

# **Challenges affecting implementation of performance contracts among secondary school teachers in Kiambu District.**

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## **Abstract:**

This research explores the challenges affecting implementation of performance contracts among teachers. Performance contracting is one of the public reform initiatives for managing public enterprises and it is a measure undertaken by the government aimed at re-orienting service delivery from being process oriented to result based. The general objective of the study is to identify factors that affect implementation of performance contracts among high school teachers in Kiambu district. The findings of the study would benefit educational managers in establishing strategies and policies relating to successful implementation of performance contracts among teachers as well as formulating effective mechanisms for ensuring that performance contracts achieves the intended objectives. It will also assist in providing reference and literature to future researchers seeking to carry out further research in this field among other beneficiaries . . . Chapter three provides the research design and methodology. The study adopted descriptive as well as exploratory research design because these tools allowed the use of primary and secondary data and gave room for application of the study results. The population of the study was 1185 teachers, 20 education officials and 22 union representatives making a total population of 1227 out of which a sample of 132 was obtained. The study used simple . . stratified proportionate sampling as sampling design and used primary and secondary data of which primary data was collected through the use of questionnaires and interview schedules and secondary data was collected through literature review and from government and private sector publications. Quantitative data analysis technique was used to analyse the collected data which included the use of descriptive statistics comprising frequency tables, graphs and charts. Data analysis was done with the help of statistical package for social sciences (SPSS). The researcher found that few schools had implemented performance contracting. This was because of negative influence of teachers trade unions, lack of training of teachers in performance contracting and basically unclear and/or non-existent terms of performance contracts. The Ministry of Education did not consider all these factors. The research showed that the Ministry of Education had issues to address if performance contracts were to be accepted and v implemented in high schools. It faced serious challenges on teachers training on performance contract, Teachers unions resistance and lack of clear terms of the contracts. The ministry ought to embark on training of teachers and other stakeholders on performance contract, involve teachers unions in all aspects of implementing performance contracts, set a clear policy of setting performance targets in schools and ensure that there are clear terms of performance contract in order to bring on board teachers and unions in the implementation of performance contract process .