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ABSTRACT

None can doubt about the central role that contribute to leadership and good governance to the success of any country or any company and economic development. Promoting good governance and getting attainment of general rights has a significant bearing on political, social and economic growth and the way that a given Country performs in all sectors. The nexus between leadership and governance is that good leadership sets the strong foundation for good governance. This paper engaged in the conceptual analysis and examination of the governance and leadership phenomenon based on secondary data, analyzes its relevance in Rwanda. Findings revealed that, for the past decades, Rwanda was marked by bad governance based on dictatorship, politics of fear, discrimination and exclusion of a section of its people in the governance of their own country. In fact, the country by lacked vision, characterized with high level of corruption and poverty, compounded with politics of hate and division consequently, resulted into Genocide against Tutsis in 1994 that claimed over a million lives. Prior the general elections were held in Rwanda, but were never based on the constructive ideas or competence of the candidates but rather on ethnicity, origin, religion and other issues from which forms of discrimination excluded some citizens from participating the governance of their country. Twenty eight years ago, Rwanda was considered a failed state, deeply devastated in all aspects of life, whose future was simply unclear following the 1994 genocide against Tutsis. The whole system was down from economy to security through justice and infrastructures. However, conditions currently observed in the country have been called “the Rwandan miracle.” The country has achieved tremendous progress both politically and economically. The fundamental causes of this decade of quick development are most likely the following: committed leadership, inclusive and positive ideology, strict political will, and lessons from the genocide and Rwandan history. After the elections, the elected leaders did not concern themselves with the needs of people’s problems they were allegedly representing. To make our forefather’s dreams into reality, a country of milk and honey, new regime under the HE, Paul KAGAME leadership, ensured democracy, good governance and leadership where citizens are on top and center of everything, leaders are people’s servant and accountability is imperative if good governance and leadership is to be attained in Rwanda. Note that, achieving leadership and good governance is one of the Rwandan greatest successes that determined the success of policies and programmes to promote Rwandan’s development.

Keywords: Leadership, Good Governance, Development and Rwanda.

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INTRODUCTION

The 1994 genocide against Tutsis devastated the Rwandan economy as well as its population. Gross Domestic Product (GDP) was halved in a single year, 80 percent of the population was plunged into poverty, and vast tracts of land and livestock were destroyed. The genocide against Tutsis also exacerbated a number of development constraints that existed before 1994. The already poorly developed productive infrastructure was completely destroyed. Thus, the consequences of the 1994 genocide against Tutsis have devastated Rwanda's social, political, and economic fabric.

Vision 2020

The May 1998 to March 1999 village Urugwiro meetings provided the starting point for adopting the inclusive political system that involves all players of the national society in the Rwandan political arena. The Rwanda democratic governance system initiated by the RPF Inkotanyi, the ruling political party under the leadership of H.E. President Paul Kagame has become efficient, proven to be unique and ingenious in not only in Africa but all over the world. It is the hybrid system that contains a proportionality as well as the consequential practice well elaborated within the Rwandan Home Grown Initiatives.

Since 2000, Rwanda has envisaged a set of policies with the expectations of transforming the agrarian subsistence economy into a sophisticated knowledge based society. These policies are defined in a framework so called "Vision 2020." The main socioeconomic objectives of Vision 2020 include transforming Rwanda into a middle-income country, with per capita income of about US\$900 (from US\$290 in year 2000), and transforming the structure of the economy such that the industrial and services sectors will take over so that by 2020. It was expected that services will contribute 42 percent, industry 26 percent, and agriculture 33 percent of GDP. It is also expected that the population living under the poverty line will be reduced from 60 percent in year 2000 to 25 percent by 2020, the population will grow on average rate

by 2.7 percent a year until 2020, the literacy rate will increase from 48 percent (2000) to 90 percent in 2020, and average life expectancy will rise to 55 years from 49 years) (MINECOFIN, 2000).

Rwanda's Vision 2020 stood on six pillars and three crossing areas: Good governance and a capable state, human resource development and a knowledge-based economy, a private sector-led economy, infrastructure development, productive and market-oriented agriculture and regional and international economic integration. The cross-cutting areas are gender equality, protection of the environment, sustainable natural resource management and science and technology including ICT.

Peace and Security

The linkage between peace and economic development is likely more evident in Africa than any other region of the world. There are many different ongoing conflicts in Africa at varying levels and degrees of violence, and the fact is that the most violent conflicts are correlated to a high level of poverty. Ibrahim A. Gambari (2004) argues that it is no accident that Africa is the most marginalized continent in the process of globalization. Africa's share of total world trade has declined from about 4 percent in 1990s to less than 2 percent at present. Conflict is among the key variables determining such a position in world trade. According to Professor Adebayo Adedeji (2003), "conflicts in Africa are essentially crises of governance. They are violent responses to lack of democracy, freedom and to the politics of exclusion, mismanagement and tyranny by many African governments." Mr. Kofi Annan, in his 1998 report on "Causes of Conflict and Promotion of Durable Peace and Sustainable Development in Africa," recognizes that "conflicts and development should not be dealt with separately; rather, they need to be dealt with within a comprehensive framework of governance that addresses the root causes of conflict and sustainable development."

Inclusiveness and power sharing

The Government of Rwanda (GoR) defines good governance as: "the exercise of political, economic and administrative authority to manage the nation's affairs and the complex mechanisms, processes, relationships and institutions as well as leadership behaviour through which citizens' groups articulate their interests, exercise their rights and obligations and mediate their differences". The government has also much invested in good governance. In this regard, an important administrative reform based on decentralization has been completed. Nowadays, the administrative services are decentralized to the low levels of sectors." This has seriously facilitated the easy and quick access to public services for all Rwandans, especially those living in the rural area. Decentralization of public services has reduced in cost in terms of money and time.

Effective Leadership

Rwanda's impressive performance is instead agency-based and results from the deliberate actions of H.E. Paul Kagame president of the republic of Rwanda who committed himself to revolutionize and transform the country. The key starting point of this process is the long-term strategy "Vision 2020", a development plan drafted by the Government in 2000 to transform Rwanda from a subsistence agriculture economy to a knowledge-based society by 2020. The final aim is to transform Rwanda into a middle-income country (Ministry of Finance of Rwanda, 2000). The pillars of this strategy are: develop a capable state based on good governance, reform the agricultural sector, develop an efficient and competitive private sector, improve comprehensively human resources, develop state infrastructure and promote regional economic integration and cooperation (Ministry of Finance of Rwanda, 2000).

Modernizing Rwanda, the economy and society are the only way for H.E. Paul Kagame to keep the support of those groups needed to stay in power, keep satisfied international donors and gain legitimacy from Rwandan citizens. The President

needs to create opportunities for economic growth to keep the support of big businesses, economic operations and the other key supporting groups (Bertelsmann Foundation, 2012). To fund them, the country needs to attract foreign aids and investments. Rwanda has a dependence on foreign aid, which amounts to about 15% of GDP and contributes to almost half of the national budget (Bertelsmann Foundation, 2018).

Economic growth

Rwanda now aspires to Middle Income Country status by 2035 and High-Income Country status by 2050. This will be achieved through a series of seven-year National Strategies for Transformation (NST1), underpinned by sectoral strategies focused on achieving the Sustainable Development Goals.

The NST1 came after two, five-year Economic Development and Poverty Reduction Strategies — EDPRS (2008-12) and EDPRS-2 (2013-18), under which Rwanda experienced robust economic and social performance. Growth averaged 7.2% over the decade to 2019, while per capita gross domestic product (GDP) grew at 5% annually. The lockdown and social distancing measures, critical to control the COVID-19 pandemic, sharply curtailed economic activities in 2020. GDP fell by 3.4% in 2020, the first recession since 1994.

Over the past two decades, Rwanda's economic growth has been remarkable. With a government that is committed to achieving sustainable economic growth coupled with growth in employment opportunities for its people, Rwanda has made impressive progress in rehabilitating and stabilizing its economy to exceed pre-1994 levels. The overall economy is growing at a significant rate. The average annual growth rate in GDP was 8.8 per cent between 2005 and 2009. Rwanda's GDP per capita has increased from less than 200 USD in 1994 to 540 USD in 2010. Although still at an early stage, the GoR has set a set path towards economic transformation in Rwanda.

There is evidence of a significant increase in private sector investment following the introduction of a

revised tax code and implementation of the doing business reforms since 2005 although there was a downturn due to the World economic crisis in 2009. Both foreign and domestic investment have increased with FDI exceeding local investment and new jobs have been created. Exports have increased and there is some evidence of a beginning of export diversification into areas prioritized by government as well as an increase in revenues from tourism. However, imports have also increased and so the balance of trade has worsened. Although GDP per capita and government revenues as a proportion of GDP have increased, Rwanda remains dependent on Overseas Development Assistance for about 50% of its annual budget.

Business Environment

Rwanda is one of the best performing countries in Africa and an example of success in post-genocide reconstruction (Bigsten & Isaksson 2008). Following the devastating effects of the genocide against the Tutsis on the Rwandan economy in 1994, the government embarked on an extensive reconstruction program based on sound economic policies, peace and stability. Rwanda has been widely acknowledged for the progress it has made in fighting corruption and promoting gender equality. It has made dramatic progress in creating a favorable business environment in recent years, becoming one of the most improved countries in the world in the Annual Doing Business Index. The combination of these factors restored confidence in Rwanda as a nation, thus attracting private sector investment and overseas development assistance, both of which have been crucial in both the post-war reconstruction and setting a path for sustained economic transformation. However, challenges still remain. There has been little change in the contribution of manufacturing to GDP, which was 15 per cent in 2010 (NISR 2011a). The formal sector's share of the GDP was only 22 per cent in 2010, with the monetary informal sector's being 47 percent, the informal non-monetary sector's 20 per cent and the Government's 11 percent (NISR

2011b). Rwanda's economy is largely informal and dominated by owner-operated SMEs in trade and agriculture. In addition, FDI remains low despite Rwanda having established a sound investment climate and the private sector is still nascent. The binding constraints to sustained growth and economic transformation include inadequate economic infrastructure, a limited skills base, limited access and high cost of finance and low productivity. (World Bank CEM, 2007).

Zero Tolerance to Corruption

Empirical studies have shown that Weberian bureaucracy is closely associated with lower corruption (Rauch & Evans, 2000). As part of Vision 2020, Rwanda internal administration was reformed. Personnel cuts occurred in 2006 and salaries for the remaining positions were significantly increased. Since 2007, recruitment practices have been digitalized and anonymized. Further, they are effectively based on merit (Baez-Camargo & Gatwa, 2018). Moreover, performance-based contracts were introduced and, in 2012, the Rwandan Government approved the National Policy to fight against corruption, formalizing a zero-tolerance approach (Bozzini, 2014). The bureaucracy has become more efficient and transparent, the discretionary space for corruption has been reduced and the capability of delivering results increased.

Development of a competitive private sector and promotion of economic integration

Rwandan government committed to the development of a market-based competitive economy and the liberalization of trade. Firstly, it engaged in a privatization campaign by selling entire key sectors of the economy to private investors (Reason Foundation, 2005). The process started slightly before, in 1996, but intensified since 2000 with Vision 2020. Secondly, Rwanda joined in 2005 the Common Market for Eastern and Southern Africa, and in 2007 became a full member of the East African Community ('EAC'). In 2009 it acceded to the EAC Customs Union, and in 2010, with the creation of the East African Common Market; free

movement of people, goods, services and capital has been enhanced. Thirdly, the regulatory environment for private businesses has been improved to attract foreign investors and incentivize entrepreneurship. Bureaucratic procedures have been significantly simplified. The Government of Rwanda made it easier and easier over the years starting a business by reducing the requirements needed, shortening the time required and introducing online registration. Further, between 2016 and 2017, an online system for filing and paying taxes was created (World Bank, 2017).

Human Capital Development/ Education/ ICT

The Government pursued a social development strategy to rebuild human capital with a focus on ICT. The education has been improved by eliminating schooling fees in 2006 (Ministry of Education of Rwanda, 2000), and later extending basic education from 9 to 12 years with the Education Sector Strategic Plan 2013–2015. Further, in 2016 the Government digitized the education-learning process through the smart classroom program, which provides students with access to computers, education software platforms and internet in class (MiTEC, 2017). Beside school-related policies, the Government focused on increasing the number of digitally literate citizens across the country by initiating large scale initiatives, as the ICT Awareness Campaign and the Digital Ambassadors Program in 2016. The aim is to empower citizens digitally and increase the use of e-government and e-business services, provided through the online platform Irembo since 2014 (MiTEC, 2017).

Rwanda remains the second easiest place to do business in Africa and is now 38th globally, according to the 2020 World Bank Doing Business report released today. The World Bank assessed 190 countries using 10 indicators in business regulations. These include starting a business, dealing with construction permits, getting electricity, registering property, getting credit, protecting minority investors, paying taxes, trading across borders, enforcing contracts, and resolving

insolvency. Rwanda ranked second in Africa after Mauritius and maintained first position in the East African Community. Rwanda is also the only low-income country in the Top 50. The 2020 report also saw Rwanda's global ranking drop 9-positions to 38th from 29th last year, mainly caused by the World Bank's sudden change in methodology.

Leadership for Economic Growth in Rwanda: Unity and Reconciliation

A leadership is charismatic when it works in order to serve the general interest, rather than egoistic and selfish interests. Such leadership is always committed to find durable solutions to community problems. Since its military victory over the genocide forces, the Rwanda Patriotic Front (RPF) leaders have been working to reestablish social harmony and promote sustainable economic development. It created for that mechanisms, institutions, principles, and practices to efficiently serve the community. The result is the reestablishment of security, economic and social cohesion, promotion of the private sector and civil society, and so forth.

The core of the RPF ideology is summarized into 9 points, one of which refers to strong social and economic development. The ideology of RPF is a unity, democracy and development, an ideology of optimism, of hard work, and of community empowerment. It states that the key of the development is "within the Rwandan's hands," nowhere else. This builds national self-confidence and the will for all Rwandans to own their future. This political will of Rwanda leadership is materialized through the creation of structures, mechanisms, and practices that guarantee participation of all and transparency in public affairs management. Reforms are enacted inclusiveness following mass consultative meetings to efficiently react to community problems. Another current mechanism to find solutions to community problems in Rwanda is decentralization.

Institutional Reforms

The post-genocide transition has been ended by establishing socio-economic institutions, based on

democracy and equity. Rwanda now is headed by an effective government that maintains law and order and demonstrates economic leadership. Mutual support and complementarity among different institutions have been revealed as essential for the attainment of stability and security in the country. Moreover, in the spirit of institutional development, different institutions have been created to contribute to the process of national reconciliation and socioeconomic growth. Among others, we can mention the following:

- The National Commission for Reconciliation (NCR) is a national organ that implements reconciliation mechanisms. This commission has trained Rwandans to participate in exchanges, business, and any socioeconomic activity without discrimination. This has proved to be a good way to concentrate national effort into activities of social and economic interest nationwide.
- The Rwanda Investment and Export Promotion Agency (RIEPA) has significantly contributed to economic growth by putting in place measures and incentives for investment and exports.
- The national commission to fight against HIV/AIDS is a successful organization that tries to protect Rwandan population through anti HIV/AIDS programs. It is known that HIV affected/infected people are economically less productive or unproductive in the long term, especially in developing countries where care methods for these people are inefficient. Therefore, fighting HIV/AIDS in Rwanda is, among others, a way for providing and maintaining the workforce for the economy.
- The Rwanda Revenue Authority has significantly contributed to allocating government revenues to finance public investment budgets as well as recurrent budgets.

Many other specialized programs and socioeconomic initiatives to support youth and women have been put in place and are significantly contributing to economic development. Important institutions with the objective of fighting corruption

have been created. The Ombudsman deals with the leader's possessions (personal wealth), the General Auditor's Office checks the management of public institutions, and the National Tender Board manages public procurement.

Decentralization Policy as a Structure for the Mobilization of Economic Development Energies

The government of Rwanda adopted the national decentralization policy in May 2000 to achieve three main goals: good governance, pro-poor service delivery, and sustainable socioeconomic development. Through its willingness to succeed, Rwanda has successfully implemented the planned decentralization policies. This policy was developed from nationwide consultative processes aimed at determining the causes of genocide and outlining lasting solutions. In fact, bad governance, extreme poverty, and exclusive political processes have been identified as some of the main underlying causes of the genocide (Ministry of Local Government and Social Affairs, 2000). On the basis of these findings, and within the governments' long-term Vision 2020 and poverty reduction strategy, the government of Rwanda designed and adopted an implementation program to put the decentralization policy into practice.

Rwanda's decentralization policy has five specific objectives (Ministry of Local Government and Social Affairs, 2000):

- To enable and be reactive to local people's participation in initiating, making, implementing, and monitoring decisions and plans that concern them, taking into consideration their local needs, priorities, capacities, and resources by transferring power, authority, and resources from central to local government and lower levels.
- To strengthen accountability and transparency by making local leaders directly accountable to the communities they serve and by establishing a clear linkage between the taxes people pay and the services that are financed by these taxes.

- To enhance the sensitivity and responsiveness of public administration to the local environment by placing the planning, financing, management, and control of service provision at the point where services are provided and by enabling local leadership to develop organization structures and capacities that take into consideration the local environment and needs.
- To develop sustainable economic planning and management capacity at local levels that will serve as the driving motor for planning, mobilization, and implementation of social, political, and economic development to alleviate poverty.
- To enhance effectiveness and efficiency in the planning, monitoring, and delivery of services by reducing the burden on central government officials who are distanced from the point where needs are felt and services delivered.

In this context, decentralization is taken as an instrument for people's political empowerment, people's reconciliation, social integration, and well-being. Especially, decentralization in Rwanda is being understood as a platform for sustainable democratization and a structured arrangement for mobilization of economic development synergies, initiatives, and resources. It is intended to give the power to the people and enable them execute their will for self-development. In this regard, the following reforms that can be considered as important ingredients of the socioeconomic growth have been established:

- Community Development Committees (CDCs) have been created as planning organs answerable to the local population. Some of them have already had their planning capacities developed through training and thus they have developed District Development Plans (DDPs).
- Fiscal responsibilities and financial resources have been transferred to decentralized units. The most important element of the fiscal and financial decentralization is the relative autonomy in budgeting and financial

management at local levels, which facilitates prioritization of the expenditure needs.

- Concerning the delivery of services, substantial improvements have been registered, including local trade, small-scale industries, tourism and environmental protection through the practice of the Umuganda (Community Work), cooperatives and associations, local government roads, and so forth.

These results are indicating that the decentralization policy is obviously proper since it promotes small-scale economic activities, including small industries in the poorest areas of the country. Decentralization has also significantly reduced the cost of public services in terms of money, time, and capacity. The savings probably are used in more productive activities. Decentralization in Rwanda is then worthy to be considered as engine for economic growth.

Ubudehe: Social Categorization for Collective Action and Mutual Support

Ubudehe is the traditional Rwandan practice and cultural value of working together to solve problems. The literal origins of the word describe the practice of digging fields before the rains come and the planting season arrives. A group of households joined together to dig their fields, acting collectively to share the burden of the work and make sure that everyone is ready in time for the planting season.

In the present context, the *ubudehe* process in Rwanda is a unique policy of promoting citizens' collective action in partnership with a government. It is a policy designed to increase institutional problem-solving capacity at the local level by citizens and local governments, and seeks to put into operation the principles of citizens' participation through local collective action. It also sets out to strengthen democratic processes and governance starting from the people's aspirations, ability, and traditions. As carried out under the Participatory Poverty Assessment, each Umurenge (neighborhood) is expected to go through a process of collectively defining and analyzing the socio

economic needs in their community. The first step is to look at local categories of poverty, the characteristics of each category, mobility between categories, the causes and impacts of poverty, and the roles of security, risk and vulnerability, social cohesion, crime and conflict, and social exclusion. The Umurenge then goes on to identify and analyze the nature of the problems that they face. This list of analyzed problems is then ranked in terms of priority, using pair-wise comparison and the identified priority problem on which the community wants to focus is selected. From there, they develop an action plan to address the problem that they have prioritized.

Youth Empowerment

The Rwandan youth policy establishes a comprehensive and targeted youth programming through economic empowerment with actions and strong emphasizes on mainstreaming job-based budgeting in all sectors.

It envisages the decentralization of youth structures and strong mobilization mechanisms down to the village level. In 2013, Rwandan government launched youth connect a youth empowerment initiative for more opportunities and entrepreneurship.

Transformative Power of Women Leaders in Rwanda

The progression of women in the Rwanda Parliament over the last six decades (from 1% in the 1960s, 6% in 1980s, 28% in 1994, 48% in 2003 to 64% in 2013) makes it clear how the political environment has engineered the current gender equality. Rwanda has become a global icon in promoting an enabling environment for both men and women to fully participate in the political, zero economic governance of their country.

In 2003, the country's newly enacted Constitution declared the country was committed to "equality between men and women" and decreed women should hold at least 30 percent of decision making persons.

Rwanda has been internationally lauded for its efforts to promote women in public leadership positions, as well as to empower women at the grassroots level economically, socially and politically. Globally, Rwanda has the highest number of women parliamentarians (currently at 61%), and it has established a 30% quota for women's participation in all decision-making bodies from the village councils all the way up to national levels.

Enhancing the inclusion of women in political participation in Rwanda aims at advancing the goal of gender equality in politics and governance. The government of Rwanda continues to mobilize Rwandan women to hold government accountable to women's rights and gender equality commitments including Beijing declaration and platform for action, the Africa Union (AU) protocol on the rights of women in Africa (Maputo Protocol) and 2030 agenda for sustainable development.

This has increased women's participation in leadership and decision-making, which in turn has had a multiplier effect of entrenching gender equality in development processes and changing the patriarchal mind-sets and attitudes towards women. The women leaders have established the National Women Caucus to enhance women participation on national development as well as women leader's networks to mentor the young generation of female leaders. Among other roles and responsibilities women in the network impart their knowledge and skills to young upcoming women leaders through mentorship for university students.

Governance and Home Grown Solutions/ Ubudasa/ Uniqueness

Ranked the 7th most effective globally by the world economic forum (2015), Rwanda has undertaken several reforms aimed at building a democratic citizen – centered and inclusive governance as stipulated in Rwanda constitution.

Rwandan government initiated values that guided post-genocide against the Tutsi development

agenda and policies that uplifted the social development of the country.

Home Grown Solutions (HGS) are Rwanda's 'trade mark' solutions developed by Rwandans based on local opportunities, cultural values and history to fast track their development.

Girinka Program (One Cow per Poor Family).

Girinka Programme was initiated in 2006 by H.E. President Paul Kagame, as one of the home-grown poverty reduction initiatives existing within the national social protection initiatives. Its aim is to give to every poor family one cow that will help the poor families to increase their crop production by using manure, increase their income and their nutrition at the household level and country wide. A poor family receives a heifer raises it and when she gives birth, the first female calf is given to another poor family and the process continues. The household, that received the cow, gives the first calf to the neighbor as a refund to the government, and then subsequent calves will belong to the household. Since its inception in 2006, Girinka programme has been implemented in all 30 districts by the Government of Rwanda, Private sector, Civil Society Organizations, and Non-Government Institutions through giving cows to poor families in order for them to improve their socio-economic welfare.

In 2020, an estimated four hundred thousand (400,000) had been distributed across the country. Receiving a cow has a positive effect on crop production indicating that the cattle has enabled households to become more productive on the farm. The Girinka Program was set up for Rwandans of the first and second categories, and this is organized at the village level through ubudehe program. The Girinka Program brought positive changes to the citizens. Those who were given cows moved from one level to the next one, as their life course changed. Among people who were in the first category when they were given cows, some have now reached the third one. The participation of a poor household in Girinka program will generate its income by selling the milk from the cow given, and then contribute in milk production through farmer's organization at the district level, as well as enhance crop production to meet household food needs. In November 2006, a few months of implementation several challenges were encountered like; limited capacity, poor communication the misunderstandings of the program, corruption as well as poor monitoring. Therefore, it has conducted to a certain level of corruption, the cow were given to the rich not to the poor family or the cow were being sold by the owner then bought a cheap one (Ombudsman report, 2008).

Table 1: Origin of Cows Distributed from 2006 to November 30th, 2016

Fiscal Year	Government of Rwanda	Partners including Private sector	Local Initiative	Pass on Gift (Kwitura)	Total
2006	5 007	2 848	-	-	7 855
2007	9 116	5 437	41	1 386	15 980
2008	9 430	11 305	2 000	3 811	26 546
2009	9 885	8 822	3 142	4 218	26 067
2010	10 256	5 190	2 553	6 257	24 256
2011-2012	8 013	8 156	4 983	9 884	31 036
2012-2013	8 147	8 499	4 599	11 269	32 514
2013-2014	5 237	9 052	6 903	12 353	33 545
2014-2015	3 383	7 595	3 077	13 062	27 117
2015-2016	4 392	9 094	2 160	13 352	28 998
2016-2017	1 821	944	781	1 627	5 173
Total	74,687	76,942	30,239	77,219	259,087

Source: Data from RAB, 2016.

As indicated in the table 1 above, a total number of 259,087 cows have been distributed countrywide from June 2006 to 30th November 2016 against the target of 350,000 by 2017 which is a progress of 74, 02 %. Different national and international

stakeholders including the Government, Private sector, Local initiative, Development Partners, have actively participated in this achievement as indicated in the graph below.

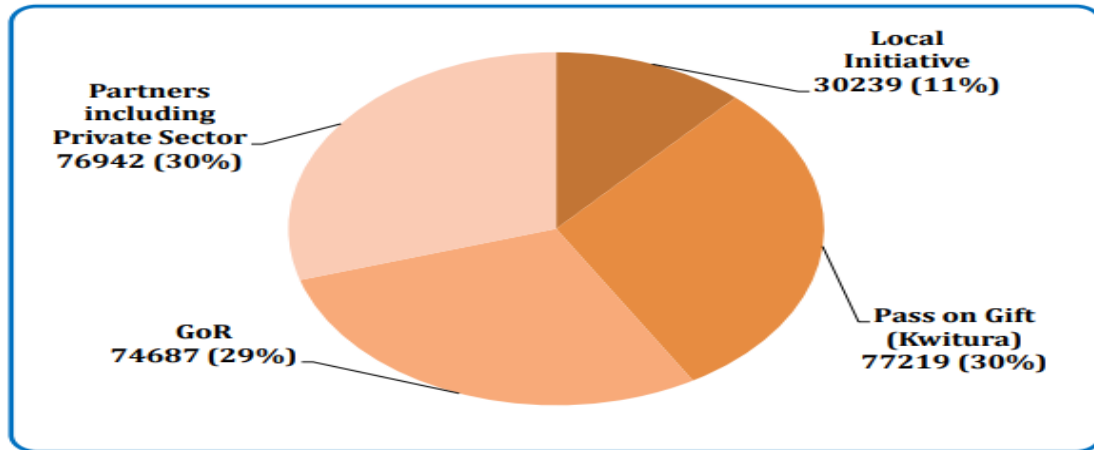


Figure 1: Contribution of different stakeholders in Girinka Program

Source: Data from RAB, deep assessment report.

Girinka program is one of the Home Grown Solutions that made significant and quick impact on the beneficiaries' households and the community in general. Since its inception in 2006, Girinka program has provided more than 259,087 cows to a cumulative number of 259,087 Rwandan poor families' hence benefiting around 1,085,785 lives.

The way citizens of a given locality (*umudugudu*) sit together with their leaders and decide on who should be the Girinka beneficiaries, indicates Citizens' participation in government political and socio-economic programs. Girinka program also contributes to environment protection the more pasture or trees are planted to feed those cows; as well, cows' manure increasingly produce biogas and electricity for Rwandan households (RGB, 2017).

VUP Umurenge

This is a nationwide savings scheme used to mobilize finances at the small administrative unit called umurenge (Sector). Citizens in a given sector make frequent contributions to this savings scheme

and once their savings reach a given threshold, the government contributes to the scheme at sector level. They can then use these savings to invest in productive activities. It is one of the programs aimed at improving access to finance at the local village level in Rwanda. Regarding the Vision 2020 Umurenge Programme, the report shows that poverty among VUP beneficiaries fell by 10 per cent between 2013/14 and 2016/17, while the initiative is also associated with a significant increase in access to health care.

"The social protection programme has increased household consumption and lowered poverty rates, by providing the poorest households with monthly cash transfers, public works and financial service support for micro business.

Community-Based Health Insurance

CBHI, best known as *Mutuelle de Sante*, contributed to increased households' access to health services based on reported medical consultations, as well as access to health services through medical

consultation, the report says. "CBHI increased the likelihood of attending or seeking a medical consultation by approximately 194 per cent."

Imihigo: Performance Contracts

It is through performance contracts that local authorities are held accountable to Government and the local population for reaching agreed EDPRS performance targets. Citizen empowerment is a central element in the implementation of the Rwanda's Poverty reduction Strategy. Imihigo seeks to promote self-government and greater citizen engagement in matters of governance as well as building social capital and encouraging entrepreneurship. Citizens actively participate in defining their preferences and priorities and are empowered to hold national government and the ministries accountable against commitments made. Local communities are also encouraged to come up with their own solutions to problems. Imihigo aims at deepening local accountability, establishing innovative leadership and promoting participatory governance while fast-tracking poverty reduction and local development, (UNDP, 2021).

"Through Imihigo, district resource allocations are based on a multifactor formula considering poverty levels and other factors as well as bottom-up priority setting, and it allows for differentiated responses to the challenges experienced by every district,".

Imihigo involves local leaders signing performance contracts with before the presentation of Rwanda a set of targets to be achieved over a given fiscal year, and a team of experts take part in assessing implementation later on. Hence, Imihigo (performance contract) was introduced as a national policy. Imihigo, now extended to all spheres of Government, has resulted in improving accountability and delivery.

Umuganda

According to UNDP survey (2021) Resident Umuganda's contribution to the country's development from 2007-2016 is estimated at more than US\$127 million. "In addition, over 3,172

classrooms have been constructed through the programme, contributing to increased access to nine-years basic education goal, and in the period 2017/18 alone, more than 3,400 houses were constructed for vulnerable people," Twelve health posts were constructed in 2016/17, bringing health care closer the people.

The Government partners with community members to provide materials while the latter provided labor. Umuganda, taking place once a month, was also a platform for people to come together after finishing the assigned work and discuss communal and national matters that need to be conveyed to the Government. This illustrates an example of an inclusive and people-centered approach rooted in country tradition.

Gacaca Jurisdiction

"Gacaca" and "Abunzi" which are community based courts for justice and reconciliation. They have brought in restructive justice and reconciliative mechanism into a deeply divided country following the aftermath of the Genocide against Tutsi.

The Gacaca jurisdictions were set up in 2001 to compliment classical justice to take over ruling on cases arising from the genocide. Most of the cases have been resolved, and the jurisdictions have begun to shut in some Sectors. Only a few thousand cases remain outstanding and these are due to be resolved by the time the scheme closes nationwide at the beginning of 2010. Gacaca and Abunzi community based courts for Genocide against the Tutsi crime resolution and reconciliation. Gacaca courts have brought restoration justice and reconciative mechanism into a deeply divided country.

Participation in the Gacaca thereby brought perpetrators and survivors of the Genocide against Tutsi closer together and enabled people to speak out. As in other post-conflict situations and in the aftermath of such serious crimes, both victims and perpetrators tend to retreat into silence. This is most noticeable in the victims, who often find themselves without the resources to deal with the

unspeakable, and are left fearing that they will have to relive enormously painful events, since speaking about such things often means reliving them.

Ndi umunyarwanda: Trust Dignity and Reconciliation

Ndi Umunyarwanda, means 'I am Rwandan'. It is a programme initiated to build a national identity based on trust and dignity. Ndi umunyarwanda program initiated by the Rwandan government in 2013 to build a national identity with a new community that relies on trust unity and reconciliation. It aims to strengthen unity and reconciliation among Rwandans by providing a forum for people to talk about the causes and consequences of the genocide as well as what it means to be Rwandan. Ndi umunyarwanda a campaign for national heritage and historical consciousness to strive for self-reliance to better and reconciliation driver into socio economic transformation of Rwanda.

Itorero (Civic education program)

The reintroduction of Itorero ryigihugu in 2009 aimed to develop a civic education programme based on patriotic values that strengthen Rwandan citizens' contribution to the development of their country and the well-being of their society.

A National Itorero Commission (NIC), Itorero ry'Igihugu in Kinyarwanda, was created to drive the programme. It is an impartially independent commission with responsibility for planning, implementation, coordination, monitoring and evaluation of Itorero programmes at all levels of society. With the recent creation of the Ministry of National Unity and Civic Engagement that focuses on national unity, preserving historical memory and promote citizenship education. The new ministry is built on four key pillars: National Unity and Citizenship Education; Research and Policy Development; Memory and Genocide Prevention; as well as Community Resilience.

Ingando: Solidarity camps

According to the NURC, ingando camps are "solidarity camps" defined as "a civic education

activity that has facilitated the smooth reintegration" of returnees to Rwanda, former Rwandan armed forces members, and provisionally released prisoners back to their communities. The word Ingando comes from the verb 'kugandika', which means going to stay in a place far from one's home, often with a group, for a specific reason. Traditionally, Ingando was a retreat during which elders, leaders or young people left their homes and stayed in a place where they would meditate and share ideas on how to solve problems affecting their communities or the nation.

National unity and reconciliation process on Rwanda is a cornerstone to all national developments efforts and bars for combatting all forms of divergence and exclusion in the aftermath of the 1994 Genocide against the Tutsi.

Redefining the Rwanda identity and building a shared sense of Rwandans memory, truth justice, compassion and foreguments have been the core threads of reconciliation process in Rwanda. The Rwandan model for unity and reconciliation is inspired and founded on positive cultural values that have become monumental in conflict resolution mechanisms, citizenship building good governance and economic empowerment.

Umushyikirano: National dialogue

The word Umushyikirano translates to a meeting where participants are able to exchange ideas, share experiences and question each other. Today Umushyikirano is known as the National Dialogue Council. Governed by the Rwandan Constitution (Article 168), Umushyikirano is a forum where participants debate issues relating to the state of the nation, the state of local government and national unity. The Office of the Prime Minister is responsible for the overall co-ordination of Umushyikirano.

Umushyikirano is an annual event chaired by the President of Rwanda that gives Rwandans from all walks of life the opportunity to ask questions directly to their leaders. The event is attended by members of the Cabinet and Parliament,

representatives of the Rwandan community abroad, local government, media, the diplomatic community and others invited by the President. Those unable to attend in person at Rwanda's parliament building can participate via telephone, SMS, Twitter and Facebook as well as follow the debate live on television and radio.

At the event, Rwandans have the opportunity to ask questions to their leaders. Each Umushyikirano has a theme and participants are asked to pose questions related to that theme or any other development issue. Once a participant has asked a question, either in person, via Twitter, Facebook, SMS, the web or phone, the leader responsible for that area responds. All questions asked are recorded. The main achievements of Umushyikirano are considered to be the participation of Rwandans in national decision making and the fast-tracking of government programs and citizen priorities based on the resolutions tabled each year.

Umwiherero: National Leadership retreat

As part of continuing efforts to rebuild Rwanda and nurture a shared national identity, the government of Rwanda has drawn on a set of home grown initiatives to enrich its development programs. These are all drawn from Rwandan culture and traditional practices. One of such initiatives is the National Leadership Retreat, also known as Umwiherero. The concept of Umwiherero refers to a tradition in Rwandan culture where leaders convened in a serene place to reflect on issues affecting the society. The objective of such a convention was to identify problems with clarity and come up with their solutions.

It is within this spirit that the Government of Rwanda came up with the Umwiherero initiative. For a few days every year, leaders from all arms of Government come under one roof to collectively look at the general trajectory the country is taking and seek remedies to outstanding problems.

Provided for under the constitution, Umwiherero is chaired by the Head of State and during this time,

presentations and discussions center on a broad range of development challenges including but not limited to the economy, governance, justice, infrastructure, health and education.

Initially, Umwiherero had been designed exclusively for senior public officials but it has evolved to include leaders from the private sector as well as civil society.

Since its inception, organizers of Umwiherero have adopted numerous innovative initiatives to expedite the implementation of resolutions agreed upon at each retreat. Since then, the results are quantifiable. These efforts have resulted in noticeable improvements in planning, coordination, and accountability leading to clearer and more concise priorities.

National Service (Urugerero)

National Service (Urugerero) is designed for those between the ages of 18-35 who have completed secondary education with the aim of developing a sense of fraternity, national identity and youth participation in national programmes among the Rwandan youth. Whilst the curriculum content of Itorero ry'Igihugu is particular to Rwanda as it is based on principles and values unique to the Rwandan culture; Urugerero (National Service), has much in common with what takes place in other countries.

Under Urugerero, thousands of youths have built housing units for the vulnerable, set up kitchen gardens for disadvantaged households to help meet beneficiaries' nutritional needs, fixed roads and bridges especially in rural neighborhoods, and played a part in mobilization for vital socioeconomic causes. Districts have started to integrate Urugerero into their mainstream development and ecosystem services.

Urugerero is still developing and reaching out to potential partners which may include government organs, businesses and non-governmental organizations, in order to expand the scope of the activities available to youth.

Outcome and overall assessment

Following an adaptive leadership approach, Rwanda reinvented itself through creativity, structural reforms, shared responsibility, effective coordination, effective communication, leadership training, and astute political leadership. Some key lessons are:

- Strong Political will is crucial: It indicates the ability to address tangible issues and exercise adaptive leadership in implementing economic reforms.
- Curbing corrupt practices is needed to create credibility: The Corruption Perception Index 2015 by Transparency International ranks Rwanda as the 4th least corrupt country in Africa and 44th out of 168 globally. Rwanda's score has improved from 49 up to 54 percent. Donors have in past threaten to withhold budget support in Rwanda, but that is more often due to political reasons rather than predicted misappropriation of funds.
- Effective performance management is critical: There was emphasis on quick wins, and agencies had to show results quickly under a performance management system accompanied by overall guidance for longer-term intervention. Office holders had a specific mandate and needed to deliver results to be re-elected.
- Growth resulted: From 1995 up to the end of 2015, the economy grew at an average of 9.8 percent a year, and from 2000 to 2015, it rose by 8 percent a year. Further growth is expected in the service sector, accounts for 48 percent of the economy, in comparison with the agricultural sector, which contributes only 1 percent. For the first quarter of 2015, Information and Communications Technology services grew by 35 per cent. For cumulative growth, the country plans to focus on a stronger export strategy through special economic zones. Moreover the Rwandan Stock Exchange opened to companies in the region, and important companies were listed such as

MTN and Crystal Venture. Diaspora remittances grew to US\$174 million in 2014, according to the National Bank of Rwanda, contributing to the continued development of Rwanda through skills and technology exchange and increased trade links.

CONCLUSIONS AND RECOMMENDATION

The Rwanda's process of policy making has its own foundations and orientations that make it country specific. In effect, the process of policy making in Rwanda is a dynamic and interactive process that involves all stakeholders. The government of Rwanda adopted the national decentralization policy in May 2000 to achieve three main goals: good governance, pro-poor service delivery, and sustainable socioeconomic development. This policy was developed from a nationwide consultative processes aimed at determining the causes of genocide against the Tutsi and outlining lasting solutions. In this context, decentralization is taken as an instrument for people's political empowerment, reconciliation, social integration, and well-being. In particular, decentralization in Rwanda is being understood as a platform for sustainable democratization and a structure for mobilization of economic development energies, initiatives, and resources. Decentralization is currently giving the power to the people and enabling them to execute their will for self-development.

To reinforce decentralization and the self-development process, the *ubudehe* process was established in Rwanda. This is a unique programme of promoting citizens' collective action in partnership with a government committed to decentralization. It is a policy designed to increase the level of institutional problem-solving capacity at the local level by citizens and local governments. It has succeeded in putting into operation the principles of citizens' participation through local collective action.

To increase accountability and make the decentralization policy more effective, a strategy of

local governments signing performance contracts with the president of the republic has been adopted. These contracts include details on the programs achievable within one year. Every three months, evaluation is done, which allows institutions to plan their activities and establish quantifiable indicators for evaluation.

The above public policies were aimed at making Rwanda a middle-income country by 2020. Since 1994, Rwanda has attained impressive achievements following the turbulent war and genocide against the Tutsi and has since been on a path of economic development leading to a drastic reduction of poverty. Recently attained economic performance and social and political achievements are strongly linked to a effective leadership that invests in the development of all categories of Rwandans.

The progress is astounding and undeniable, although some deny it; Poverty has been reduced, life expectancy increased, infant and child mortality has declined and gender representation in parliament is the best in the world. This is all undeniable. The World Bank has documented a two third drop in child mortality, and near universal primary school enrollment.

Measured by the national poverty line has decreased from 77% in 2001 to under 50% in 2017 while life expectancy at birth has improved from 29

in the mid-1990s to an average of 69 and 71 for women.

Before the pandemic which affected countries, all countries around the world, Rwanda was experiencing robust economic performance, in fact in the middle of an economic boom before the pandemic. Growth exceeded 10% in 2019 and now that's the beginning to rebound. So, let's think about it! Since 1994, rapid economic growth and poverty reduction. A focus on gender equity. What other country in the world is doing that? Innovative use of technology in education, in health care using cellphones and drones. The cleanest, the safest in many ways the most progressive country in the continent. As I said some try to deny this but the data is undeniable. We do have to ask ourselves, how has this happened? Positive change does not happen by chance. Positive change requires what is called good governance but we really need to get behind that term. What is good governance? Its visionary leadership. Its leadership focused on results, justice on accountability and on people being the most important natural resource.

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