



Rwanda's Practice or Approach of Planning and Evaluation—Use of **Performance Contracts “Imihigo”**

International Conference on National Evaluation Capacities (NEC)

Tumwine James
Director of EDPRS-Rwanda

Outline



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- ▶ Guiding Principles for the Imihigo
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- ▶ Conclusions

Overview



Rwanda

- Hilly and touristic country;
- 2000 adopted Decentralization;
- Decentralization implemented in phases;
- 4 Provinces + Kigali City with 30 districts
- ~10M of population



What is Imihigo?



Traditional Definition

Imihigo is a cultural practice in the ancient tradition of Rwanda where an individual would set himself/herself targets to be achieved within a specific period of time and to do so by following some principles and having determination to overcome the possible challenges.

What is Imihigo?



Modern Definition

- ▶ H.E the President introduced Imihigo in the development process in 2006
- ▶ Invaluable tool in the planning, accountability and performance management
- ▶ Results are reviewed for three pillars: Economic Development, Social Development and Governance and Justice
- ▶ Ensure full participation and ownership by citizens

Performance-based approach = “Imihigo”

What is Imihigo?



In sum:

Imihigo = Performance Contracting

Objectives of Imihigo



- ▶ Speed-up implementation of the local and national development agenda towards Vision 2020, its medium-term plan the Economic Development and Poverty Reduction Strategy (EDPRS) and the MDGs
- ▶ Ensure stakeholder ownership of the development agenda
- ▶ Promote accountability and transparency

Objectives of Imihigo



- ▶ Promote results-oriented performance
- ▶ Instill innovation and encourage competitiveness
- ▶ Promote zeal and determination to achieve set goals
- ▶ Foster a culture of results and performance evaluation

Guiding Principles for the Imihigo



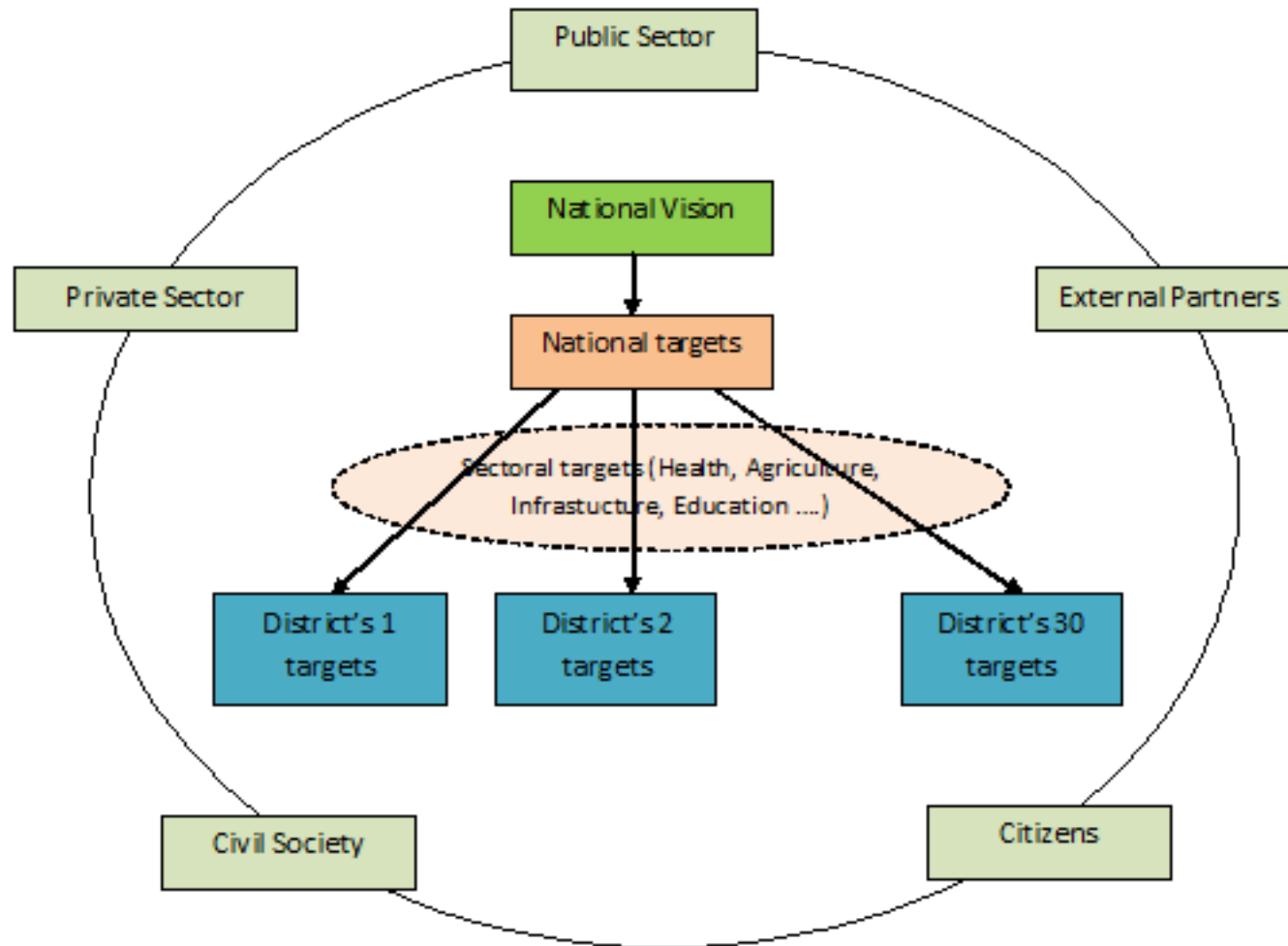
- ▶ **Voluntary:** It is a choice of the citizens, guidance is provided to ensure that national priorities are matching with local ones
- ▶ **Ambitious:** You promise and vow to achieve only what you do not already have
- ▶ **Excellence:** Imihigo is about outstanding performance: something worth of praise [an activity with a big picture and positive impact] to citizens and the development of the area and the Country in general



Assessment of the Imihigo

- ▶ Each year, a budget is assigned for the implementation of Government Priorities
- ▶ Districts choose tangible activities that have a big impact on lives of citizens and development of the country
- ▶ At the end of the fiscal year, an Assessment is done at the National Level to track progress on in the three pillars.
- ▶ The Assessment is done by different institutions at the National Level
- ▶ 2 days are spent in each district: one to evaluate reports and another for activities in the field

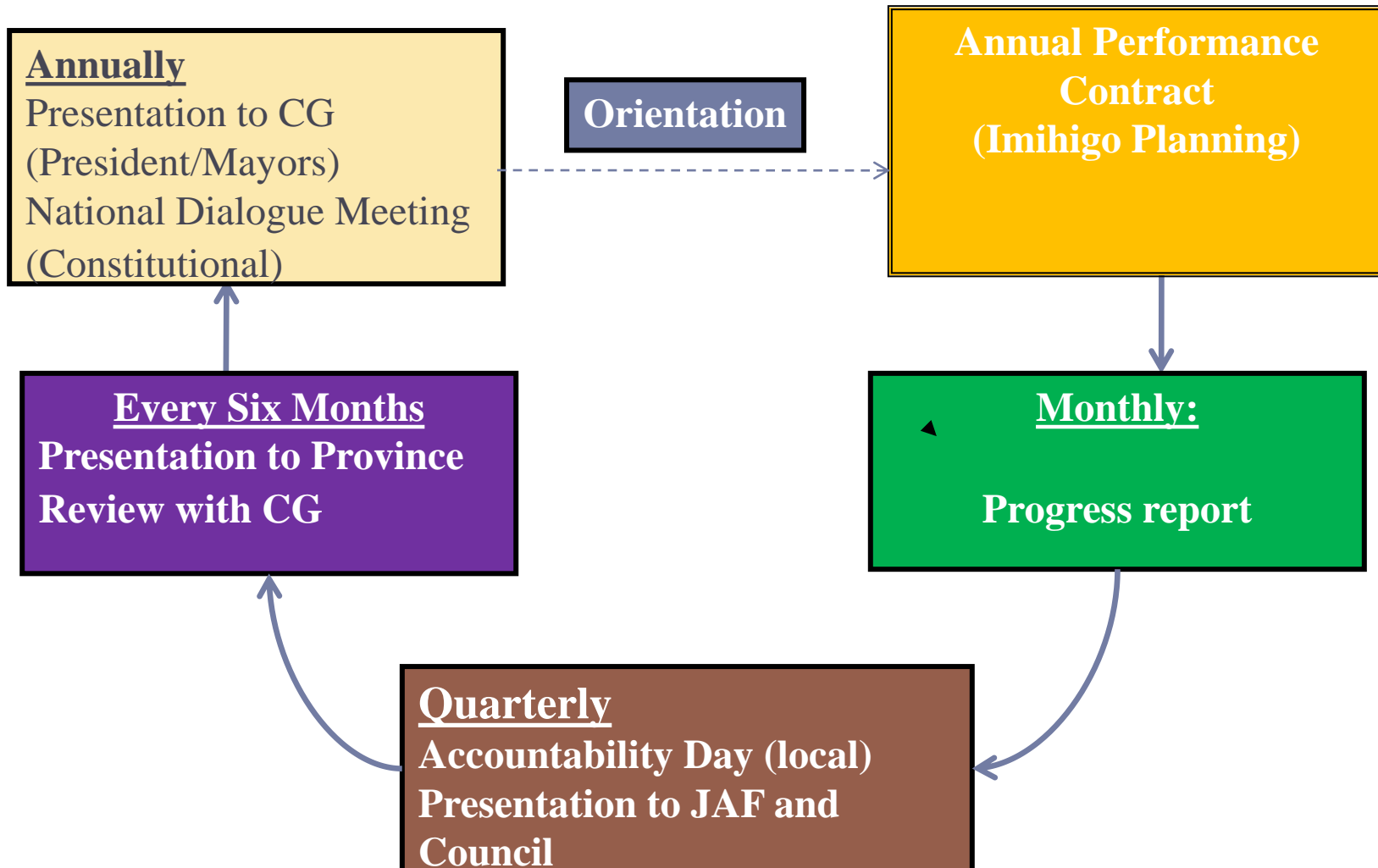
Strategic “Imihigo” planning



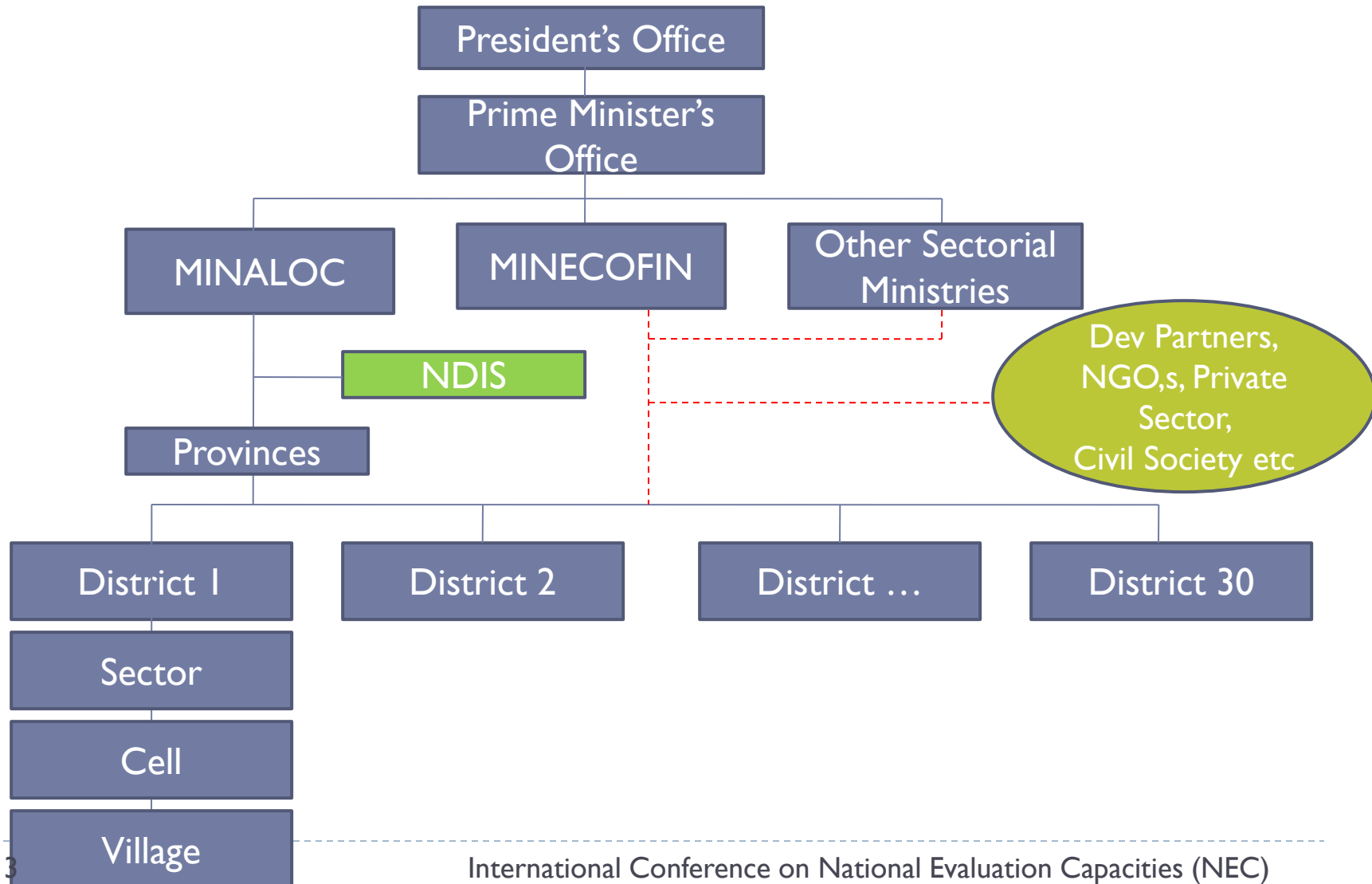
District must align its activities towards National Vision



Imihigo – Monitoring and Evaluation Cycle



Key Stakeholders





Conclusion

The result of implementing the Imihigo has led to:

- ✓ Promotion of a competitive spirit among leaders and enthusiasm towards the Rwanda's development.
- ✓ Efficient monitoring and evaluation of development initiatives has also been successful under this approach.

It has been found therefore, that with adequate resources, visionary leadership and organisational development, performance excellence is a **MUST**.