42.67	93	62.00	37	24.67
9	Households with access to clean water	32	21.33	107	71.33	54	36.00
10	Using financial service/Bank	63	42.00	92	61.33	8	5.33
11	Ha plantion with agroforestry trees and forestry trees	97	64.67	101	67.33	76	50.67
12	HHs under extreme poverty covered by VUP	53	35.33	79	52.67	42	28.00
13	Access to 9 years basic education for all children and expanding access to 12YBE	114	76.00	122	81.33	95	63.33
14	Community based health insurance	137	91.33	114	76.00	80	53.33
15	Umugoroba w'ababyeyi" Operationalize	97	64.67	123	82.00	85	56.67
16	Community participation in Local Economic development	92	61.33	139	92.67	78	52.00
	Average of participation		43.46		63.46		37.75

(Source: Primary data, 2019)

From the above table 43.46% of the respondents participated in planning, 63.46% in implementation and 37.75% in evaluation. The indications showed the low level of participation in households' performance contract in evaluation, planning, and implementation. The findings show that though households plan is set and implemented; the percentages of participation in planning is very small (43.46%) and participation in implementation is moderate (63.46%) while in evaluation the participation is 37.75%. This indicates that they need to be trained, mobilized, and explained what the performance contract is, its role, the objective and the contribution to poverty reduction to improve their standard of living before they sign the activities plan.

Activities and Effect on Infrastructure Development

As the second specific objective of the study was to examine the effect of household performance contract on poverty reduction in the rural area of Shingiro sector; Musanze District, the research needed to examine the effect of household performance contract on infrastructure development at the household level. Below is a table specifying various activities and effect on infrastructure development at the household level. We detail them in the following table.

Table 8: Activities and effect on infrastructure development

Activities in performance Contract	Effect on infrastructure development	% on infrastructure development
ElectricityHH connections	128	85.33
Households with access to clean water	136	90.67
Community participation in Local Economic development(Community work)	85	56.67
Average percentage		77.56

(Source: Primary data, 2019)

In Table 8 the findings indicate that in infrastructure development, the households with access to clean water was an activity been participated at the high level of 90.67% and Community participation in Local Economic development (Community work) at the low level of 56.67%. The average of participation in infrastructure development for all activities was 77.56% which indicates the high effect on infrastructure development in households' performance contract.

Activities and Effect on Social Living Conditions

As the second specific objective of the study was to examine the effect of household performance contract on poverty reduction in the rural area of Shingiro sector; Musanze District, The research needed to examine the effect of household performance contract on poverty reduction at the household level. Below is a table specifying various activities and effect on social living conditions in the villages of Telimbere and Nyamiyaga. We detail them in the following table.

Table 9: Activities and effect on social living conditions

Activities in performance Contract	Effect on social living condition	% on social living condition
Live in planned settlements	141	94.00
HHs under extreme poverty covered by VUP	107	71.33
Access to 9 years basic education for all children and expanding access to 12YBE	139	92.67
Community based health insurance	123	82.00
Umugoroba w'ababyeyi" Operationalize	131	87.33
Average percentage		85.47

(Source: Primary data, 2019)

Activities and Effect on Economic Living Conditions

As the second specific objective of the study was to examine the effect of household performance contract on poverty reduction in the rural area of Shingiro sector; Musanze District, The research needed to examine the effect of household performance contract on poverty reduction at the household level. Below is a table specifying various activities and effect on economic living conditions in the villages of Telimbere and Nyamiyaga. We detail them in the following table.

Table 10: Activities and effect on economic living conditions

Activities in performance Contract	Effect on economic living condition	% on economic living condition
Land consolidation on priority crops	146	97.33
Priority crops on Consolidated land	143	95.33
Domestic animal (Cows) insemination	144	96.00
The livestock vaccination against diseases	135	90.00
Pyrethrum planted	142	94.67
Use of Cooking Gas promotion	139	92.67
Using financial service/Bank	141	94.00
Ha plantation with agroforestry trees and forestry trees	127	84.67
Average percentage		93.08

The findings indicate that the land consolidation on priority crops was an activity been participated at the high level of 97.33% and Ha plantation with agroforestry trees and forestry trees at the level of 84.67%. The average of participation in economic living

condition for all activities was 93.08% which indicates the high effect on economic living condition in households' performance contract.

Challenges in household performance contract process and how affect poverty reduction

Performance contract starts with plans which define expected behavior in management terms, expected behaviors are performance standards. As the third specific objective of the study

was to analyse the challenges associated with the level of household participation to the performance contract on poverty reduction, the research needed to analyse challenges affecting household performance contract design process at the household level. Below is a table specifying various challenges affecting household performance contract in design process in the rural area of Shingiro sector; Musanze District. We detail them in the following table.

Table 11: Challenges affecting household performance contract design process

Challenges	Frequency	Percentages
Unrealistic targets	129	86.00
Inadequate resources and funding necessary to perform activities	146	97.33
Lack or training needs not tied to the household performance contract	137	91.33
Lack of consultation to all parties in formulating household performance contract	143	95.33
Low level of citizen (knowledge and skills)	138	92.00
Failure of full citizen involvement in decision making	149	99.33
Average percentage		93.56

(Source: Primary data, 2019)

The researcher sought to know challenges affecting household performance contract design process. We notice that: Most of the respondents from both villages recognized that, failure of participation in designing process of household performance contract was a big challenge at the level of (93.56%) in general. In this research, from the respondent's primary data, we have found that failure of the full citizen involvement in decision making was the major challenge affecting household performance contract design process at the highest level of (99.33%).

Challenges affecting household performance contract implementation process

As the third specific objective of the study was to analyse the challenges associated with the level of household participation to the performance contract on poverty reduction, the research needed to analyse challenges affecting household performance contract implementation process at the household level. Below is a table specifying various challenges affecting household performance contract in implementation process in the rural area of Shingiro sector; Musanze District. We detail them in the following table.

Table 12: Challenges affecting household performance contract Implementation process

Challenges	Frequency	Percentages
Inadequate resources and funding necessary to perform activities	141	94.00
Lack of training needs not tied to the household performance contract	132	88.00
Inadequacy of training needs necessary in the monitoring of the household performance contract	127	84.67
Poor system (failure) i.e. some duties not rated at villages	137	91.33
Cultural challenges	123	82.00
Management practices challenge	130	86.67
Average percentage		87.78

(Source: Primary data, 2019)

The researcher sought to know challenges affecting household performance contract implementation process. We noticed that: Most of the respondents from both villages recognized that, failure of participation in implementation of performance contract was a challenge at the level of (87.78%) in general.

Challenges affecting household performance contract evaluation process

As the third specific objective of the study was to analyse the challenges associated with the level of household participation to the performance contract on poverty reduction, the research needed to analyse challenges affecting household performance contract evaluation process at the household level. Below is a table specifying various challenges affecting household performance contract in evaluation process in the rural area of Shingiro sector; Musanze District. We detail them in the following table.

Table 13: Challenges affecting household performance contract Evaluation process

Challenges	Frequency	Percentages
Inadequate resources and funding necessary to perform tasks assigned	130	86.67
Inconsistence feedbacks on household performance evaluation results	143	95.33
Lack of Rewards systems and those available not based on household performance contract	139	92.67
Inadequacy training needs necessary in the evaluation of the household performance contract	136	90.67
Lack of household performance indicators	140	93.33
Average percentage		91.73

(Source: Primary data, 2019)

The researcher sought to know challenges affecting household performance contract Evaluation process. We noticed that: Most of the respondents (91.73%) from both villages recognized the challenges of not being involved in implementation of performance contract.

Conclusion and Recommendation

The researcher was interested on analysis of household performance contract and poverty reduction in rural area of Shingiro sector. The related research only studied on performance contract for local authorities, but they did not take into consideration the household performance contract factor with the poverty reduction in rural area. After having observed the gap in this area of research, the researcher conducted this research on analysis of household performance contract and poverty reduction in rural area of Shingiro sector. Based on the findings and respondent testimonies, all specific objectives were achieved.

Following up the study results, it is recommended that Musanze district would work out on household performance contract improvement as a major factor of poverty reduction in the rural areas of Shingiro sector. The following are suggestive solutions: local authorities must take into consideration of full involvement of population in household performance contract planning and evaluation. This would enhance poverty reduction in the rural area of Shingiro sector, Musanze district authorities must take care of household involvement in decision making while developing household performance contract. This would help in infrastructural development; Local government must be sure that the regular evaluations of household performance contract are conducted as it planned. This would contribute on economic living conditions, At the village level, the follow up of household performance contract should be done by village leaders in collaboration with population. This would contribute to social living conditions.

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