

## **EVALUATION IMIHIGO CONCEPT 2011**

### **BACKGROUND**

*Imihigo* is a tradition that Rwanda has institutionalized as a means to enhance local government reform and stimulate development. It draws on a long-standing cultural practice in Rwanda whereby two parties publicly commit themselves to the achievement of a particular task. Failing to meet these public commitments leads to dishonor, not only for the individual party but for the community.

This cultural 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 agencies more effective. It is in that respect, that the President of the Republic, on the 12th of March 2006 while addressing a meeting of members of District Executive Committee with their Executive Secretaries in Murambi, requested that the district leadership prepares an activity program for the remaining part of the year which he would sign with them. In that meeting, H.E the President, pointedly requested a joint evaluation after six months. Since that date, the districts were guided into the preparation of the performance contracts or *Imihigo* which were publicly signed on the 4th of April 2006 for the first time. Since 2006 the approach has been used by local government authorities in setting local priorities, setting annual targets and defining activities to achieve them.

This tools introduced by the GoR in 2006 for reinforcing the local government has been adopted as performance-based approach, “*Imihigo*”. Through this approach local governments articulate their own objectives which reflect priorities of the local population and develop realistic strategies to achieve these objectives. It is also used for accountability and continued improvement of public service delivery.

Obligations under *Imihigo* are reciprocal between signatories, District leaders, for example, are obligated to work with their constituents toward the achievement of national

development priorities over the course of a year, and the President is committed to supporting districts with the requisite financial, technical and human resources to facilitate the achievement of these goals.

## **EVALUATION**

Prime Minister's office together with MINALOC spearheaded evaluation process since then. It's usually done at different levels in all sector domains that include, Agriculture, water and sanitation, education, health, administration, justice, infrastructure, economy, security etc. In the beginning of the fiscal year, the district administration converge at central level to make commitment before the President and other top leaders to perform certain priorities and assignments within a specified period of time usually one fiscal year. The then district is evaluated according to set priorities against the progress made towards fulfilling its commitments.

### **USUALLY DISTRICT EVALUATIONS ARE CARRIED OUT IN TWO PHASES:**

**Provincial evaluation:** This is where each province evaluates their respective districts geared to know the progress their performance.

#### **Central Government evaluation**

Prime Minister's office mandated to coordinate and over see the implementation, instituted evaluation committee composed of the following institutions which undertake this activity usually within one month in return provide evaluation report based on the performance.

- PRESIDENT'S OFFICE
- PRIME MINISTER OFFICE
- MINALOC
- MINICOFIN
- RGAC
- NDIS
- RALGA
- CIVIL SOCIETY PLATFORM

This practice sector transcended to sectors and in some districts have went even at cell and *umudugudu* (village) as well as at the household level and will later be signed at the individual level .

Similarly, some government organs have adopted the method to increase the performance and providing good public service delivery

## **OBJECTIVES**

- 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 promote zeal and determination to achieve set activities
- To instill the culture of regular performance evaluation.

## **GENERAL METHODOLOGY**

The methodology to be used in evaluation of Imihigo will include the following:

- Members of the evaluation team mentioned will take three days of reviewing the district contracts harmonizing activities to be evaluated according to agreed evaluation procedure and template.
- The team will split into two teams and get dispatched two districts and the evaluation will take two days per district.
- Day one will be for assessing the district reports and day to left for field visit meant to physically verify and assess the implementation.
- After the field visits and verification of selected activities, the team will score/assess performance against imihigo targets.

## EVALUATION METHODS

### IMPACT ORIENTED EVALUATION

This method will be based on impact depending on activities, where activities are scored according to impact for example Construction of roads, bridges, markets, hospitals etc. This will be categorized into three to mention; Big, medium and small though the pillars are maintained.

Categorization	Average score per activity
Big	10
Medium	05
Small	02

### Scoring

Evaluation based on **Activity oriented performance** and **Impact oriented performance** scoring and grading based on the on pillars of development

Economic	60%
Social	30%
Governance and justice	10%

### ADVANTAGES FOR THIS METHOD

This evaluation system considers the efforts of the district done in creation of the following;

- It creates quick development of the district
- Improves the standard of living of the people
- Community improvement in social and economic wellbeing

- Creates confidence in leaders to accomplish big assignments.
- Maximizes and exploit district potentials and resources of the district.
- Creates the spirit of visionary leaders
- Resource mobilization is considered to supplement on Government budget.

## **DISADVANTAGES**

Does not consider potentials of the district

**Activity oriented evaluation:** This is Prior evaluation, based on the activities stipulated in district performance contract and evaluation is activity against the output. It does not consider any impact. Whatever activity set is scored the same marks depending on the level of implementation.

## **ADVANTAGES FOR THIS METHOD**

- Evaluation will be done equally in districts
- It will be best on the set activities set by the districts
- Resources of the district available

## **DISADVANTEGES**

- Does not consider the impact of activities
- Create laziness and not to think big
- No impact to the community usually are routine work

## **DISADVANTEGES**

Does not consider the impact of activities

However all methods will be evaluated pillar form a combined total score of 100 which is then adjusted to the equivalent weight of the pillar e.g. the economic pillar total score will be converted to a combined score of 60.

Example: = Economic Score X 60

Table showing grading of average of scores of implementation of imihigo in administrative entities

<b>Administrative entities</b>	<b>Average score of implementation of imihigo (%)</b>	<b>Grade and Traffic light rating</b>
	<b>90-100</b>	<b>Achieved</b>
	<b>50-89</b>	<b>Partially Achieved</b>
	<b>0- 49</b>	<b>Not Achieved</b>

#### **TIME FLAME FOR IMIHIGO PLANING AND EVALUATION 2010-2011**

<b>Date</b>	<b>Activity</b>	<b>Responsible</b>
18-25/04/2011	Preparation of evaluation Conceptnote and instructions for imihigo 2011;	<b>Primature/ Minaloc</b>
29/04/2011	Meeting of quality Assurance	<b>Team</b>
2-8/05/2011	House hold evaluation done by village 2010/2011 as well <b>2011/2012</b> ; Evaluation at cell 2010/2011	<b>Cell and village level</b>
9-15/05/2011	Evaluation and Planning of cells by sectors to the Sector council;	<b>Sector council</b>
16-22/05/2011	Evaluation and Planning of sectors imihigo to the District executive committee.	<b>District</b>
26-29/05/2011	Presentation of 2011/2012 District imihigoto the District council for adoption.	<b>District council</b>
02/06/2011	Submission of Imihigo performance report to MINALOC for review before commencement of evaluation;	<b>District , Minaloc</b>
06/06/2011-09/07/2011	National evaluation team meeting	<b>Primature</b>

		<b>Minaloc</b>
11-15/07/2011	Preparation and submission of Imihigo Evaluation Report;	<b>Evaluation Team</b>
19-20/07/2011	CG & LG Preparation Meeting on performance contracts before presenting them to the HE	<b>Primature&amp;Minaloc</b>
29/07/2011	Presentation of 2010/11 and District, Province /KC, contracts and plan 2011/12 before H.Ethe President OF Rwanda.	<b>Minaloc&amp;Primature</b>