



## **CITIZENS' PARTICIPATION AND CONTRACTS PERFORMANCE IN BUGESERA DISTRICT, RWANDA**

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### **Abstract**

The purpose of this study was to examine the effects of citizens' participation and contracts performance in Rwanda with the particular goals: to determine the effect of involvement of local community on contract performance in Bugesera District; to examine the effect of clarification of responsibilities on contract performance in Bugesera District; to establish the effect of team collaboration on contract performance in Bugesera District and to evaluate the effect of government accountability on contract performance in Bugesera District. The research also compared two variables which are independents and dependents variables. A case study was described as analysis of citizens' participation and contracts performance, researcher acquired knowledge regarding the study. All the respondents from the population of Bugesera District to respond all research questionnaires. This research used questionnaires to collect data, as far as this study was concerned, the population was comprised by respondents of Bugesera District in different departments targeting 162 respondents. To describe target population of a study as the point of focus from which a generalization was made regarding the research findings. Thus a sample size was 162 respondents. The study used primary and secondary data to get all information needed in this study. A research instrument is a tool that was used by researcher to collect data for a study. Questionnaire technique, interview technique and documentary technique have been used. Validity; the validity was tested by using Content Validity Index (CVI) through SPSS version 20. Reliability was done by using Cronbach's Alpha Model on SPSS version 20. Piloting was conducted in Rwamagana district. The quantitative data was analyzed using descriptive statistics after running the data collected through the Statistical Package for Social Sciences version 20. The findings indicated that government accountability increased transparency where government agencies are accountable to provide clear and transparent information for contract performance in Bugesera District". Enhanced accountability and transparency; citizens' participation in governance and contract oversight processes encourages greater accountability from public officials and contractors. When citizens are engaged, they are more likely to demand transparency, which can lead to improved contract performance through the detection and prevention of corruption and mismanagement. By fostering inclusive governance practices, Rwanda can further enhance the positive outcomes of citizen involvement in public contracts, contributing to sustainable development and improved quality of life for its citizens. Community engagement; ensure that a diverse range of citizens, including marginalized groups, are actively involved in the formulation and monitoring of contracts and establish local forums or town hall meetings where citizens can voice their opinions, concerns, and suggestions regarding public contracts. Conduct

regular evaluations to determine the impact of citizen participation on contract performance and identify areas for improvement. By implementing these recommendations, Rwanda can enhance citizen participation's positive effects on contract performance, ultimately improving service delivery and fostering trust between the government and its citizens.

**Keywords:** citizens' participation and contracts performance.

### **Introduction**

Worldwide, citizens' participation and contracts performance are crucial aspects of governance, particularly in the context of public-private partnerships (PPPs). There are various initiatives and best practices that demonstrate the importance of citizen engagement and contract performance in ensuring effective and sustainable infrastructure development (Nederhand, & Klijn, 2019). Citizens' participation includes individuals and communities participation in making a decision on their lives. This is not for people, but with open discussions. People need to feel part of it, empathize with it, participate in something that correlates with their efforts, and contribute meaningfully (Häkkinen and Belloni, 2016). Moby and Parker (2015) found that to increase the likelihood of contract success, educational institutions must understand the essential elements of contract success, predict likely outcomes, and systematically quantify these critical factors. It is argued that it is necessary to choose the appropriate method to do so and after making a decision, it can achieve the success of the contract.

United States of America, the concept of citizens' participation refers to the involvement of citizens in the decision-making process, which is essential for effective governance and accountability (Fung, 2015). Contracts performance, on the other hand, refers to the fulfillment of contractual obligations by government agencies, contractors, and service providers. Citizen participation, an essential component of democracy, allows community members to receive information on public policies and programs, share feedback about their needs, and get involved in the formulation or implementation of policies and programs (Amirkhanyan & Lambright, 2017). Citizens' feedback and engagement are important tools for promoting active, informed, and empowered citizenry as well as responsive and accountable administration.

It shows that understanding the needs of citizens and organizing services and overall contract performance are the main of managers soliciting feedback and other people's decision -making one of the reasons (Campbell & LambricHt, 2016). Much of the citizen participation focuses on its determinants, types, characteristics, and prevalence. Studies connecting citizen participation to the use of citizens' feedback and, ultimately, to institutions performance are limited. The link between contract performance and one particular form of participation, customer participation in organizational decision-making. The industry includes public, for-profit and not-for-profit organizations and has a high degree of "publicity" in terms of funding and regulation. Since the creation of federal medical insurance and medical subsidies, public funds has been used to cover government plans for outsourcing for non -profit organizations and profit providers. Although responsibility and citizens' participation are carried out through a number of providers of several departments, it is similar to other public financing, but private delivery plans (Lambraite, & Bronstein, 2018).

Europeans' countries like German, United Kingdom and Suisse, citizen participation can take place in different places of the contract cycle and at different levels of society, and take many different forms. These can range along a continuum from contribution of inputs to predetermined contracts and programmes, to information sharing, consultation, decision-making, partnership, and empowerment. Citizen participation is both a means and an end, as a means, it is a process in which people and communities cooperate and collaborate in development projects and programmes. As an end, stakeholder's is a process that empowers people and communities through acquiring skills, knowledge, and experience, leading to greater self-reliance and self-management. In addition, Phua (2014) and Hermanta (2016) says that citizen participation are an integral part of a contracts and that contracts can best achieve their objectives by integrating extended stakeholders in their core institutions strategies and operations institutions strategies.

Newcombe (2015) defines citizen participation as groups or individuals who have a stake in or expectation of the contract performance and include stakeholders, managers, designers, and subcontractors, suppliers, funding bodies, users and community at large. Identifying the most influential is essential for stakeholder engagement. Mitchell (2017) offered stakeholder saliency as a means of conceptualizing and measuring the validity of stakeholder claims. He defined stakeholder saliency as the extent to which a stakeholder is powerful, legitimate, and the claim is urgent, and suggested that citizen participation helps managers of the institution to identify who and what really matters in any given stakeholder decision. Citizen participation is nowadays a key element of contract performance. Stakeholders and citizens no longer accept to be the subject of an intervention without a certain degree of involvement and consultation. They want to make their voice heard and Policy makers will have to listen (European Network of Education councils, 2015).

Africa countries like Nigeria, South Africa and others, recognizes citizen participation as key for effective contract performance, citizen participation in any institution in a community need to have decisions concerning the contract, and where possible to take part in its development and manage it on completion as well as with achieving its goals. This can be achieved through citizen participation, which according to Cernea (2015) is defined as "an active process by which stakeholder's groups influence the direction and execution of a development the institutions with a view to enhancing their well-being in citizens, personal growth, self-reliance or other values they cherish". The context of citizen participation should focus on the participation of beneficiaries, and not that of government personnel; that the joint or collaborative involvement of beneficiaries in groups is a hallmark of citizen participation.

Pycroft (2020) argued that empowerment of local authorities deepens democracy in two ways, because they help in contract performance to better adapt to local preferences and local sources of knowledge and information, and because it creates significant participation, thereby reducing costs and injustice. For example, more resources should be invested in South Africa, which is characterized by a lack of strong civil society structures representing the interests of the majority of community members and a clear lack of capacity among citizens to respond meaningfully to complex issues, to promote meaningful participation of the general population (Madzivhandila and Asha, 2018). Furthermore a little insight into history reveals that this challenge is not a new one but rather has been a re-occurring phenomenon at different points in time. For example, the period of the sixties saw a significant increase in demands and proposals for greater governmental decentralization and more citizen involvement in the making and execution of public policy"

(Herbert, 2017; Valk & Wekwete, 2020). But as Herbert points out, decentralization neither presupposes nor implies participation for citizens.

Kenya as one of the East Africa countries, citizens' participation and contract performance are critical aspects of governance and public administration in Kenya (Opiyo, 2017). The interplay between these two elements has implications for transparency, accountability, and service delivery in the country. The 2010 Constitution of Kenya emphasizes public participation as a fundamental principle of governance. Articles 10 and 118 promote participation in governance processes, decision-making, and policy formulation, creating a legal basis for citizen involvement. The devolution of government powers through the establishment of county governments has created more opportunities for citizen involvement in local governance. County governments are mandated to involve citizens in planning and budgeting processes, which ideally fosters greater accountability (Moi, 2019).

Various mechanisms such as public forums, stakeholder consultations, and participatory budgeting have been instituted to enhance citizen engagement. Non-governmental organizations (NGOs) and civil society play a crucial role in amplifying citizens' voices and ensuring that local issues are addressed. Citizen involvement can significantly influence contract performance. Informed citizens demand accountability from government officials and contractors, potentially improving the quality of services rendered. Public participation in procurement processes, such as through citizen oversight committees, enhances transparency and deter corruption (Onyalo, 2024). On the other hand, civic participation is the interaction through which ordinary people participate, either voluntarily or compulsorily, as part of a group or individually, with the goal of influencing decisions regarding important choices that will affect their community (André, 2016).

Rwanda has made significant strides in recent years in terms of economic development and good governance. The country has implemented various initiatives aimed at increasing citizens' participation in governance and improving the performance of contracts (Andrews, & Shah, 2013). This review aims to assess the current state of citizens' participation and contracts performance in Rwanda, highlighting the successes, challenges, and recommendations for improvement. Planning processes in recent years have moved away from centralized approaches to local or sub-governmental structures (MINALOC Strategy 2013-2018). This approach to planning is considered to be more holistic by involving citizens as key stakeholders rather than the traditional top-down approach. In this respect, citizen participation promotes democratization and service delivery by identifying users and the public as key actors who play an important role in planning, rather than relying solely on representatives within government.

The poor will have more control over their own affairs and will be able to participate fully in determining their development needs based on their priorities. Rwanda has implemented a decentralization policy since 2000. This has contributed significantly to promoting national development, good governance and service delivery. The Rwandan government has adopted a participatory approach to improve the welfare of its people. To this end, all plans from the village level to the national level must be aimed at the development of the population (MINALOC, 2014). This contributed to improved implementation of Vision 2020, District Integration Plan (DIP) and community development policies. However, increasing public participation in the policy-making process is essential to success. Citizens' participation and contract performance are essential components of effective public service delivery in local governance.

In Bugesera District, the Rwandan government has implemented various initiatives to enhance citizen participation and improve contract performance. However, there is a need to assess the current state of citizens' participation and contracts performance in the district to identify areas for improvement.

Today, it is time to work towards contract performance; where everything possible should be done to ensure that all aspect of good governance contributes to excellent contract performance. Citizen participation has taken a central role to facilitate this. Despite the existence of mechanisms for citizen participation, there is a lack of clear understanding of how citizens participate in the contract management process in Bugesera District, and whether this participation affects the performance of contracts due to the poor communication between stakeholders and communities, lack of beneficiaries' participation, lack of involvement for local stakeholders, lack of clarification of responsibilities and poor strategies to facilitate team collaboration all those elements shown above affect negatively contract performance in Bugesera District. This research was set therefore to assess the effects of citizens' participation and contracts performance in Rwanda with reference of Bugesera District.

The objectives of the paper are:

- i) To determine the effect of involvement of local community on contract performance in Bugesera District;
- ii) To the effect of clarification of responsibilities on contract performance in Bugesera District;
- iii) To establish the effect of team collaboration on contract performance in Bugesera District;
- iv) To evaluate the effect of government accountability on contract performance in Bugesera District.

## **Review of Literature**

### **Involvement of local community**

Encouraging genuine involvement of local communities in planning and decision-making is one of the key principles of sustainable neighborhood development (Gani, Awang, Mohamad, Samdin, 2015). However, in developing countries, public participation in planning and decision-making stages is much more complex and almost non-existent. Participation in the community often caused a problem with the power owner as a decision -making person, which ultimately led to the mismatch of the community participation in the decision-making (Prabhakaran et al. 2014; PresSenza et al., 2013). For this reason, state -level planners tend to ignore the importance of community involvement, which hinder the integration of the community interest in decision -making. One of the primary reasons for the inconsistencies in involving the community contracts performance are the cost associated with the inclusive participatory process (Gani *et al.*, 2015). Zanudin *et al* (2019) are of the view that it happens when the decisions involve large-scale developments or major biasness that ultimately leads to a conflict of interest among the government, community, and interested groups.

Since participation at this level requires the highest level of authority, spontaneous participation in the district process usually occurs at this stage. Enabling local communities to participate in the planning and development process will increase their support for regional development. However, factors such as interest, awareness, culture, capacity, social capital, financial status, and power imbalances can pose significant barriers to successful community participation in districts (Alrwajfah et al., 2020; It is therefore debatable to what extent participation can provide

communities with legitimate opportunities to integrate their interests into planning decisions (Zanudin et al., 2019). On the other hand, researchers have largely found that community participation plays a beneficial role in strengthening and achieving sustainable development goals, as long as the factors that influence community participation are taken into account (Arachchi, 2018; Lee and Jan, 2019).

The literature agrees on the conclusion that including local communities in management processes contributes to creating more sustainable development (Bello et al., 2017; Lqbal et al., 2022). This leads to an increase in the sense of ownership and the better preservation of the resources on which the industry is based. Olivieri (2018) in his study showed that when local communities are authorized and are responsible for management. According to Park et al., (2018), local residents are more likely to support and cooperate with the development process if they can derive more personal benefits from district. This goal can be achieved by integrating communities into county governance and operations, rather than simply employing them in low-wage, unrewarding jobs. Exclusion from governance processes can foster negative perceptions and resentment within local communities. In their study, Wondirad and Ewnetu (2019) reported cases where local communities resorted to the destruction of local natural resources due to exclusionary approaches by authorities. Therefore, it is important to work with local communities at every stage of the development process to ensure the long-term sustainability and equitable economic growth of a destination. Ashley and Rowe (2018) state that communities should be enabled to actively participate by providing knowledge and options regarding local resource management and development. These autonomous communities can make their own decisions about the options available to them and how they want to perceive them. However, in developing countries like Pakistan, the process of community participation in management and operations is much more difficult and slow due to a number of obstacles including low capacity, lack of trained human resources, elite dominance, structural problems and centralization of management (Thammajinda, 2013).

### **Clarification of responsibilities**

Another important characteristic of effective teams is clear roles and responsibilities of team members. Roles that clearly delineate responsibilities from the beginning to the end of the tasks assigned help team members work together effectively (Kelly 2017). Team members need to understand their role in maintaining or supporting the team processes based on their function on the team and how they are expected to contribute the skills and expertise they bring to the team (MacMillian, 2014).

Teams function most efficiently when members share a common understanding of each other's roles and responsibilities. Indeed, one of the reasons why teams fail is a lack of clarity among team members regarding their respective roles, responsibilities, and the expectations they hold of one another when working together to accomplish their vision, mission, goals, and objectives. When roles and responsibilities are clearly defined, team members are more productive. There is less duplication of effort; less confusion, disappointment, and frustration; and greater productivity. When roles and responsibilities are clearly defined, team members look beyond their own individual positions and learn to understand, respect, and value the unique contributions of one another, and they recognize that the overall success of the team is a function of shared responsibility and ownership (Fanuel, 2016).

## **Contracts performance**

The performance contract is very elusive; Christensen and Laægreid (2016) believe that performance contracts are a summary of various intellectuals aimed at improving regional performance. Muthaura (2016) argues that citizens' participation is both a philosophy and a tool for coordinating workers to achieve results. Performance contracting is therefore based on the ability to increase productivity to define the parties' responsibilities and expectations in order to achieve mutually agreed outcomes. In this study, according to Hanushek, (2016) performance contract will also refer to the agreement between the government and public authority which establishes objectives, goals or targets and provision of incentives for attainment of results within a given period using available resources.

Additionally, Trivedi (2017) reckoned that a performance contract (PC) is an agreement between the government as the client and a public agency that establishes general goals for the agency, sets targets for measuring performance and provides incentives for achieving these targets and reprimand for non-performance. The author defines the future computer as a management tool for achieving performance goals (Cumar, 2014). It is a freely concluded contract performance agreement between the public sector as the owner of the public institution and the management of the institution. Treaties are "personal" agreements, embedded in a clear context of obligations that enable governments to pursue new social goals. In Rwanda, the lack of commitment to agreement, goal setting and effective implementation of good governance practices, especially in the regions, affects the overall improvement in the well-being of the population.

According to Boddy (2018), agencies' goals are to improve the quality of service delivery and increase customer satisfaction, so districts implement performance contracts to achieve these goals through the empowerment of local leaders and local communities. In addition, (UNESCO, 2016) states that across the world, performance contracts vary across with participation systems and sub-sectors within these systems. Danielson's (2019) study of performance contracts found that performance contracts were effective in improving living standard, largely due to the increased effort created by the contracts, which encouraged local authority to perform better. However, it was noted that enforcement agreements would only be valid if they were expanded to the level of the department and the local authority to achieve certain goals. Also, in the context of this study at citizen's achievements as the main variable size, which is greatly facilitated by the living standard.

## **Stakeholder Engagement Theory**

According to Freeman (2014), emphasizes the importance of involving various stakeholders in decision-making processes, particularly in sectors such as public administration, project management, and community development. Understanding citizens' participation in relation to contract performance is crucial for ensuring that projects meet the needs of the community and deliver expected outcomes. Stakeholders include anyone affected by or having an interest in a project, such as citizens, local businesses, government agencies, and non-profit organizations. With stakeholder engagement theory the complexity of interaction between different interest groups in corporation can be viewed easily through firm owners, customers, employee, and suppliers. The theory has been divided into three perspectives which are descriptive, normative and instrument perspective. Descriptive perspective, with this perspective, one can clearly delineate the stakeholder characteristics involved in the system and how an organization interacts

with its stakeholders (Brenner and Cochran 2011). Descriptive helps in understanding the relationship between an institution and its stakeholders.

Normative perspective, this perspective views stakeholders as an end in themselves based on the principal of fairness, that all human beings are ultimately affected by any decision because we all have an equal and legitimate interest in a safe and stable life as also exemplified by (Chamber, 2014) in his work he emphasizes on the need for understanding and addressing stakeholder needs in development by conducting interview with stakeholders and inviting solutions from the community itself (Chamber, 2014). Instrument perspective view stakeholders as an end itself and the institutions are argued to take the stakeholders into consideration as this leads to success in the end.

### **Prospect Theory**

According to Tversky and Kahneman (2019), prospect theory helps in decision-making under conditions of risk. Decisions often involve internal conflicts over value trade-offs. This theory is designed to help organizations and individuals to better understand, explain and predict choices in a world of uncertainty. The theory explains how these choices are framed and evaluated in the decision-making process. Prospect theory is descriptive and empirical in nature. It focuses on two parts of decision making: the framing phase and the evaluation phase (Tversky, 2017). The framing phase describes how a choice can be affected by the way it is presented to a decision maker. The evaluation phase consists of two parts, the value function, and the weighing function, where the value function is defined in terms of gains and losses relative to the reference point.

Prospect theory is used in decision-making where the decision maker multiplies the value of each outcome by its decision weight. Decision weights not only serve as measures of perceived likelihood of an outcome, but also as a representation of an empirically derived assessment of how people arrive at their sense of likelihood (Tversky & Kahneman, 2019). Risk is an exposure to the possibility of economic or financial loss or gain, or delay because of the uncertainty associated with pursuing a certain course of action. When assessing risks in a project, relevant data must be available to enable statistical analysis, otherwise, the experience and knowledge of the decision makers is used to assess the probability of an adverse event. Risks impact on the district activities in a great way by affecting the planned expenses, quality of work and expected contract performance. Therefore, risk management is important in managing district projects that are exposed to risks to ensure that the objectives of the projects are achieved within the constraints of the district projects.

Apart from being significant in risk management, prospects theory is also relevant in monitoring and evaluation, leadership, and stakeholder participation. The evaluation phase of the prospect theory incorporates monitoring and evaluation to determine the relevant inputs, reviews, and controls that will lead to the achievement of improved results. Prospect theory also incorporates leadership, which is useful in explaining common patterns of choices by leaders in specific situations. Decision-making requires the participation of stakeholders to improve the quality of decisions. This is supported by the prospect theory which addresses how choices are evaluated in the decision-making process (Gitau, 2015).

### **Critical Review and Research Gap identification**

The literature reviewed indicates citizens' participation and contracts performance in a district is very important to the contracts performance. It will be observed that local government should be involved at all levels of a district and these levels have been identified as planning, implementation



stage and monitoring and evaluation stages. It was seen that each level of citizens' participation has its own impact on the overall contracts performance. Much as citizens' participation leads to good contracts performance, it also has negative effects like the time and financial costs involved. However, the costs of involving citizens' participation should be weighed with the benefits for citizens.

Issue of citizens' participation is gaining considerable interest in projects (Lui, 2009). Many researchers have looked at citizens' participation and contracts performance but not much literature is found on district level. Barbara, Carol, and Ken (2005) examined citizens' participation and contracts performance, Shamas & Stephen (2009) concentrated on citizens' participation and contracts performance, Hemanta (2012) looked at citizens' participation influence on district projects while Kirsi (2013) emphasized on international projects. This, therefore, makes it pertinent for an investigation of citizens' participation and contracts performance.

The research gap also identified is that though several studies have occurred before on the subject of citizens' participation, most of them have occurred outside Rwanda for instance that by Harry (2009) in the UK and in France, Norway and China by Erling, David, Svein and Arthur (2014). This justifies the area of case study of Bugesera district as well as Rwanda in general since little or no attention has been given to it. Previous studies have also been concentrating on level of a country rather than district level in general (Harry, 2009).

Determine if there is an imbalance in qualitative and quantitative research. Perhaps there are rich qualitative studies but little quantitative analysis to assess impact. The focus might be overly national, neglecting local perspectives and how local governance dynamics influence participation and contract outcomes. Limited research that compares the impacts of citizen participation on contract performance across different sectors (education, health, infrastructure) or with other countries in the region. Contract performance in all districts will be set up, it will be emphasized that citizens' participation must be involved at all levels of district implementation. What is not yet clear is whether clear the strides being made in the field of contract performance in districts are due to the involvement, engagement, and great partnership with the key stakeholders in the area or whether it is because of other factors. This also creates a research gap which has prompted the researcher to examine the effects of citizens' participation and contracts performance in Rwanda especially in Bugesera district.

### **Materials and Methods**

The research was descriptive and analytical research design; it is key role in statistics and data analysis. Descriptive research classifies, describes, compares, and measures data; it is also identified characteristics, frequencies, trends, and categories for the effects of citizens' participation and contracts performance in Rwanda. The study was based on a single case study to enable a broad cross section of researchers to facilitate the great understanding of the phenomenon and apply a series of statistical tests to help in the presentation of the data via mean, standard deviation, correlation and regression analysis.

### **Target Population**

Population was the staff management, members and Bugesera district and was comprised by 162 people. This was the study population though a convenient sample which was taken based on sampling design represented.

### Sample Size

There are many ways of calculating sample size, but the researcher may need to calculate the necessary sample size for a different combination of levels of precision, confidence, and variability. Due to the information needed, the researcher decided to use all population as simple size thus simple was 162 respondents.

### Sampling technique

#### Universal sampling

As all population was a sample size. The sample was, therefore, be made of number the staff management, stakeholders and employees Bugesera district Data Collection Methods

Data collection is the systematic gathering of data using a specified scientific process (Cooper & Schindler, 2014). Poor selection of data collection methods affects the collected data. Research was adopted the questionnaire for collecting primary data and documentation review to collect secondary data.

Here it follows a rationale that once questionnaires and other data collection tools have been administered the mass of collected raw data must be systematically organized in a manner that facilitates analysis. Thus, data from completed questionnaire was edited, categorized and entered into the computer SPSS and summarized using simple frequency counts and percentage distribution for analysis, mean and standard deviation was used during data analysis. In relation to qualitative analysis the researcher used the collected information from the respondents to establish patterns and relationships with the area being studied. Quantitatively the researcher summarized data using descriptive statistics like graphs, percentages and frequencies which enabled the researcher to meaningfully describe the distribution of scores and measurements. Using these techniques, the presentation, analysis and interpretation of the findings made it easy to comprehend and draw conclusions were based on the findings. A regression model was provided a function that was describe the relationship between one or more independent variables and a response, dependent, or target variable.

## 4. Results

### Correlations analysis between citizens' participation and contracts performance in Bugesera district

Correlation was conducted between independent and dependent variables. The aim was to establish the nature and strength of relation between the independent and dependent variables. Correlation refers to a technique used to measure the relationship between two or more variables. When two variables are correlated, it means that they vary together. Positive correlation means that high values on one variable are associated with high values on the other, and that low values on one are associated with low values scores on the other (Kavale, 2017). In the interpretation of correlation the sign of the correlation coefficient means either a positive or negative correlation coefficient. The positive correlation coefficient means that the variables move in the same direction, while negative correlation means variables move in opposite directions. The correlation significance is indicated by a probability value of less than 0.05 or 0.01. This means that the probability of obtaining such a correlation coefficient by chance is less than five times out of 100 or is less than one times out of 100, so the result indicates the presence of a relationship.

**Table 1. Correlations between citizens’ participation and contracts performance in Bugesera district**

			Citizens’ participa tion	Contracts performance
Spearman's rho	Citizens’ participation	Correlation Coefficient	1.000	.798*
		Sig. (2-tailed)	.	.016
		N	162	162
	Contracts performance	Correlation Coefficient	.798*	1.000
		Sig. (2-tailed)	.016	.
		N	162	162

\*. Correlation is significant at the 0.05 level (2tailed).

**Legend:**

- [-1.00 - 0.00 [ : Negative correlation;
- [0.00 - 0.25 [ : Positive and very low correlation;
- [0.25 - 0.50 [ : Positive and low correlation;
- [0.50 - 0.75 [ : Positive and high correlation and
- [0.75 - 1.00] : Positive and strong correlation.

The Spearman correlation in Table 4.10 was used to determine the degree of association between citizens’ participation and contracts performance in Bugesera district. The findings indicated that there is high positive correlation between citizens’ participation and contracts performance in Bugesera district at  $r= 0.798^*$ ,  $p\text{-value}=0.016<0.05$ ) and was found to be significant at 5% significance level suggesting the existence of high positive relationship between citizens’ participation and contracts performance in Bugesera district, implying that the more often citizens’ participation are designed, the increase of contracts performance in Bugesera district.

**Multiple linear regression analysis**

Multiple linear regression analysis was carried out to find out the effect of the independent variables (citizens’ participation) on dependent variable (contracts performance in Bugesera district). Multiple Linear regressions were computed at 95 percent confidence interval to establish the relationship between independent variables and dependent variables. Based on the model summary, the coefficient of determination (R squared) shows the overall measure of strength of association between independent and dependent variables.

**Table 2: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.936 <sup>a</sup>	.876	.873	.435

a. Predictors: (Constant), Government\_accountability, Involvement\_of\_local\_community, clarification\_of\_responsibilities, Team\_collaboration

The results from the Table 2, the value of adjusted r squared was .873 (87.3%) an indication that there was variation of 87.3% on contract performance in Bugesera District was due to changes in citizens’ participation at 95% confidence interval. Additionally, this means that factors not studied in this research contributed 43.5% of contract performance in Bugesera District. These findings are in the line with Abdul & Aldulaimi (2016), found that 87.3% of total variation in the dependent variable which is contract performance in Bugesera District.

**Table 3: ANOVA (Analysis of variance)**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	209.632	4	52.408	276.562	.000 <sup>b</sup>
1 Residual	29.751	157	.189		
Total	239.383	161			

a. Dependent Variable: Contracts performance in Bugesera district

b. Predictors: (Constant), Government accountability, Involvement of local community, clarification of responsibilities, Team collaboration

As indicated in the Table 1 the F-test value was 276.562 with significance value of .000<sup>b</sup> at 5% level of significance. Since the p-value obtained was less than 0.05, the F-test was significant hence the conclusion that the regression model was good.

**Table 3: Regression coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	.293	.118		2.486	.014
Involvement_of_local_community	.332	.310	.319	1.071	.286
clarification_of_responsibilities	-.368	.283	-.350	1.301	.195
Team_collaboration	-.164	.384	-.156	-.426	.671
Government_accountability	1.168	.168	1.121	6.935	.000

a. Dependent Variable: Contracts performance in Bugesera district

The equation ( $Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4$ ) becomes:

$$\text{Contract performance in Bugesera District} = .293 + .332X_1 - .368X_2 - .164X_3 + 1.168X_4$$

The regression equation above has established that taking all factors into account (citizens' participation) constant at zero on contracts performance in Bugesera district .293.

The Table 4.13 provides the summary of results of regression analysis for the effects of citizens' participation and contracts performance in Bugesera district. The results indicate that citizens' participation have positive and significant effect on contracts performance in Bugesera district ( $\beta_1 = .332, t = 1.071, p = .286 > 0.05$ ;  $\beta_2 = -.368, t = -1.301, p = .195 > 0.05$ ;  $\beta_3 = -.164, t = -.426, p = .671 > 0.05$ ;  $\beta_4 = 1.168, t = 6.935, p = .000 < 0.05$ ), respectively. This shows that 1 per cent increase in citizens' participation will lead to .332, -.368, -.164 and 1.168 percent increase on contracts performance in Bugesera district. Based on the findings above the model one (1) is represented as follows: contracts performance in Bugesera district =  $.293 + .332X_1 - .368X_2 - .164X_3 + 1.168X_4$ . Thus, all hypotheses are below 0.05, it means that our hypothesis are rejected.

**Enhanced accountability and transparency;** citizens' participation in governance and contract oversight processes encourages greater accountability from public officials and contractors. When citizens are engaged, they are more likely to demand transparency, which can lead to improved contract performance through the detection and prevention of corruption and mismanagement.

**Improved service delivery;** when citizens actively participate in the planning and monitoring of public contracts, it often leads to a better understanding of community needs and expectations. This alignment can enhance the quality of services delivered, as contractors are more likely to take citizen feedback into account, leading to more efficient and effective contracts implementation.

**Strengthened community trust;** increased citizen involvement fosters a sense of ownership among community members regarding public projects. This trust can motivate citizens to support contract performance by acting as watchdogs, thus creating a culture of collaboration between the government, contractors, and the community.

**Feedback mechanisms;** citizens can provide critical feedback on the performance of contractors, leading to continuous improvement. Regular dialogues between citizens and contracting authorities can facilitate the adjustment of project implementations, minimizing delays and ensuring that projects meet their objectives.

**Empowerment and development;** active citizens' participation can empower communities, leading to increased capacity for monitoring and evaluating contract performance. This empowerment drives social accountability and can contribute to community development, as citizens are better equipped to advocate for their rights and needs. Citizens' participation in Rwanda significantly influences contract performance through enhanced accountability, improved service delivery, strengthened trust, effective feedback mechanisms, and community empowerment. By fostering inclusive governance practices, Rwanda can further enhance the positive outcomes of citizen involvement in public contracts, contributing to sustainable development and improved quality of life for its citizens.

**6. Recommendations** Community engagement; ensure that a diverse range of citizens, including marginalized groups, are actively involved in the formulation and monitoring of contracts and establish local forums or town hall meetings where citizens can voice their opinions, concerns, and suggestions regarding public contracts.

Implement open contracting principles that allow citizens to access information about contracts and procurement processes.

Training for citizens; provide training programs that educate citizens on how to engage effectively in monitoring public contracts and understanding procurement processes.

Skill development for officials; train public officials on how to facilitate citizen participation and respond to community concerns. Implement online platforms for citizens to report issues or monitor contract performance in real-time.

Conduct regular evaluations to determine the impact of citizen participation on contract performance and identify areas for improvement. Implementing these recommendations, Rwanda can enhance citizen participation's positive effects on contract performance, ultimately improving service delivery and fostering trust between the government and its citizens.

### **Acknowledgments**

I wish to acknowledge **Dr. Eugenia Nkechi Irechukwu** for her contribution to this work from the beginning up to its completion. I also wish to extend my acknowledgement to the Mount Kenya

University, Bugesera District authorities for their support and collaboration during the data collection

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