ABSTRACT

The overall objective of this study was to investigate challenges faced by local government in implementation of performance contracts practices in Rubavu District, Rwanda. Accordingly various scholarly works were reviewed to inform the conceptual framework and research methodology for the study. Using survey design, it was possible to get variety of views and opinions from Rubavu district local leaders and local people who were sampled and selected by simple random technique. The views, opinions attitude and experiences of respondents were obtained using questionnaires as the main research instrument. The study revealed that there was better performance based contract and it has achieved some of the set targets set during performance contract planning but due to the following challenges Rubavu district targets were not fully achieved, unrealistic and over ambitious targets, lack of experienced staff, poor monitoring and evaluation, high staff turnover, unclear task definition for district staff and limited financial capacity. As conclusion the Rubavu district performance based system of service provision would have performed better if the above challenges were addressed effectively. For better achievement of performance contract objectives, central government should develop a comprehensive policy to guide the planning, implementation and evaluation of performance – based contract process, citizen participation in the process needs to be enhanced more support for priority areas identified at household, village and cell levels is needed, leadership gap should be bridged by developing and implementing a comprehensive capacity building programme for leaders, including organization and management, meeting organization goals, participatory approaches to development management, time management and developing strategies to encourage youth to participate in development programmes including Imihigo. It is also important to put in place mechanisms involving the performance strategies to increase the implementation of results – based budgeting, improve cross ministerial coordination and improve decentralization process.