



**HISTORICAL DEVELOPMENT OF GOVERNANCE IN RWANDA AND HOW THE DEVELOPMENT SHAPED THE
LANDSCAPE OF ITS INSTITUTIONS**

Rwigema, P. C.

**HISTORICAL DEVELOPMENT OF GOVERNANCE IN RWANDA AND HOW THE DEVELOPMENT SHAPED THE
LANDSCAPE OF ITS INSTITUTIONS**

Rwigema, P. C.

Former Member of East African Legislative Assembly (EALA), (2012-2022)

Accepted: May 1, 2023

ABSTRACT

Rwanda is a country with a turbulent recent history punctuated by recurrent identity-based violence with harrowing and notorious effects. Political turmoil in Rwanda has been a cyclic and had reached its peak with the 1994 Genocide against the Tutsi where hundreds of thousands of Tutsis were systematically killed under the leadership of Hutu extremists then in power after the obscure shooting down of the aircraft of Hutu President Habyarimana Juvenal. Twenty nine years have now passed since the genocide against the Tutsi and the military victory of the RPF that liberated the country and stopped the Genocide against the Tutsi. During this period, a new generation has been born and raised under the leadership of the RPF. This generation, which has no direct recollection of the genocide against the Tutsi and of the events and circumstances that led to it, is being brought up with the expectation of moving towards a better future based on the harsh lessons of the past. Post-conflict states face more difficulties than others to develop. This is not surprising considering the many challenges associated with ensuring peace and stability, reconstructing the state, rebuilding infrastructure, etc. Africa indeed has a number of examples of post-conflict states that struggle with improving their desperate conditions. The new aid paradigm, that focuses on country ownership of development and the strengthening of country systems to deliver services to the population is challenged by post-conflict and fragile states where a State's capacity to manage its own affairs is low and scrutiny of the Government by the public is not possible. In case a government does not appear to make progress to improve these conditions, how can one improve effectiveness of Development Partners support? The RPF leading government introduced several reforms aimed at rebuilding the country, including the decentralization of power, the promotion of reconciliation, and the establishment of new institutions, such as the National Unity and Reconciliation Commission and the Gacaca courts. Since then, Rwanda has made significant progress in terms of governance, including in areas such as anti-corruption, gender equality, and social - economic development. However, critics have also raised from Human Right Watch Organizations (HRWO) concerns about the government's authoritarian tendencies, lack of political opposition, and human rights abuses. The current landscape of Rwanda's institutions reflects these complex historical developments, with a mix of centralized and decentralized power structures, a stronghold political ruling party, and efforts to promote reconciliation and development.

Keywords: Governance, Rwanda, Systematic Review, Achievements, Challenges

CITATION: Rwigema, P. C. (2023). Historical development of governance in Rwanda and how the development shaped the landscape of its institutions. *The Strategic Journal of Business & Change Management*, 10 (2), 485–528.

INTRODUCTION

Rwanda has a long history of traditional governance structures that have evolved over time. These structures were based on a hierarchical system of power and authority, with the king at the top and various chiefs and elders below him. This system was largely intact until the arrival of European colonizers in the late 19th century.

During the colonial period, the Belgians introduced a system of indirect rule, which relied on local chiefs and leaders to govern on their behalf. This system entrenched the existing hierarchy and did little to promote democracy or good governance. After independence in 1962, Rwanda struggled with political instability and authoritarian rule, with the country's first president, Gregoire Kayibanda, ruling with an iron fist.

In 1973, President Kayibanda was ousted in a military coup led by General Juvenal Habyarimana. Habyarimana established a one-party state and ruled with an authoritarian style until his death in 1994. During this period, Rwanda experienced relative economic growth and social progress, but political freedoms were severely curtailed, and the country was plagued by corruption, nepotism, and repression.

The most significant development in governance in Rwanda came in 1994, with the genocide against Tutsi that claimed the lives of more than 1,000,000 people. The genocide against Tutsi was sparked by longstanding ethnic tensions between the Hutu and Tutsi communities, which had been exacerbated by colonial policies and discriminatory practices under previous regimes.

Following the genocide against the Tutsi, a transitional government was established, which led to the adoption of a new constitution in 2003. The new constitution created a multi-party system of

governance and established a system of checks and balances between the executive, legislative, and judicial branches of government. It also introduced quotas for women in government and established an independent electoral commission.

Since the adoption of the new constitution, Rwanda has made significant progress in improving governance and promoting democracy. The country has implemented a number of reforms aimed at reducing corruption, improving public service delivery, and increasing accountability. These reforms have been supported by the international community, which has recognized Rwanda as a model for good governance and economic development in Africa.

In conclusion, the historical development of governance in Rwanda has been shaped by a complex mix of traditional structures, colonial rule, authoritarianism, and genocide against Tutsi. The adoption of a new constitution in 2003 marked a significant turning point in the country's governance landscape, and Rwanda has made impressive strides in promoting democracy and good governance since then. However, challenges of decentralization of Rwanda remain, including the need to strengthen institutions, address human rights concerns, and ensure that the benefits of economic growth are shared more equitably.

Rwanda's governance system has undergone significant changes throughout its history. This essay will examine the historical development of governance in Rwanda and how these developments shaped the landscape of its institutions.

Pre-colonial Rwanda was ruled by a monarchy, which was organized around the concept of ubuhake, a social contract between the king and his subjects (Schwartz, 2007). This system was based

on the idea of mutual obligation and loyalty, with the king providing protection and justice, and the people providing labor and tribute.

In 1894, Rwanda became a German colony, and the monarchy continued to function as a local administrative authority (Melvern, 2004). However, the German colonial administration disrupted traditional governance systems by introducing new forms of taxation and land tenure, which weakened the power of the monarchy and created tensions within Rwandan society.

In 1916, Rwanda became a Belgian colony, and the colonial administration implemented a policy of indirect rule, relying on local chiefs to govern on their behalf (Prunier, 1995). This system reinforced existing social hierarchies and entrenched ethnic divisions between the Tutsi minority and the Hutu majority. The colonial administration also introduced identity cards that categorized individuals according to their ethnicity, which would later contribute to the 1994 genocide against Tutsi.

After Rwanda gained independence in 1962, the country continued to be ruled by a series of authoritarian regimes, which limited political participation and civil liberties (Reyntjens, 2015). In 1994, the country experienced a genocide in which more than 1,000,000 people were killed. The genocide was fueled by long-standing ethnic tensions, as well as political and economic competition for power.

In the aftermath of the genocide, Rwanda underwent significant institutional reforms, aimed at building a more inclusive and accountable governance system (Verpoorten & Vandeginste, 2017). These reforms included the adoption of a new constitution in 2003, which established a multi-party democracy and provided for the protection of human rights. The government also implemented policies to promote gender equality, decentralization, and community participation in decision-making.

Today, Rwanda is often cited as a model of post-conflict reconstruction and development, with a

strong emphasis on good governance and economic growth (Melvern, 2018). However, critics have raised concerns about restrictions on political opposition and civil society, as well as allegations of human rights abuses (Human Rights Watch, 2021).

The pre-colonial governance system in Rwanda was based on a centralized monarchy, with the king at the top of the hierarchy and various chiefs and sub-chiefs below him. This system was known as *ubwami*, and it relied on a combination of coercion and consensus-building to maintain order (Kagame, 2003).

During the colonial period, Rwanda came under the control of Germany and then Belgium, which introduced new forms of governance that disrupted the traditional system. The Belgians implemented a policy of ethnic identification, categorizing Rwandans as either Hutu, Tutsi, or Twa, and granting preferential treatment to the Tutsi. This policy contributed to growing ethnic tensions and conflict, culminating in the 1994 genocide against Tutsi (Prunier, 1995).

After the genocide, the Rwandan Patriotic Front (RPF), led by President Paul Kagame, took power and implemented a new governance system based on the principles of democracy, unity, and reconciliation. This system includes a bicameral parliament, a judicial system, and a decentralized administrative structure that gives significant power to local governments (Rwanda Governance Board, 2019).

The government has also implemented various initiatives aimed at promoting transparency, accountability, and citizen participation, including the creation of a National Unity and Reconciliation Commission, the establishment of an Ombudsman's office, and the implementation of a community-based health insurance program (Iyamuremye & Nsengiyumva, 2020). Overall, the development of governance in Rwanda has been shaped by a complex mix of traditional, colonial, and post-colonial influences, with the current system

reflecting a desire for democracy, unity, reconciliation, and sustainable development.

The historical development of governance in Rwanda has been shaped by a range of factors including the country's colonial legacy, ethnic divisions, and post-independence political instability. The country has undergone significant changes in governance structures over the years, which have had a profound impact on the landscape of its institutions.

During the pre-colonial period, Rwanda was ruled by a monarchy, which was headed by a king or "mwami" who exercised absolute power over the kingdom's territories and people (Verwimp, 2006). The monarchy was based on a feudal system of governance that was marked by a rigid social hierarchy, with the Tutsi holding most of the political and economic power. The colonial period saw the arrival of European powers, and Rwanda was colonized by Belgium in 1916. The Belgians established a system of indirect rule, which reinforced the existing social hierarchy, with the Tutsi being favored as the ruling elite.

The post-independence period was marked by political instability, and in 1959 with the support of Belgians, a Hutu-led revolution overthrew the monarchy and established a republic. The new government was characterized by ethnic tension and conflict, with the Hutu majority seeking to consolidate its political power at the expense of the Tutsi minority. This led to a series of violent episodes, culminating in the 1994 genocide against the Tutsi, in which an estimated 1,000,000 Tutsi and moderate Hutu were killed.

In the aftermath of the genocide against Tutsi, the government of Rwanda embarked on a process of institutional reform aimed at addressing the root causes of the conflict and establishing a more inclusive and accountable system of governance. This included the adoption of a new constitution in 2003, which established a presidential system of government and introduced a range of measures to

promote transparency, accountability, and the rule of law (USAID, 2017).

Today, Rwanda is widely regarded as a leader in governance and development in Africa, with the country ranking high on various indicators of political stability, government effectiveness, and human development. However, the government's records on human rights and political freedoms has been the subject of criticism from some quarters, with concerns raised about restrictions on freedom of expression and the independence of the judiciary (Freedom House, 2022).

In conclusion, Rwanda's governance system has undergone significant changes throughout its history, from pre-colonial monarchy to colonial indirect rule to post-genocide institutional reforms. These developments have shaped the landscape of Rwanda's institutions, with a focus on democracy, human rights, and economic growth.

Governance and Political Transition in Rwanda:

Rwanda is a landlocked country in East Africa that has undergone significant political and economic changes over the past few decades. Governance and political transition in Rwanda have been the subject of significant academic and policy research in recent years, particularly in the aftermath of the 1994 genocide against the Tutsi. This period of transition has been marked by a series of reforms aimed at rebuilding institutions, restoring trust in government, and promoting reconciliation. One of the key themes in the literature on governance and political transition in Rwanda is the role of ethnicity in shaping political outcomes. Following the genocide against the Tutsi, there was a concerted effort by the government to downplay ethnic identities and promote a more inclusive national identity (Kagoro, 2015). This has been achieved through a range of policies, including the introduction of a quota system for political representation, the promotion of a common language, and the establishment of national symbols (Munyakazi, 2016).

Following the genocide against Tutsi, the Rwandan Patriotic Front (RPF) took control of the country and established a new government. The RPF, led by President Paul Kagame, has implemented a series of reforms aimed at stabilizing the country and promoting social economic development. One of the key reforms has been the establishment of a system of governance that emphasizes accountability and transparency. The government has taken steps to combat corruption and improve the efficiency of public services. Additionally, the government has made efforts to decentralize power and involve citizens in decision-making processes.

Another important theme in the literature is the role of institutions in promoting good governance. Rwanda has undergone significant institutional reforms over the past two decades, including the establishment of a new constitution, the introduction of a multi-party system, and the creation of an independent judiciary (Mamdani, 2016). These reforms have been widely credited with improving transparency and accountability in government, as well as promoting economic development (Nuwagaba, 2019).

Reforms by the government of Rwanda

The government of Rwanda has implemented various reforms in different sectors to promote economic growth, social development, and political stability in the country. Rwanda has undergone significant reforms in recent years to improve its economy and governance systems. One notable area of reform has been the country's education system.

One of the major reforms that the country has undertaken is the establishment of a decentralized system of governance that seeks to empower local communities and promote participation in decision-making processes. This reform was achieved through the enactment of the Organic Law N° 04/2005 of 08/04/2005 that established the framework for decentralization in Rwanda (Ministry of Local Government, 2006).

Another significant reform in Rwanda is the country's efforts to promote gender equality and women's empowerment. The government has implemented policies and programs aimed at increasing the participation of women in politics and decision-making positions, as well as promoting women's access to education and healthcare. These efforts have resulted in Rwanda having one of the highest proportions of women in parliament in the world, with women holding 64% of the seats in the lower house of parliament (Inter-Parliamentary Union, 2021).

According to a report by The World Bank (2019), Rwanda has implemented a series of education reforms aimed at improving access to quality education for all children in the country. These reforms include the introduction of the 12-year basic education program, the establishment of a competency-based curriculum, and the adoption of English as the language of instruction. The government has also invested heavily in the education sector, increasing the education budget to 17% of the national budget in 2019. This has led to significant improvements in infrastructure, teacher training, and the provision of learning materials.

Furthermore, Rwanda has made efforts to improve its business environment by reducing bureaucracy and streamlining the process of starting and running a business. The country's ranking on the World Bank's Doing Business report has risen from 143 in 2010 to 38 in 2020, reflecting the success of these reforms (World Bank, 2020). These are just a few examples of the many reforms that the government of Rwanda has implemented in recent years to promote social, economic, and political development in the country.

Education sector reform:

The government of Rwanda implemented a comprehensive education reform program in 2010 to improve the quality and access to education in the country (Republic of Rwanda, Ministry of Education, 2010). The program involved the construction of new classrooms, training of

teachers, and the development of new curricula to align with the country's development priorities.

One of the major reforms implemented by the government of Rwanda is the education sector reform. In 2003, the government of Rwanda implemented a major reform of the country's education system. The reform aimed to increase access to education, improve the quality of education, and align the curriculum with the needs of the country's economy. As a result of the reform, primary school enrollment increased from 86% in 2003 to 96% in 2009, and secondary school enrollment increased from 14% in 2003 to 35% in 2009 (Mugisha, 2012). The reform was initiated in 2006 with the aim of improving the quality of education and increasing access to education for all Rwandan children, especially those from disadvantaged backgrounds. The reform focused on increasing the number of qualified teachers, improving the curriculum, and providing free primary education. According to a report by the World Bank (2015), the education sector reform in Rwanda has been successful in achieving its objectives. The report states that the number of children enrolled in primary education increased from 1.5 million in 2006 to 2.4 million in 2014. The report also notes that the number of qualified teachers increased from 28,000 in 2006 to 48,000 in 2014.

Health sector reform:

Rwanda has implemented significant reforms in its health sector since the 1994 genocide against Tutsi. The government has invested heavily in the health sector, with a focus on improving access to health services, reducing maternal and child mortality rates, and fighting HIV/AIDS. These efforts have led to significant improvements in the health indicators, with the maternal mortality rate declining from 1,071 deaths per 100,000 live births in 2000 to 210 deaths per 100,000 live births in 2019 (World Bank, 2020).

The Rwanda Center of Vaccine is an organization dedicated to providing vaccines and immunization services to the people of Rwanda. They work closely

with the Rwandan Ministry of Health and other partners to ensure that vaccines are available and accessible to all. Rwanda is one of the countries that has implemented the use of drones for delivering vaccines and other medical supplies to remote and hard-to-reach areas. The Rwanda Center of Excellence in Biomedical Engineering and e-Health (CEBE) has partnered with Zipline, a California-based robotics company, to operate the drone delivery system.

According to a report by the World Economic Forum, the drone delivery system has been successful in reducing the time taken to deliver medical supplies from days to hours. It has also improved access to healthcare services for people in rural areas who previously had to travel long distances to access medical facilities.

One of the most notable reforms undertaken by the government of Rwanda in recent years is the establishment of a universal health insurance program. The program, known as Mutuelle de Santé, was introduced in 1999 and has since been expanded to cover the entire population of Rwanda. The government of Rwanda launched a health sector reform program in 1999 to improve access to healthcare services, particularly for the rural population (Binagwaho et al., 2014). The program involved the expansion of healthcare facilities, training of healthcare workers, and the introduction of health insurance schemes to ensure financial access to healthcare services. According to a study by Karema et al. (2012), the program has had a significant impact on the health outcomes of Rwandans, particularly in reducing infant mortality rates and improving access to healthcare for vulnerable populations. The study also found that the program has been successful in reducing out-of-pocket healthcare costs for households, which has helped to alleviate poverty in the country.

Another reform undertaken by the Rwandan government is the implementation of universal healthcare coverage. In 2010, the government launched the Community-Based Health Insurance (CBHI) program, which provides health insurance to

all citizens, with particular emphasis on the poor and vulnerable. This initiative has significantly improved access to healthcare services and has contributed to the reduction of infant mortality rates in the country (The Commonwealth Fund, 2018). For instance, in the healthcare sector, the government of Rwanda has implemented the community-based health insurance (CBHI) scheme, which provides affordable health insurance to the population. According to a report by the World Health Organization (WHO, 2017), the CBHI scheme has been successful in increasing the number of people with health insurance from 7% in 2005 to 91% in 2015.

In Rwanda, a center for delivering vaccines and medicine using drones has been established by the Rwandan government in collaboration with the California-based company, Zipline. The center, known as the Rwandan Center of Excellence in Drone Technology and Aerospace, uses drones to deliver medical supplies to remote areas in the country where transportation can be difficult.

The system works by health workers texting or calling a central distribution center with their orders, which are then packed and sent via drone to the requested location. The drones are able to make deliveries within 30 minutes, and can carry up to 1.5 kilograms of medical supplies. Since its establishment in 2016, the center has delivered over 10,000 units of blood to over 170 health facilities in Rwanda.

Land reform:

The government of Rwanda implemented a land reform program in 2004 to address land tenure issues and promote land security for citizens (Mfizi, 2016). The program involved the registration of land, development of a land use policy, and the establishment of land dispute resolution mechanisms.

In 2005, the government of Rwanda implemented a series of land reforms aimed at improving land tenure security and reducing land disputes. These reforms included the creation of a comprehensive

land registration system, the establishment of local land committees to resolve disputes, and the simplification of land transfer procedures. The reforms have been successful in reducing land conflicts and improving land tenure security for Rwandan farmers (Deininger & Ali, 2010).

In Rwanda, the government has implemented an efficient and transparent land registration system using modern information technology. The system is based on the use of Geographic Information System (GIS) and the Land Administration Information System (LAIS) to capture, manage and disseminate land-related data (National Institute of Statistics of Rwanda, 2018).

The LAIS system enables the government to maintain a comprehensive database of land records, including ownership information, land use, and tenure status. The system has improved the accuracy and reliability of land records and reduced the time and cost required to access land information. Moreover, the system has facilitated the resolution of land disputes and increased the confidence of investors in the land market (World Bank Group, 2019).

According to the World Bank Group (2019), the use of IT in land registration in Rwanda has been a success story. The government has demonstrated its commitment to modernizing land administration and management through the adoption of a comprehensive legal and institutional framework. Moreover, the government has invested in the development of human capacity and infrastructure to support the implementation of the system.

Business environment reform:

The government of Rwanda implemented a business environment reform program in 2009 to promote private sector development and attract foreign investments (Republic of Rwanda, Ministry of Trade and Industry, 2009). The program involved the simplification of business registration procedures, reduction of taxes and tariffs, and the establishment of a one-stop center for investors.

One significant reform implemented by the government of Rwanda is the establishment of a one-stop center for business registration and licensing with One Stop Center (OSC). This initiative was launched in 2009, and it aimed to streamline the process of starting and operating a business in the country. The OSC is a joint initiative between the Rwanda Development Board (RDB), the Rwanda Revenue Authority (RRA), and the City of Kigali. It provides a single location for businesses to register and obtain all necessary permits, licenses, and certifications (World Bank, 2015). According to the World Bank's Doing Business report, Rwanda was ranked first in Africa for ease of doing business in 2020, largely due to this reform (World Bank, 2020).

Gender reform:

Another major reform undertaken by the Rwandan government is the promotion of gender equality and women's empowerment. In 2003, Rwanda passed a law requiring that at least 30% of all political positions be reserved for women. This quota system has helped to increase the representation of women in government, and Rwanda now has the highest percentage of women in parliament of any country in the world (United Nations Development Programme, 2021).

Another important aspect of governance in Rwanda is the role of women in politics. Rwanda has one of the highest rates of female representation in parliament in the world, with women holding 61% of the seats in the lower house of parliament. This is largely due to government policies aimed at promoting gender equality and empowering women.

Judiciary reform:

Rwanda has undergone significant judicial reforms since the 1994 genocide, with the aim of rebuilding its justice system, strengthening the rule of law, and promoting national reconciliation. Here are some key judiciary reforms in Rwanda:

Gacaca courts: In 2001, the Rwandan government established Gacaca courts as a way of dealing with the overwhelming number of cases related to the

genocide against the Tutsi. These community-based courts were intended to promote justice, accountability, and reconciliation by involving the local population in the judicial process (Uvin, 2009).

Abolition of the death penalty: In 2007, Rwanda abolished the death penalty, replacing it with life imprisonment as the maximum penalty for the most serious crimes (Human Rights Watch, 2007).

Promotion of women's rights: The Rwandan government has made significant efforts to promote women's rights, including increasing their representation in the judiciary. As of 2021, women make up 43% of judges in Rwanda (World Bank, 2021).

Decentralization of justice: Rwanda has decentralized its justice system, with the aim of making justice more accessible to citizens at the local level. This has involved the establishment of community justice centers and the training of community mediators (Ministry of Justice, 2021).

Reorganization of the judicial system: The judicial system in Rwanda was reorganized in 2004 to improve its efficiency and effectiveness. This involved the creation of specialized courts such as the commercial court and the high court for international crimes. This move has helped to expedite the handling of cases and improve the quality of judgments. The government of Rwanda implemented a judiciary reform program in 2004 to promote the rule of law and improve access to justice for citizens (Makumi, 2007). The program involved the recruitment and training of judges and prosecutors, development of a new legal framework, and establishment of a modern court system.

Use of technology: The Rwandan judiciary has embraced technology to improve service delivery. For instance, the use of electronic case management systems has helped to speed up the processing of cases and reduce errors. The judiciary has also launched a mobile application that enables citizens to access court schedules and case outcomes.

Capacity building: The judiciary has invested in capacity building programs for judges, prosecutors, and other court personnel. This has helped to improve the quality of justice and promote the rule of law.

Alternative dispute resolution mechanisms: The judiciary has also promoted the use of alternative dispute resolution mechanisms such as mediation and arbitration to reduce the backlog of cases and promote access to justice.

Development reform:

Rwanda is a country in East Africa that has undergone significant development reforms in the last two decades. These reforms have been aimed at transforming the country from a low-income, agriculture-based economy to a knowledge-based, service-oriented economy.

Vision 2020 is Rwanda's national development plan that was launched in 2000. The plan outlines the country's long-term development goals and strategies for achieving them. One of the main goals of Vision 2020 is to transform Rwanda into a middle-income country by 2020. The plan focuses on four key pillars: economic development, social development, human capital development, and good governance. (National Institute of Statistics of Rwanda, 2012).

Rwanda has made significant investments in the development of its Information and Communication Technology (ICT) sector. The government has implemented policies and programs aimed at improving access to ICT infrastructure, promoting e-governance, and fostering innovation and entrepreneurship in the ICT sector. These efforts have led to the growth of the ICT sector, with ICT exports increasing from less than \$1 million in 2005 to over \$70 million in 2018 (National Institute of Statistics of Rwanda, 2018).

Economic Development and Poverty Reduction Strategy (EDPRS): In 2008, the government of Rwanda launched the EDPRS, a long-term development plan aimed at achieving sustainable economic growth and reducing poverty. The plan

focuses on four key sectors: economic transformation and employment, rural development, productivity and youth employment, and accountable governance. (Government of Rwanda, 2008).

One significant reform by the government of Rwanda is the implementation of the National Social Protection Strategy (NSPS) in 2011, which aimed to reduce poverty and vulnerability among the population through social protection programs. The NSPS is a multi-sectoral strategy that encompasses social insurance, social assistance, and labor market programs (Ministry of Finance and Economic Planning [MINECOFIN], 2011).

In conclusion, Rwanda has undergone significant development reforms in the last two decades, with a focus on transforming the country's economy and improving the lives of its citizens. Some of the key reforms include Vision 2020, land reform, ICT development, and health sector reforms. These efforts have led to significant improvements in various sectors and have helped Rwanda become one of the fastest-growing economies in Africa.

Agriculture reform:

Rwanda has implemented several agricultural reforms over the years aimed at improving food security, increasing agricultural productivity, and boosting economic growth. Some of the key agricultural reforms in Rwanda include:

In 2008, Rwanda implemented a comprehensive agricultural reform program known as the Crop Intensification Program (CIP). The program aimed to increase agricultural productivity, food security, and incomes for smallholder farmers in the country. The CIP focused on the use of high-yield crop varieties, improved land management practices, and increased access to agricultural inputs and extension services (Munyehirwe & Matsumoto, 2014).

The program was successful in increasing crop yields, reducing food insecurity, and improving the livelihoods of smallholder farmers in Rwanda. For example, maize yields increased by 75% between

2007 and 2012, while bean yields increased by 35% over the same period (Munyehirwe & Matsumoto, 2014).

Moreover, the CIP contributed to the overall development of Rwanda's agricultural sector by promoting private sector investment in agriculture, improving infrastructure and market access for farmers, and strengthening the capacity of agricultural institutions (Kabera, 2017).

CDAT – Commercialization and De-Risking for Agricultural Transformation project was conceived as a solution to the agriculture sector with target beneficiaries of Rwanda-based Agri-entrepreneurs, farmers, farmers' cooperatives, commercial farmers, and Agriculture MSMEs. The total size project is US\$300 Million to be implemented by the Rwanda Agriculture and Animal Resources Board (RAB) and the Development Bank of Rwanda (BRD).

BRD will manage the subsidized credit line under the project of Scaling Up Agriculture Finance – US\$15 Million. The credit line will be to BRD direct investment clients and through Partners Financial Institutions (PFIs, Commercial banks, MFIs, and SACCOs). The line will be for end-projects in agriculture production and postharvest by farmers and farmers' organizations, and will be used for any commodities and businesses related to the agriculture sector, animal production, and livestock from which potential financing opportunities will be introduced to the PFIs.

A CDAT youth innovation challenge fund has also been set aside for investment in particularly innovative solutions for the sector that can be brought to scale.

“Commercializing agriculture is essential for Rwanda's economic transformation and poverty reduction and requires investments that enhance productivity in a sustainable manner, and that generate agriculture value addition and off-farm jobs,” said Rolande Pryce, World Bank Country Manager for Rwanda (World Bank; 2022, February 24).

“The Commercialization and De-risking for Agricultural Transformation Project aims to generate marketable volumes of produce and facilitate their access to market, while de-risking and leveraging private sector investment in value generating agri-food activities”.

In partnership with financial institutions, the project will seek to enhance access to affordable financial services and products in the agricultural sector by providing long-term financing and reducing risks and challenges faced by agricultural value chains through strengthening market linkages and scaling up agriculture insurance.

It is expected that about 235,977 households including women and youth will benefit from the project's value chain and infrastructure development, 2,235 from agriculture finance, while 575,000 and 75,000 farmers will benefit from CDAT's crop and livestock insurance respectively.

The 5-year Project will initially be implemented in 37 sites located in 16 districts; Muhanga, Nyanza, Ruhango, Huye, Gisagara and Nyaruguru in Southern Province, Kayanza, Bugesera, Gatsibo, Nyagatare and Kirehe in Eastern Province, Rusizi and Nyamasheke in Western Province, Gicumbi in Northern Province, Gasabo and Kicukiro in the City of Kigali.

CDAT is funded by the World Bank Group via International Development Association (IDA), with 75% of the funds being a loan to the Government of Rwanda while the rest of the funds were issued as grants. The project will be implemented by the Rwanda Agriculture and Animal Resources Development Board (RAB) and the Development Bank of Rwanda (BRD).

Land consolidation: The Rwandan government has implemented a land consolidation program to increase the efficiency of land use and improve agricultural productivity. The program involves consolidating small, fragmented land holdings into larger, more productive plots that can be managed more effectively.

Use of technology: Rwanda has embraced the use of technology in agriculture, including the use of mobile phones to disseminate information on weather patterns, market prices, and best farming practices. The government has also invested in irrigation systems and mechanized farming equipment to improve efficiency.

Cooperative farming: The government has encouraged the formation of agricultural cooperatives to help small farmers' access credit, training, and marketing services. These cooperatives have helped to increase the bargaining power of small farmers and improve their access to markets.

Promotion of high-value crops: Rwanda has focused on promoting the production of high-value crops such as coffee, tea, and horticultural products. This has helped to increase the income of farmers and improve their livelihoods.

Sustainable agriculture: Rwanda has prioritized sustainable agriculture practices, including soil conservation, water management, and the use of organic fertilizers. This has helped to protect the environment and ensure long-term food security.

Overall, these agricultural reforms have helped to transform Rwanda's agricultural sector, improve food security, and boost economic growth. In terms of agriculture, the government of Rwanda has implemented the One-Cow-Per-Family program, which provides each poor family with a dairy cow. This program has been successful in improving the living standards of the people and promoting economic growth. According to a report by the International Fund for Agricultural Development (IFAD, 2014), the One-Cow-Per-Family program has contributed to the reduction of poverty in Rwanda by 5.8% between 2006 and 2011.

According to the World Bank, these agricultural reforms have been successful in increasing agricultural productivity and reducing poverty in Rwanda. From 2006 to 2018, the poverty rate in Rwanda fell from 56.7% to 39.1%, and agricultural productivity increased by 80% (World Bank, 2019).

Governance Reforms:

Rwanda has implemented several governance reforms aimed at promoting transparency, accountability, and citizen participation in decision-making processes. One key initiative is the use of community-based Umuganda events, where citizens come together to work on community projects, discuss local issues, and provide feedback to government officials. This program has helped to increase citizen engagement in governance and promote social cohesion (United Nations Development Programme, 2019).

Another key reform has been the establishment of the Rwanda Governance Board (RGB), which is responsible for monitoring and evaluating the performance of government institutions and promoting good governance practices. The RGB has played a critical role in promoting transparency and accountability in the public sector and has been instrumental in improving service delivery to citizens.

Social Welfare Reforms:

Rwanda has implemented a range of social welfare reforms aimed at improving access to healthcare, education, and social protection services. One key initiative is the Community Health Insurance Program, which provides affordable health insurance to low-income households. Another is the Girinka Program, which provides cows to poor families to improve their nutrition and boost their income. These initiatives have helped to improve social welfare outcomes for vulnerable populations (Government of Rwanda, 2019).

Citizen participation and inclusive economic growth in Rwanda

Citizen participation has been recognized as a key driver of inclusive economic growth in Rwanda. The government of Rwanda has implemented various policies and programs aimed at promoting citizen participation in economic development, such as the Gir'inka program, which provides cows to poor households as a means of promoting agriculture and boosting incomes. Additionally, the government has established community-based

organizations and cooperatives, such as Umurenge SACCOs, to provide financial services and promote entrepreneurship among citizens.

According to a study by Gasana and colleagues (2018), citizen participation in Rwanda has played a crucial role in promoting inclusive economic growth. The study found that the Girinka program has not only improved the living standards of

beneficiaries but also increased agricultural productivity and contributed to the country's overall economic growth. Similarly, the establishment of community-based organizations and cooperatives has enabled citizens to access credit and financial services, leading to the growth of small and medium-sized enterprises and job creation.

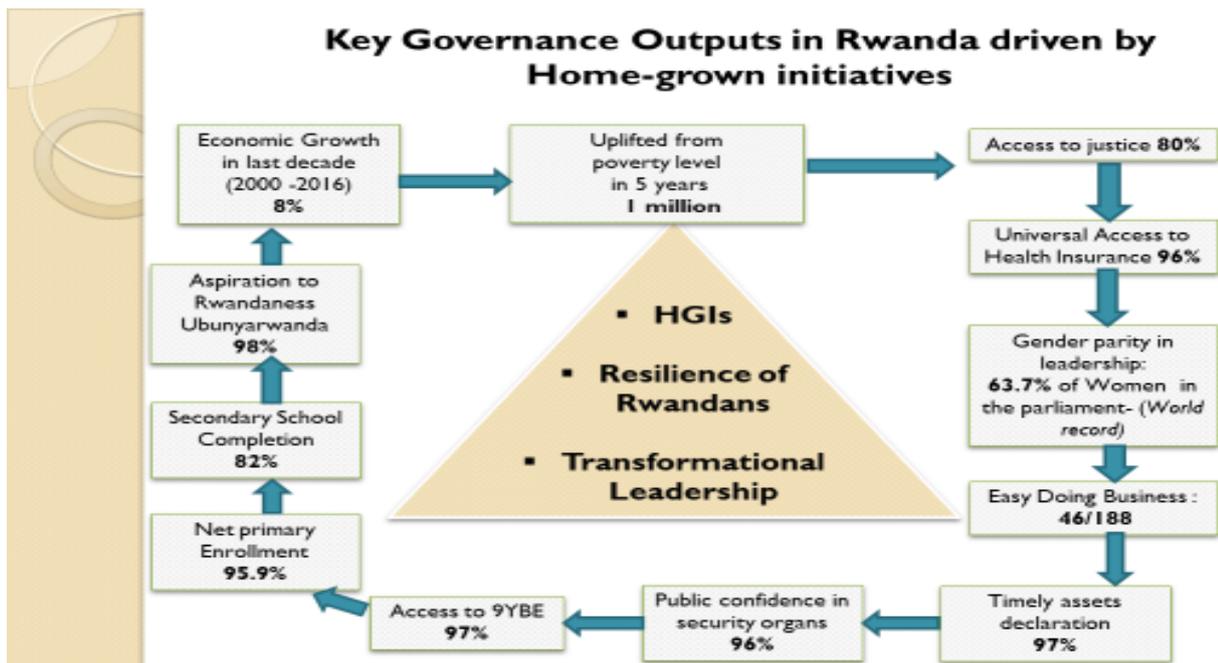


Figure 1: Key Governance Outputs in Rwanda Driven by Home-Grown Initiatives (World Bank, 2022).

Citizen participation in Rwanda is a critical aspect of the country's governance system, with various institutions established to ensure that citizens actively participate in decision-making processes. One of the notable institutions is the National Consultative Forum of Political Organizations, which was established in 2003 to provide a platform for political parties to engage in constructive dialogue with the government.

Another important institution is the Community-Based Sociotherapy program, which was established in 2003 to promote reconciliation and healing among communities affected by the 1994 genocide. The program provides a platform for community members to come together and discuss their experiences, which helps to promote

understanding and tolerance among different groups.

Moreover, the National Unity and Reconciliation Commission (NURC) is responsible for promoting unity and reconciliation among Rwandans. The commission organizes various activities, including dialogues, workshops, and forums, to promote national cohesion and reconciliation.

In Rwanda, citizen participation in government institutions is a crucial aspect of governance. The country has taken significant steps towards promoting citizen participation in governance and decision-making processes.

One example of such an institution is the National Unity and Reconciliation Commission (NURC). The

NURC was established in 1999 and is tasked with promoting unity and reconciliation among Rwandans after the 1994 genocide against the Tutsi. The commission provides a platform for citizens to participate in reconciliation initiatives and decision-making processes that affect their lives.

Another institution that promotes citizen participation is the Rwanda Governance Board (RGB). The RGB is responsible for promoting good governance, decentralization, and community empowerment. The institution provides citizens with the necessary tools to participate in local governance and decision-making processes.



Figure 2: Challenges

Source: Author compilation, 2022.

Rwanda's "Home Grown Solutions" refers to a unique approach to development that is centered on finding solutions that are culturally relevant, community-led, and sustainable. This approach was first introduced by the Government of Rwanda in 2007 as a response to the challenges the country was facing, including the need to rebuild after the 1994 genocide against the Tutsi and the need to reduce dependence on aid. Rwanda has become known for its innovative and home-grown solutions to address various challenges, including poverty, health, and education. Some of the Home-Grown Solutions that have been implemented in Rwanda include the One-Cow-per-Family program, the Girinka program, the Umuganda program, and the Community Health Workers program.

One example of a "homegrown solution" in Rwanda is the One Cow Per Poor Family program, which was launched in 2006 as a way to reduce poverty and increase household income through the distribution of cows to vulnerable families. According to Nkundabashaka and Prazuck (2014), the One Cow Per Poor Family program in Rwanda has been successful in improving household income and reducing poverty rates.

One example of research on citizen participation and inclusive economic growth in Rwanda is the study by Kamanzi et al. (2020). In their study, Kamanzi et al. examined the Girinka program, which aims to provide cows to poor households in Rwanda to improve their economic status. They found that

citizen participation in the program had a positive impact on inclusive economic growth, as it helped to increase the number of households participating in the program and led to improved livestock management practices. The authors noted that the success of the Girinka program was due in part to the government's efforts to involve citizens in the design and implementation of the program, as well as the use of local leaders and community-based organizations to facilitate citizen participation. Overall, Kamanzi et al.'s study highlights the importance of citizen participation in promoting inclusive economic growth in Rwanda and

underscores the need for government policies and programs that facilitate such participation.

Governance and Home Grown Solutions

Ranked the 7th most effective government globally by the World Economic Forum (2015), Rwanda has undertaken several reforms aimed at building a democratic, citizen-centred and inclusive governance as stipulated the country's constitution. Rwanda also had to draw on aspects of Rwandan culture and traditional practices to enrich and adapt its development programs to the country's needs and context, also referred to as Home Grown solutions.



Figure 3: Some Applied HGIs in Social-economic Transformation of Rwanda

Some applied HGI in socio-economic transformation of Rwanda

Mediation Committees (Abunzi)



School of Civic Education (Itorero)



National Leadership Retreat (Umwiyerero)



National Dialogue (Umushyikirano)



Figure 4: Some Applied HGIs in Social-economic Transformation of Rwanda

Government of Rwanda, 2022

I. Governance system

The Rwandan State is an independent, sovereign, democratic, social and secular Republic. The principle governing the Republic is "government of the people, by the people and for the people". Rwanda recognizes a multi-party system of government. Without prejudice to the independence of each political organization and their collaboration, political organizations officially recognized in Rwanda organize themselves in a consultative forum.

The President of the Republic and the Speaker of the Chamber of Deputies shall belong to different political organizations. Judges, prosecutors as well as members of the armed forces, police and National Security Service are not be permitted to be members of political organizations.

The branches of government are: 1° the legislature; 2° the executive; and 3° the judiciary.

The three branches are separate and independent from one another but are all complementary.

The country counts the highest women representation in parliament globally (61%), with the cabinet and local governance institutions also counting about 50 percent of women. The territory of Rwanda is divided into Provinces, Districts, Cities, Municipalities, Towns, Sectors and Cells. Districts, Municipalities, Towns and the City of Kigali are decentralized entities with legal status and administrative and financial autonomy and are the foundation of community development. Currently, there are 4 provinces led by appointed Governors, and the city of Kigali, 30 districts led with elected mayors from the district advisory council, 416 sectors.

President Paul Kagame on decentralization

Rwanda has undergone significant decentralization efforts in recent years. The government has prioritized decentralization as a means of promoting local governance, community participation, and economic development. This has involved devolving power and resources from the central government to local governments and communities.

The decentralization policy has been implemented through a number of reforms, including the creation of new administrative units, the establishment of elected local councils, and the transfer of functions and responsibilities to local governments. The aim is to give local communities more control over decision-making and resource allocation, as well as to promote greater transparency and accountability.

There have been some challenges to the implementation of the decentralization policy, including limited capacity at the local level and issues with corruption and accountability. However, the government has been working to address these challenges through capacity-building initiatives and anti-corruption measures.

Overall, the decentralization policy has been seen as a positive step towards promoting local governance and community participation in Rwanda. It remains to be seen how effective these efforts will be in promoting sustainable development and reducing poverty, but the government's commitment to decentralization suggests that it will remain a key focus of policy in the years to come.

II. Home-grown solutions

In the aftermath of the 1994 Genocide against the Tutsi, Rwanda adopted several unconventional measures to find solutions to the challenges the country faced. The Government of Rwanda drew on aspects of Rwandan culture and traditional practices to enrich and adapt its development programs to the country's needs and context. The result is a set of Governance and Home Grown Initiatives (GHI) - culturally owned practices translated into sustainable development programs. These are among the successful home-grown solutions behind the country's success story:

a. Abunzi – Community Mediators

Abunzi are community mediators in Rwanda who help to resolve disputes and conflicts at the local level. Abunzi are community mediators who facilitate conflict resolution in Rwanda. They were first established in the early 2000s as a response to

the overwhelming number of cases that were being brought to the formal justice system following the 1994 genocide against the Tutsi (Reynolds, 2013).

Abunzi mediators are trained and selected by the local government and work within their own communities to resolve disputes. They are respected members of their communities and are seen as impartial and fair in their decision-making. Their role is to listen to both parties, help them identify the issues at the heart of the conflict, and work with them to find a mutually acceptable solution.

According to a report by the International Center for Transitional Justice (2015), Abunzi have been successful in resolving disputes in Rwanda and have contributed to the rebuilding of trust between community members. They have also helped to reduce the burden on the formal justice system by resolving cases at the community level.

b. Gacaca – Community Courts

Gacaca is a traditional community-based justice system that was reintroduced in Rwanda in 2001 to help deal with the aftermath of the 1994 genocide against the Tutsi. The word "Gacaca" comes from the Kinyarwanda language and means "justice among the grass."

According to the United Nations Development Programme (UNDP), the Gacaca system was established as a response to the large number of people who were accused of participating in the genocide and the limited capacity of the formal justice system to deal with the cases. The Gacaca courts were designed to try cases related to the genocide at the community level, using traditional dispute resolution mechanisms.

Gacaca courts were composed of elected judges who were chosen by their communities. They were responsible for investigating and trying cases related to the genocide, including murder, rape, and other crimes. The courts operated in a participatory and inclusive manner, allowing victims and their families to participate in the process and provide input.

The Gacaca system was criticized by some for its lack of due process and the potential for abuse by those in power. However, supporters argued that it provided a way for communities to come together to address the legacy of the genocide and move forward.

c. Girinka - One Cow per Poor Family Programme

Girinka, also known as the One Cow per Poor Family Programme, is an initiative launched by the government of Rwanda in 2006 with the aim of providing cows to impoverished families as a means of reducing poverty and increasing food security. Girinka, also known as "One Cow per Poor Family Programme," is a social protection program initiated in Rwanda in 2006. The program aims to reduce poverty and malnutrition among the country's rural population by providing a cow to impoverished families. The cow provides milk for the family's consumption and can also generate income through the sale of surplus milk, manure, and offspring.

d. Imihigo – Performance Contracts

Imihigo, also known as performance contracts, are agreements between the Rwandan government and local officials or organizations to achieve specific development goals within a certain time frame. These contracts were first introduced in 2006 as a way to increase accountability and improve service delivery at the local level.

According to a study by Birikundavyi et al. (2021), Imihigo have been successful in promoting development and improving service delivery in Rwanda. The study found that Imihigo have led to improvements in health care, education, infrastructure, and agriculture, among other areas.

Imihigo have also been praised for their ability to promote transparency and accountability. According to Ruhara et al. (2017), Imihigo have helped to reduce corruption and improve the quality of governance in Rwanda. This is because Imihigo are accompanied by regular monitoring and

evaluation, which helps to ensure that officials are held accountable for their performance.

e. Itorero - Civic Education

Itorero is a traditional Rwandan practice of civic education and moral formation that has been revived and reformed in the post-genocide era as a means of promoting national unity, reconciliation, and development. It involves intensive training camps where young people learn about the country's history, culture, values, and responsibilities as citizens.

Itorero is a form of civic education that has been practiced in Rwanda for centuries, and has been re-established in recent years as a means of promoting national unity and reconciliation. It involves a process of communal learning and moral formation, in which individuals are taught the values of unity, selflessness, and hard work, as well as the history and culture of their community. The word "itorero" itself means "a place where people gather to learn and practice together" in Kinyarwanda, the national language of Rwanda.

One source on Itorero and civic education in Rwanda is the article "Rwanda's Itorero: Rebuilding the Social Fabric," by S. M. Mogaka, published in the *Journal of Peace Education* in 2012. In the article, Mogaka describes Itorero as "a system of education that seeks to promote national cohesion, cultural identity, and a sense of responsibility to the community and the nation" (p. 234). Mogaka notes that Itorero was banned during the colonial period and fell out of use in the years following independence, but has been revived by the Rwandan government as part of its efforts to rebuild the country after the 1994 genocide against the Tutsi.

f. Ingando – Solidarity Camp

Ingando is a traditional Rwandan community practice that promotes unity, solidarity, and national cohesion. The practice involves bringing together members of a community to participate in activities such as dancing, singing, and storytelling. The goal of Ingando is to promote a sense of unity

and shared identity among community members, particularly in the aftermath of the 1994 genocide in Rwanda.

Ingando is a traditional Rwandan camp where young people come together to learn about their culture, values, and social responsibilities. It has been used as a tool for promoting national unity, reconciliation, and solidarity in post-genocide Rwanda (Mutesi, 2017). The camps are organized by the National Unity and Reconciliation Commission (NURC) and the Ministry of Youth, with the aim of fostering a sense of belonging and promoting a positive attitude towards civic responsibility among young people.

According to Mutesi (2017), the Ingando camp provides a platform for young people to learn about their country's history, culture, and values. The camp also serves as a forum for discussions on issues related to national unity, reconciliation, and peacebuilding. The camp is characterized by a range of activities, including lectures, discussions, and sports.

In a study conducted by Ntagengwa and colleagues (2018), it was found that the Ingando camps have had a positive impact on young people in Rwanda. The camps have been instrumental in promoting national unity, reconciliation, and social cohesion. The study also found that the camps have helped to develop leadership skills among young people, which can be applied in various contexts.

g. Ubudehe – Social categorization for collective action and mutual support

Ubudehe is a social categorization system that originated in Rwanda, which divides communities into groups based on socioeconomic status for the purpose of collective action and mutual support. It was first introduced by the Rwandan government in 2002 as a means of addressing poverty and promoting social cohesion.

According to Nkurunziza et al. (2016), the Ubudehe system is based on four categories: Category One, which consists of the poorest members of the community who are unable to meet their basic

needs; Category Two, which includes those who are slightly better off than Category One, but still face significant economic challenges; Category Three, which includes those who are economically stable, but may still require support in certain areas; and Category Four, which includes the most economically stable members of the community who are able to provide support to those in lower categories.

The Ubudehe system has been praised for its ability to foster social cohesion and promote collective action, as well as for its potential to address poverty and inequality within communities (Nkurunziza et al., 2016). However, some have criticized the system for its potential to reinforce existing power dynamics and for its potential to stigmatize those in lower categories (Zakaria, 2012).

h. Umuganda – Community Work

Umuganda is a traditional Rwandan practice that involves community work where individuals come together to perform tasks that benefit the community. This practice was revived after the 1994 Rwandan genocide, with the aim of rebuilding the country through community participation and collaboration.

Umuganda is typically held on the last Saturday of each month, and it involves activities such as cleaning streets, building houses, and planting trees. The practice is mandatory for all Rwandan citizens aged between 18 and 65, with exemptions only for those with health issues or other reasonable excuses.

According to Gasana (2013), Umuganda has had a significant impact on Rwanda's development, particularly in the areas of public health, environmental sustainability, and social cohesion. Through Umuganda, communities have been able to address issues such as poor sanitation, deforestation, and community divisions, which had previously hindered the country's progress.

Umuganda has also been credited with promoting a sense of community ownership and responsibility, as well as fostering a culture of volunteerism and

self-help. It has helped to break down social barriers and promote unity among different ethnic groups, which has been crucial in the country's post-genocide reconciliation process.

According to a report by the United Nations Development Programme, Umuganda has played a significant role in Rwanda's development since its revival in 1998. The report notes that the program has helped to strengthen community bonds, promote civic engagement, and improve public infrastructure.

According to Musoni, Nizeyimana, and Muteteli (2018), Umuganda is an important tool for community mobilization and development in Rwanda. The authors argue that the practice has contributed to the country's economic growth, improved health outcomes, and social integration. Umuganda has also been recognized as a key factor in the success of Rwanda's Vision 2020, a plan to transform the country into a middle-income country by 2020.

Umuganda has received international recognition as a best practice in community development. In 2011, the United Nations Development Programme (UNDP) awarded the Rwandan government for its promotion of Umuganda as a tool for sustainable development (UNDP, 2011). The practice has also been emulated in other African countries, such as Kenya, Tanzania, and Uganda.

i. Umushyikirano – National Dialogue Council

Umushyikirano is a National Dialogue Council in Rwanda that was established in 2003 as a platform for national dialogue and consensus-building. It is an annual event that brings together representatives from all levels of government, political parties, civil society organizations, and the private sector to discuss and evaluate the country's development progress, challenges, and priorities. Umushyikirano is a National Dialogue Council in Rwanda that was established in 2003 as a forum for dialogue and consultation between the President of Rwanda and various stakeholders, including political

leaders, civil society representatives, private sector actors, and members of the Rwandan diaspora.

The council meets annually and provides a platform for participants to discuss and provide input on the country's development agenda, as well as to raise issues and concerns related to governance, social cohesion, and economic development. The discussions at Umushyikirano are guided by the country's Vision 2050, which outlines Rwanda's long-term development goals, and the National Strategy for Transformation, which sets out the government's plans for achieving those goals. Umushyikirano has been credited with promoting dialogue, consensus-building, and participatory governance in Rwanda. It has also been instrumental in fostering a sense of national identity and unity, as participants from all walks of life come together to discuss issues of national importance.

Umushyikirano has been praised for its inclusive nature and for giving citizens a voice in the policy-making process. In a report on Rwanda's governance system, the African Governance Architecture (AGA) noted that Umushyikirano is a "unique mechanism that allows Rwandans to express their opinions on national issues and hold their leaders accountable."

j. Umwiherero – National Leadership Retreat

Umwiherero is a National Leadership Retreat that is held annually in Rwanda. Umwiherero is an annual National Leadership Retreat held in Rwanda to discuss the country's development agenda (Smith, 2020). It is a platform where the government officials, private sector leaders, civil society organizations, and other stakeholders come together to discuss and strategize on the country's development agenda. The first Umwiherero was held in 2004, and it has since become an important event in Rwanda's political calendar.

The retreat provides an opportunity for participants to review progress on national development priorities, assess challenges, and set strategic goals for the coming year. It also allows for candid discussions among participants on issues affecting

the country's socio-economic development, security, and governance. The outcomes of Umwiherero are usually translated into policies and programs that are implemented by various government ministries and agencies. The event has been credited with contributing to Rwanda's impressive economic and social progress over the years.

One of the key goals of Umwiherero is to promote collaboration and dialogue among different stakeholders in order to drive progress and overcome obstacles. The event provides an opportunity for participants to exchange ideas, share best practices, and build networks that can help support ongoing development efforts in Rwanda. Overall, Umwiherero is an important platform for shaping Rwanda's future trajectory and ensuring that the country continues to make progress towards its development goals.

III. International Cooperation

The government of Rwanda has put considerable efforts in establishing and maintaining quality relationships with other countries for peace, security and stability of Rwanda, the region and the world while participating in wealth creation through more efficient cooperation for development, promotion of investments and tourism, the transfer of know-how and technologies, and more equitable worldwide trade regional integration.

Diplomatic representation

Rwanda currently has 39 diplomatic missions covering 147 countries, regional and international organizations, in addition to 37 honorary consuls representing Rwanda's strategic interests in 17 Countries. At a regional and international level, Rwanda is a member of 201 multilateral organizations. Under the chairmanship of President Paul Kagame, Rwanda was graced to become home for the historical signing of African Continental Free Trade Area (AfCFTA) on 21 March 2018.

Table 1: Summary of CRC findings in 2015 and 2016

Summary of CRC findings in 2015 and 2016		
Indicator	CRC2015	CRC 2016
Education	63.4%	73.2%
Agriculture	55.3%	48.4%
Livestock	58.0%	54.2%
Local Administration	74.3%	75.9%
Justice	76.7%	62.7%
Governance and Social Cohesion	89.4%	89.1%
Health	77.4%	74.9%
Hygiene and Sanitation	64.8%	58.6%
Social protection	62.2%	61.2%
Infrastructure		53.1%
Land	64.7%	67.3%
Security	86.5%	90.0%
GBV and common violence	86.9%	80.7%
Citizen Participation	51.0%	58.9%
AVERAGE	71.1%	67.7%

National Institute of Statistics of Rwanda, 2017

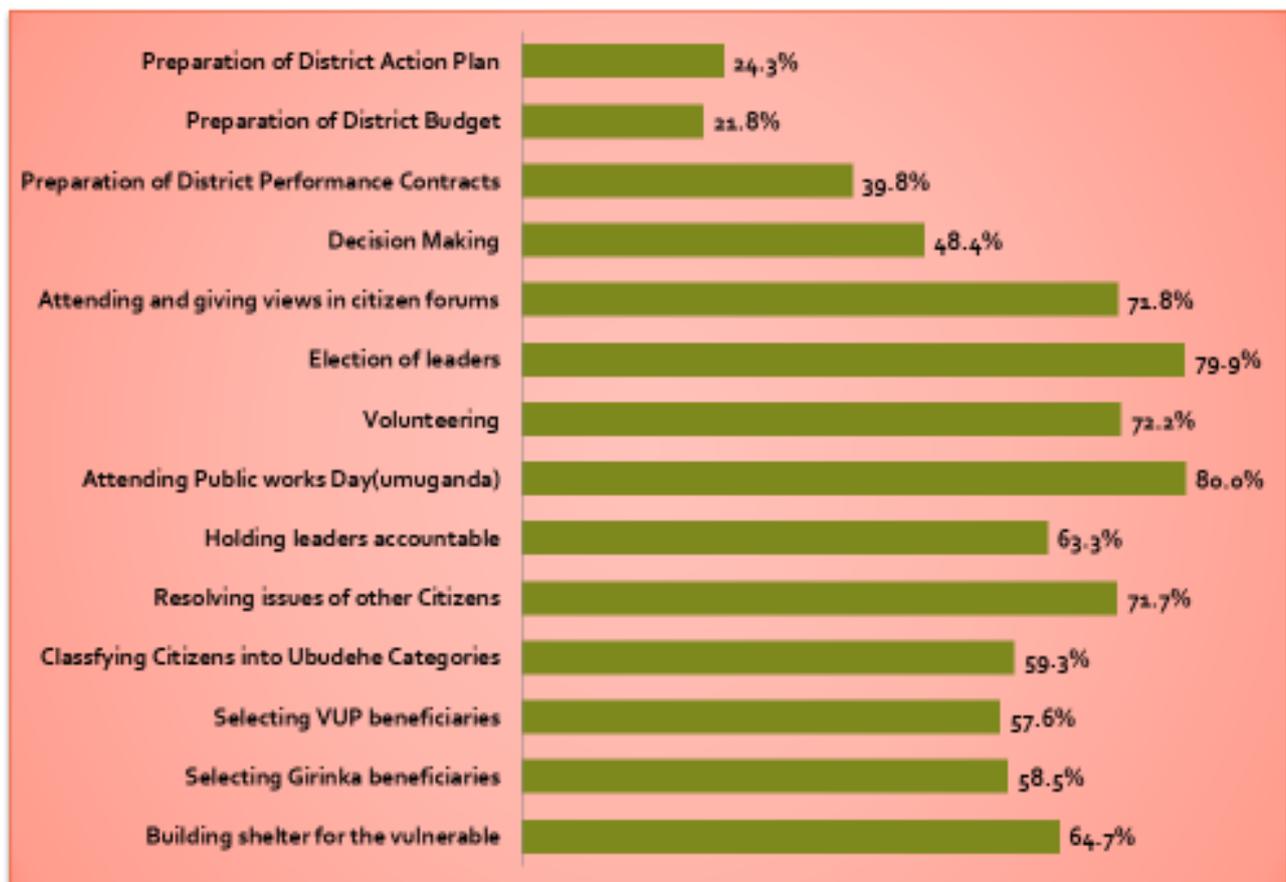


Figure 5: Level of citizen Participation in some government programs (2016)

National Institute of Statistics of Rwanda, 2017

According to a report by the Rwanda Governance Board, the level of citizen participation in some government programs in Rwanda in 2016 varied across different sectors. For instance, in the health sector, 90% of citizens participated in community health insurance schemes, while 80% of citizens participated in the government's One Cow per Poor Family program in the agriculture sector. In the education sector, 70% of citizens participated in the school feeding program, while 60% participated in the Community-Based Environmental Health Promotion Program. The survey found that 79% of

the respondents reported having participated in the "umuganda" community work program, where citizens come together on the last Saturday of each month to clean up their neighborhoods, build infrastructure, and engage in other community development activities. Similarly, 71% of the respondents reported participating in the "ubudehe" program, which is a poverty reduction strategy that involves community members identifying the most vulnerable households and providing them with various forms of support, such as cash transfers or livestock.

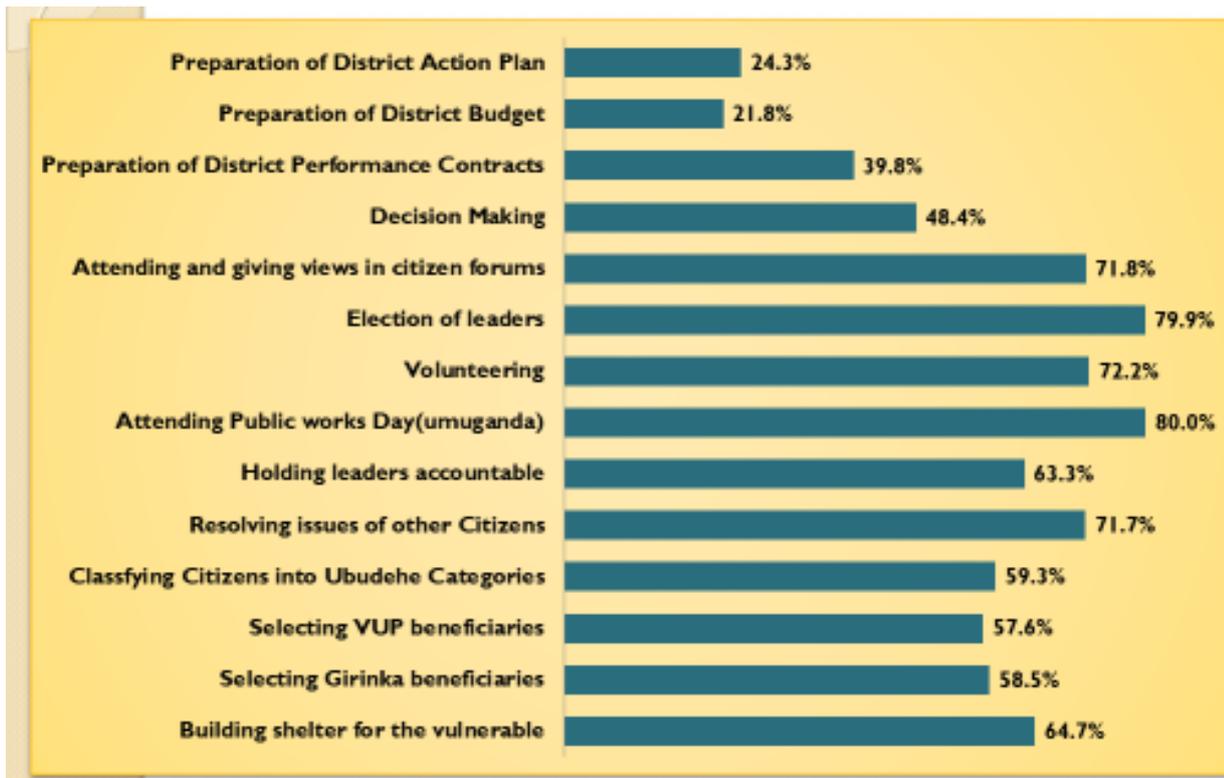


Figure 6: Level of citizen Participation in some government programs (2018)

National Institute of Statistics of Rwanda, 2019

According to the Rwanda Governance Scorecard (2018), the level of citizen participation in some government programs across Rwanda was generally high. Specifically, the report found that there was high participation in programs related to education, health, agriculture, and infrastructure development. The report noted that the government had implemented various strategies to increase citizen participation in these programs, including the use of community-based approaches, regular consultation with local leaders, and the establishment of feedback mechanisms to ensure that citizen voices were heard. Overall, the report concluded that the high level of citizen participation was a positive sign of Rwanda's progress in promoting good governance and inclusive de According to the World Bank, Rwanda has implemented various programs

to increase citizen participation in government decision-making, including the National Umuganda Program and the Community-Based Health Insurance (CBHI) program. The National Umuganda Program is a monthly community service day where citizens come together to clean their neighborhoods, build houses for the needy, and engage in other community development activities. This program has helped to promote a sense of unity and civic responsibility among Rwandans.

The CBHI program, on the other hand, provides health insurance to over 90% of Rwanda's population, with contributions made by both citizens and the government. This program has been successful in increasing access to healthcare for many Rwandans, particularly those living in rural areas.

The Rwanda Governance Score Card 2022 was recently released, providing an assessment of the country's governance performance across various sectors. The report covers a range of indicators, including political governance, social governance, economic governance, and infrastructure and urban development. According to the report, Rwanda has made significant progress in improving its governance since the genocide in 1994 against the Tutsi. The country has implemented several reforms and policies to promote accountability, transparency, and participation in decision-making processes.

In terms of political governance, Rwanda scored 86.7 out of 100, indicating a strong performance in this area. The report highlights the country's efforts to promote political stability, strengthen institutions, and enhance the participation of women in politics. In social governance, Rwanda scored 81.4 out of 100, indicating a good performance in this area. The report notes the country's achievements in reducing poverty, improving healthcare, and increasing access to education.

In economic governance, Rwanda scored 78.5 out of 100, indicating a satisfactory performance in this area. The report highlights the country's efforts to promote economic growth, attract foreign investment, and reduce the unemployment rate. Finally, in infrastructure and urban development, Rwanda scored 72.6 out of 100, indicating a moderate performance in this area. The report

notes the country's progress in improving transport infrastructure and expanding access to basic services such as water and sanitation.

The Rwanda Governance Score Card 2022, released by the Rwanda Governance Board, assesses the state of governance in the country across various sectors. According to the report, Rwanda has made progress in several areas, including political governance, economic governance, and social governance. However, challenges still remain in areas such as public administration, rule of law, and access to justice.

The report highlights some of the achievements in governance in Rwanda, such as the implementation of policies to promote social inclusion and gender equality, the development of infrastructure and services, and the promotion of private sector investment. The report also notes that the government has taken measures to improve the efficiency and effectiveness of public institutions. However, the report also points out some of the challenges that Rwanda still faces, including limited access to justice and the need to improve the functioning of the judicial system. The report recommends that the government should continue to promote transparency and accountability, as well as invest in human capital development. Overall, the Rwanda Governance Score Card 2022 indicates that the country has made significant progress in improving its governance over the years, but there is still room for improvement in some areas.

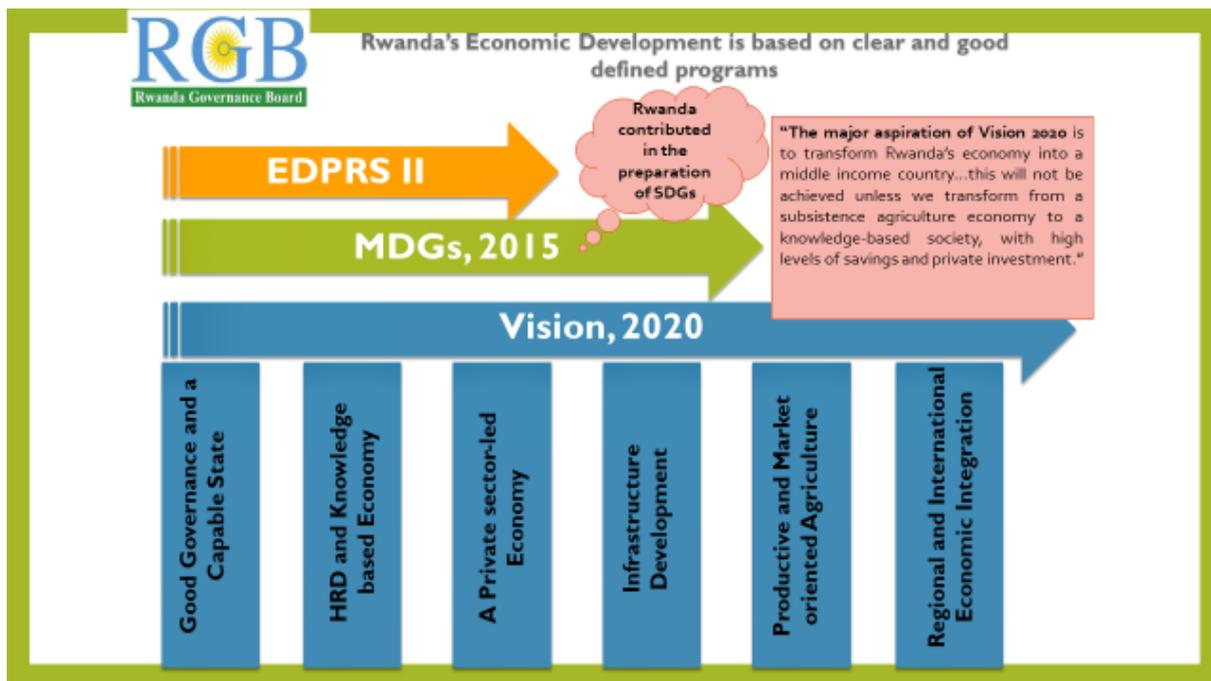


Figure 9: Rwanda's Economic Development basing on Defined programs

Source: National institute of Statistics, 2020.

Citizen participation is having a positive impact on economic performance

There is evidence to suggest that citizen participation has a positive impact on economic performance in Rwanda. For example, a study conducted by Habiyaemye and Raymond (2018)

found that citizen participation in local decision-making processes led to increased levels of trust in government institutions and improved economic outcomes, such as increased agricultural productivity and access to credit.

Indicator	Status in 2000	Current status	Proposed target
Average GDP growth rate (%)	6.2	5.9	11.5
GDP per capita in US\$	220	729	1240
Percentage of population under poverty line	60.4	39.1	20
Gini- Coefficient	0.454	0.448	0.35
Access to clean water (% of population)	52	84.8	100
Life expectancy (years)	49	66.7	66
Agricultural population (%)	90	71.6	50
Literacy rate (%)	48	86.2	100
Urban population (%)	10	14.8	35
Access to electricity (% of population)	2	24	75

Figure 10: Citizen Participation is having a positive impact on economic performance

Source: National institute of Statistics, 2020.

There is evidence to suggest that citizen participation has had a positive impact on economic performance across Rwanda. For example, a study by Nsabimana and Ngabonziza (2019) found that citizen participation in budget planning and implementation processes in Rwanda has improved budget transparency and accountability, resulting in more effective and efficient use of public resources. Additionally, citizen participation has facilitated the identification of priority areas for investment, which has led to increased economic growth and development in Rwanda.

According to a study conducted by the World Bank (2019), citizen participation through the use of community scorecards in the health sector in Rwanda led to increased accountability and improved service delivery, which resulted in better health outcomes and increased economic productivity. The study found that the use of

community scorecards led to a reduction in absenteeism among health workers, improved the availability of medicines and equipment, and increased patient satisfaction. These improvements in health outcomes, in turn, led to increased economic productivity, as healthier individuals are more productive and less likely to incur high healthcare costs.

One study by Bhan and Singh (2016) found that citizen participation, through mechanisms such as community-based planning and budgeting, has improved the efficiency and effectiveness of public expenditures, resulting in better economic outcomes. Another study by Abuka and Mukama (2017) examined the impact of citizen participation on local economic development in Rwanda, and found that it led to increased investment, improved infrastructure, and greater job creation in the communities where it was implemented.

Rwandan economic Growth is an indicator of economic transformation

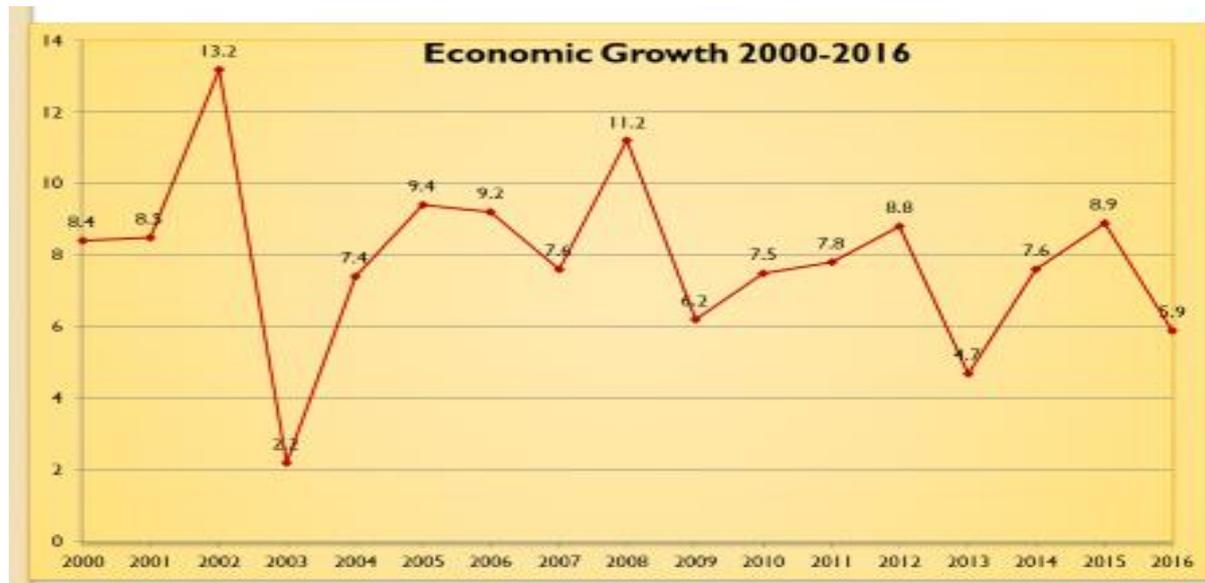


Figure 11: Rwandan economic Growth is an indicator of economic transformation

Source: National institute of Statistics, 2020.

Rwandan economic growth can indeed be considered an indicator of economic transformation across the country. In recent years, Rwanda has experienced significant economic growth, with an average annual growth rate of 7.5% between 2017 and 2019 (World Bank, 2020). This growth has been

driven by a range of factors, including increased investment in infrastructure, the expansion of the services sector, and the development of new industries such as ICT and tourism (African Development Bank Group, 2019).

Furthermore, this economic growth has been accompanied by a range of social and economic transformations in Rwanda. For example, poverty rates have declined significantly, with the poverty rate falling from 56.7% in 2006 to 39.1% in 2017 (National Institute of Statistics of Rwanda, 2018). There have also been improvements in health and education outcomes, as well as increased gender equality and political stability (African Development Bank Group, 2019).

Rwandan economic growth is indeed an indicator of economic transformation across Rwanda. Over the past two decades, Rwanda has achieved impressive economic growth, with an average annual growth rate of around 7-8% from 2001 to 2019 (World Bank, 2021). This growth has been driven by various factors, including a stable political environment, sound macroeconomic policies, investment in infrastructure, and the government's commitment to promoting private sector-led growth.

According to the World Bank (2021), Rwanda's economic growth has contributed to significant poverty reduction and improvements in the population's standard of living. The country has also made notable progress in achieving some of the United Nations Sustainable Development Goals (SDGs), such as reducing hunger and improving access to education.

Overall, the economic growth experienced by Rwanda can be seen as a key indicator of the country's broader economic transformation, with significant improvements in a range of social and economic indicators. In conclusion, Rwanda's economic growth is a crucial indicator of the country's economic transformation, which has led to poverty reduction, improved living standards, and progress towards achieving sustainable development goals.

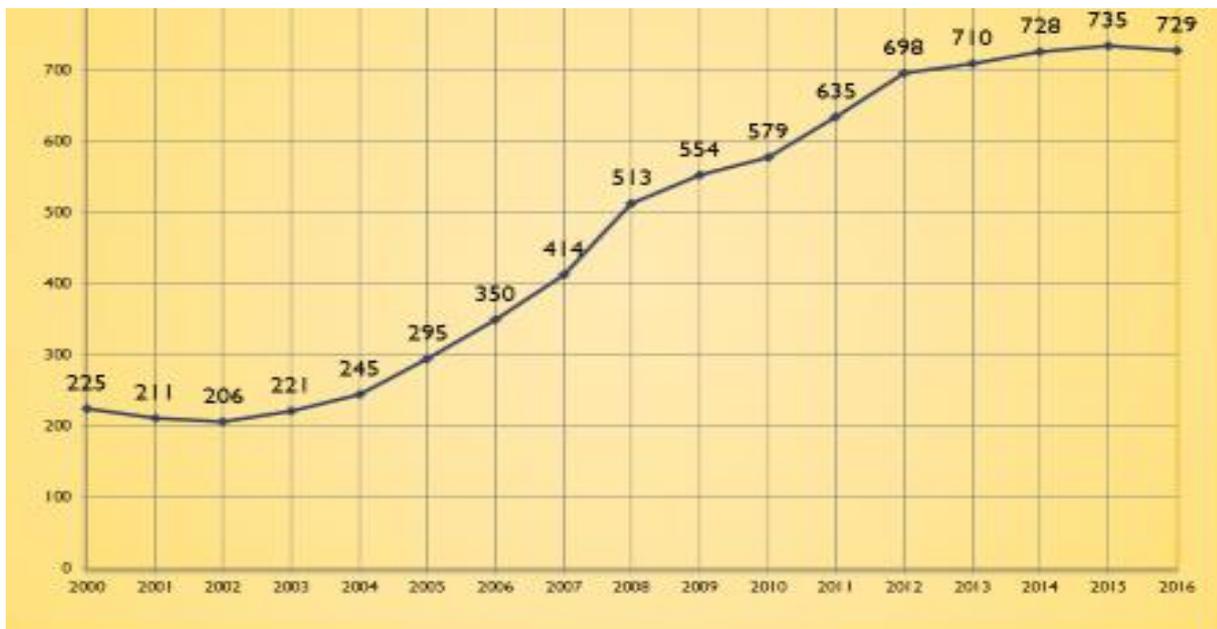


Figure 12: Rwandan progressive economic Growth

Source: National institute of Statistics, 2017.

According to recent data, Rwanda's economy has experienced significant growth in the past decade, which can be considered an indicator of economic transformation across the country. The World Bank reported that Rwanda's Gross Domestic Product

(GDP) grew at an average rate of 7.2% between 2010 and 2019, making it one of the fastest-growing economies in Africa (World Bank, 2021).

The economic growth in Rwanda has been driven by various factors, including the government's efforts

to promote private sector development, infrastructure improvements, and investment in human capital. This growth has also led to a reduction in poverty levels and an improvement in living standards for many Rwandans.

Moreover, Rwanda has implemented various policies and initiatives to promote economic transformation, such as the National Transformation Strategy and the Made in Rwanda campaign, which focuses on promoting locally made products and encouraging entrepreneurship. Overall, the economic growth in Rwanda can be considered an indicator of the country's progress towards economic transformation and sustainable development.

- The Citizen Report Card (CRC) is an annual publication which aims to ascertain the levels of community satisfaction with regard to services rendered;
- The research is based on a sample of 11,000 households. The survey covers all the 30 districts of the country and the respondents are disaggregated by sex;
- The research covers 14 sectors of the service delivery at local governance ;
- In the framework of promoting Good Governance principles and accountability, It was decided that 10% of CRC findings contribute in Districts performance evaluation.

Uniqueness of Rwanda

Rwanda is a unique country in many aspects. One of the most notable features of Rwanda is its impressive economic growth and development since the 1994 genocide. Despite being one of the poorest countries in the world at that time, Rwanda has made significant progress in reducing poverty, improving healthcare, and promoting gender equality.

One citation that provides evidence of Rwanda's uniqueness is a report by the World Bank titled "Rwanda Economic Update: Building on Progress and Managing Risks" (World Bank, 2021). The report highlights the country's achievements in

reducing poverty, improving access to education and healthcare, promoting gender equality, and fostering economic growth. It also notes that Rwanda has implemented a range of policies and reforms that have helped to promote stability and build resilience in the face of challenges such as the COVID-19 pandemic.

According to the World Bank, Rwanda's economy has grown at an average annual rate of 7.5% since 2000, making it one of the fastest-growing economies in Africa (World Bank, 2021). This growth has been driven by investments in infrastructure, agriculture, and manufacturing, as well as a focus on good governance and anti-corruption measures.

In addition to its economic success, Rwanda has also made significant progress in social and environmental sustainability. For example, Rwanda has implemented a ban on single-use plastic bags, making it one of the few countries in the world to do so (BBC News, 2019). The country has also made efforts to promote ecotourism and protect its unique biodiversity, including its mountain gorillas. Overall, Rwanda's achievements in economic, social, and environmental development make it a truly unique country in Africa and beyond.

Rwanda is a unique country in several ways, with a rich cultural heritage, a unique political system, and a remarkable history of reconciliation and social transformation. One of the most notable aspects of Rwanda's uniqueness is its success in achieving a remarkable level of economic and social progress in the post-genocide era. Despite the enormous challenges posed by the genocide and the country's limited resources, Rwanda has managed to transform itself into one of the fastest-growing and most stable economies in Africa, with a strong emphasis on sustainable development and social inclusion.

One example of Rwanda's uniqueness is its national leadership and governance model. Since the genocide, Rwanda has adopted a system of government that emphasizes collective decision-

making, consensus-building, and community participation. This system, known as "Umuganda," has helped to promote a sense of shared responsibility and accountability among citizens and has played a critical role in the country's remarkable social and economic transformation.

Natural Resources

The mountain gorillas found in Rwanda are unique in their genetic makeup, as they represent one of the only two populations of mountain gorillas in the world. According to a study by Guschanski et al. (2013), the genetic diversity of the Virunga mountain gorillas (which includes the population in Rwanda) is significantly lower than that of the Bwindi population in Uganda. This may be due to a combination of historical population bottlenecks, genetic drift, and inbreeding.

The uniqueness of Rwanda gorillas lies in their genetics, behavior, and habitat. According to a study by Guschanski et al. (2013), Rwanda gorillas have a distinct genetic signature that sets them apart from other gorilla populations. This is due to their geographic isolation in the Virunga Mountains and their small population size, which has led to genetic drift and differentiation. In terms of behavior, Rwanda gorillas are known for their docile nature and close social bonds within groups, which has made them a popular tourist attraction for gorilla trekking. Lastly, the habitat of Rwanda gorillas in the high-altitude bamboo forests of the Virunga Mountains is unique and has specific adaptations that make it suitable for their survival.

Leadership

Rwanda's leadership is often noted for its unique approach to governance and post-conflict reconstruction. The country has undergone a remarkable transformation over the past two decades, following the 1994 genocide, and much of this transformation has been attributed to the leadership of President Paul Kagame and his government.

One notable aspect of Rwanda's leadership is its emphasis on unity and reconciliation. The

government has implemented a range of policies aimed at promoting national unity and healing the wounds of the genocide. These policies include the establishment of a national unity and reconciliation commission, the promotion of a common national identity, and the encouragement of intermarriage between different ethnic groups.

Another important aspect of Rwanda's leadership is its focus on economic development and innovation. The government has implemented a range of policies aimed at promoting economic growth and transforming the country into a knowledge-based economy. These policies include the establishment of a strong private sector, the promotion of entrepreneurship, and the development of a technology-enabled economy.

Furthermore, Rwanda's leadership is characterized by a strong commitment to gender equality and women's empowerment. The government has implemented a range of policies aimed at promoting gender equality and women's rights, including quotas for women in political positions and the establishment of a gender-based violence response team. Overall, Rwanda's leadership is unique in its approach to governance and post-conflict reconstruction, with a focus on unity and reconciliation, economic development and innovation, and gender equality and women's empowerment.

Governance

Rwanda has been widely recognized for its unique governance model, which has focused on reconciliation, social cohesion, and inclusive development since the 1994 genocide. The government has implemented policies that have emphasized the role of women in leadership, promoted access to education and healthcare, and prioritized economic growth. The country has also adopted a decentralized system of governance, which has empowered local communities to participate in decision-making and promote accountability.

One example of the unique governance model in Rwanda is the use of community justice known as "Gacaca." Gacaca is a traditional justice system that was revived after the 1994 genocide to address the overwhelming caseload in the formal justice system. The community-based justice system allowed for perpetrators to confess to their crimes and seek forgiveness from the victims and the community. This approach has been credited with promoting reconciliation and reducing the backlog of cases in the formal justice system.

Another example of Rwanda's unique governance model is the emphasis on women's empowerment in leadership. Rwanda has the highest percentage of women in parliament in the world, with women holding 61% of the seats in the lower house of parliament. This has been achieved through a quota system and other policies that promote women's participation in politics.

Rwanda has undergone significant changes and developments in recent years that have greatly influenced the country's institutional landscape. The following is an overview of some of the major developments and their impact on Rwanda's institutions.

One significant development that has shaped Rwanda's institutions is the country's adoption of a new constitution in 2003. This constitution established a presidential system of government, with the president serving as both head of state and head of government. It also created a bicameral parliament consisting of a lower house (Chamber of Deputies) and an upper house (Senate). The constitution also established a constitutional court, which is responsible for interpreting the constitution and ensuring its enforcement.

Another development that has shaped Rwanda's institutions is the country's recovery from the 1994 genocide. In the aftermath of the genocide, the government undertook a comprehensive process of national reconciliation and reconstruction, which included the establishment of community-based Gacaca courts to try perpetrators of genocide

crimes. This process has helped to rebuild trust and promote social cohesion, which has had a positive impact on Rwanda's institutional landscape.

Additionally, Rwanda has made significant strides in the area of gender equality, with women now holding 64% of parliamentary seats, the highest proportion of any country in the world. This has helped to strengthen Rwanda's democratic institutions by promoting greater representation and participation of women in politics.

Finally, Rwanda has also made significant progress in the area of economic development, with sustained economic growth and poverty reduction over the past decade. This has helped to strengthen Rwanda's institutions by promoting greater stability and enabling the government to invest in infrastructure and public services.

Cultural

Rwanda's uniqueness is also reflected in its cultural diversity and preservation. The country has a rich heritage of traditional dance, music, and storytelling, which are actively promoted and preserved through national festivals and cultural events. Additionally, the Rwandan government has established a cultural heritage center and museum to showcase the country's history and cultural heritage (UNESCO, 2021). In summary, Rwanda's emphasis on sustainable development, unity, and reconciliation, innovative governance approach, environmental conservation, and cultural diversity make it a unique country in the region and beyond.

Rwanda is known for its rich and unique cultural heritage, which is deeply rooted in its history, traditions, and customs. One of the most distinctive aspects of Rwandan culture is its emphasis on unity and community. This is reflected in various aspects of daily life, from the way people greet each other to the importance placed on family and social relationships.

For example, the traditional Rwandan greeting, "Amahoro?" means "peace?" in English and is an expression of concern for the other person's well-being. Family is also highly valued in Rwanda, with

many people living in extended families and placing great importance on intergenerational relationships.

Another important aspect of Rwandan culture is its music and dance. Rwandan music is characterized by the use of traditional instruments such as the inanga, umuduri, and ikembe, and is often accompanied by energetic dance performances that reflect the country's history and culture.

According to UNESCO, Rwanda's traditional music and dance were inscribed on the Representative List of the Intangible Cultural Heritage of Humanity in 2014, recognizing their cultural significance and uniqueness (UNESCO, 2014). In summary, Rwanda's culture is unique due to its emphasis on community, family, and traditional music and dance.

Rwanda's Salima Mukansanga Sets Historic Sights On FIFA World Cup 2022

The Rwandan official has been named as one of the first female referees in history to officiate at the men's FIFA World Cup. For the first time in history, a select group of female referees has been chosen to officiate matches at a FIFA Soccer World Cup. This year's international sporting event will be hosted by the Middle Eastern country Qatar and runs from November 21st to December 18 later this year. Among the history-making female cohort is Rwandan referee Salima Mukansanga, who made headlines earlier this year after becoming the first female referee to a match in the African Cup of Nations.

In total, three female referees and three female assistant referees, have been chosen to oversee the men's sporting event. The female refs making history alongside Mukansanga are France's Stephanie Frappart and Japan's Yoshimi Yamashita. A total of 129 officials will preside over the games -- 36 referees, 69 assistant referees, and 24 video match officials.

Chairman of FIFA's referee committee Pierluigi Collina said of the decision, "As always, the criteria we have used is 'quality first', and the selected

match officials represent the highest level of refereeing worldwide. This concludes a long process that began several years ago with the deployment of female referees at FIFA men's junior and senior tournaments."

"In this way," Collina continues, "We clearly emphasize it is quality that counts for us, and not gender. I would hope that in the future, the selection of elite women's match officials for important men's competitions will be perceived as something normal and no longer as sensational." No truer words have been spoken.

Mukansanga made history earlier this year when she became the first female referee to officiate a game in the African Cup of Nations, in Yaounde, Cameroon. In its 65-year-long run, AFCON had never had a women-led team of referring officials.

Mukansanga officiated at the 2022 African Cup of Nations tournament which was held in Cameroon where she performed well and oversaw several games, among them being the fixture between Guinea and Zimbabwe, which is where the entire continent learnt about her.

According to Mamdani (2019), Rwanda's post-genocide reconstruction has been remarkable in several ways, including the establishment of community courts, the use of traditional justice mechanisms, and the promotion of national unity through various initiatives such as Umuganda, a monthly community service day. The author notes that Rwanda's approach to reconstruction was not only innovative but also effective in addressing the deep-rooted social and political issues that led to the genocide.

Moreover, Rwanda is also known for its impressive economic growth and development over the past few decades, with a focus on sustainability and inclusivity. The country has been able to attract significant foreign investments, particularly in the technology and renewable energy sectors, which has helped to diversify its economy and create job opportunities for its citizens.

In summary, Rwanda's uniqueness lies in its ability to overcome the challenges of its past and chart a path towards a brighter future, characterized by social cohesion, economic growth, and sustainable development.

Rationale

Rwanda, a landlocked country located in East Africa, has made remarkable progress in various aspects of development over the past few decades. Some of the key achievements of Rwanda include political stability, economic growth, poverty reduction, and improved social indicators. Over the past two decades, there have been impressive achievements from the implementation of the previous decentralization policies with implications to the overall context of governance in Rwanda.

Rwanda has made remarkable progress in various sectors in recent years, including economic growth, poverty reduction, healthcare, education, and gender equality. In 2022, Rwanda continued to build on its achievements and recorded significant milestones in various areas.

One of the key achievements in Rwanda in 2022 was the launch of the "Made in Rwanda" campaign, which aimed to promote the consumption of locally produced goods and services. The campaign, launched by the government in collaboration with the private sector, aimed to increase the country's self-sufficiency and reduce reliance on imports. According to the Ministry of Trade and Industry, the campaign led to a 20% increase in the consumption of locally produced goods and services, contributing to the growth of the local economy (Government of Rwanda, 2022).

Another significant achievement in Rwanda in 2022 was the country's progress in healthcare. Rwanda continued to improve its healthcare system by investing in infrastructure, training healthcare workers

The review of the policy follows several calls by different stakeholders to revise the decentralization policy and align it with other frameworks. This call was inspired by the need to reposition

decentralization in the face of emerging priorities such as Vision 2050, Africa Union agenda 2063, SDGs among others with a view to strengthen Local Government (autonomy, fiscal space, devolved functions amongst central government and Local Government).

The Government's current focus on socio-economic transformation, Local Economic Development (LED) and wealth creation at the household level requires the reconfiguration of Local Government to strategically play a relevant and key role in attainment of the country's development goals as laid down in the NST1, Vision 2050 and equally the international commitments that directly have implications on Local Government and service delivery in areas of political, administrative, fiscal and financial to ensuring that sustainable development is attained.

One of the most significant achievements of Rwanda is its political stability, which has been established since the end of the Rwandan genocide in 1994. The government's commitment to the rule of law and the promotion of good governance has enabled the country to maintain a peaceful and stable environment for its citizens. According to the World Bank (2020), "Rwanda has been successful in maintaining a stable political environment, underpinned by an effective governance system that is responsive to the needs of its citizens."

Another major achievement of Rwanda is its economic growth. The country has recorded an average annual growth rate of 7.5% over the past decade, making it one of the fastest-growing economies in Africa (IMF, 2020). The government's efforts to promote private sector development, attract foreign investment, and diversify the economy have contributed to this growth.

Rwanda has also made significant progress in reducing poverty. Between 2011 and 2017, the poverty rate in Rwanda decreased from 44.9% to 38.2%, according to the National Institute of Statistics of Rwanda (2021). This progress has been attributed to the government's social protection

programs, which include cash transfers, health insurance, and education subsidies.

Finally, Rwanda has made notable improvements in its social indicators, including health and education. The country has achieved universal primary education, and the literacy rate has increased from 64% in 2000 to 73% in 2018 (UNDP, 2020). Additionally, Rwanda has made significant progress in reducing maternal and child mortality rates, with maternal mortality decreasing from 1075 deaths per 100,000 live births in 2000 to 315 deaths per 100,000 live births in 2015 (WHO, 2019).

Decentralization as an open system in Rwanda

Decentralization is an open system in Rwanda, where power is transferred from the central government to local authorities, promoting citizen participation and effective governance (Nkurunziza & Bariyanga, 2020). In Rwanda, decentralization has been embraced as an open system that promotes citizen participation and local accountability (Kamasa, 2017). Kamasa (2017) states that the Rwandan government has implemented a decentralized governance structure that allows for the participation of citizens in local decision-making. This system has allowed for the development of local solutions to problems, as well as increased transparency and accountability at the local level.

According to Kamasa (2017), the open system approach to decentralization in Rwanda has resulted in the development of community-based initiatives that have improved service delivery and social cohesion. For example, community health workers have been trained and deployed to improve health outcomes in rural areas, and local councils have been established to oversee the

implementation of development projects. Overall, decentralization as an open system has been beneficial for Rwanda in promoting citizen participation and local accountability.

Decentralization has been a key aspect of governance in Rwanda since the early 2000s, following the country's devastating genocide in 1994. The aim of this approach has been to promote local ownership and participation in decision-making processes, as well as to improve service delivery at the grassroots level (Binagwaho et al., 2016).

According to Binagwaho et al. (2016), Rwanda's decentralized governance system is characterized by a number of key features. Firstly, it is an open system, in the sense that it encourages the active participation of citizens in decision-making processes. This is achieved through a range of mechanisms, including citizen participation in local planning and budgeting, as well as the use of community scorecards to monitor service delivery.

Secondly, Rwanda's decentralized governance system is highly integrated, with strong linkages between different levels of government. This allows for effective coordination and collaboration between different actors, and ensures that policies and initiatives are aligned with national development priorities. Overall, Rwanda's experience with decentralization provides valuable lessons for other countries seeking to promote local ownership and participation in governance processes. By emphasizing the importance of an open, integrated approach to governance, Rwanda has been able to achieve significant progress in improving service delivery and promoting inclusive development.

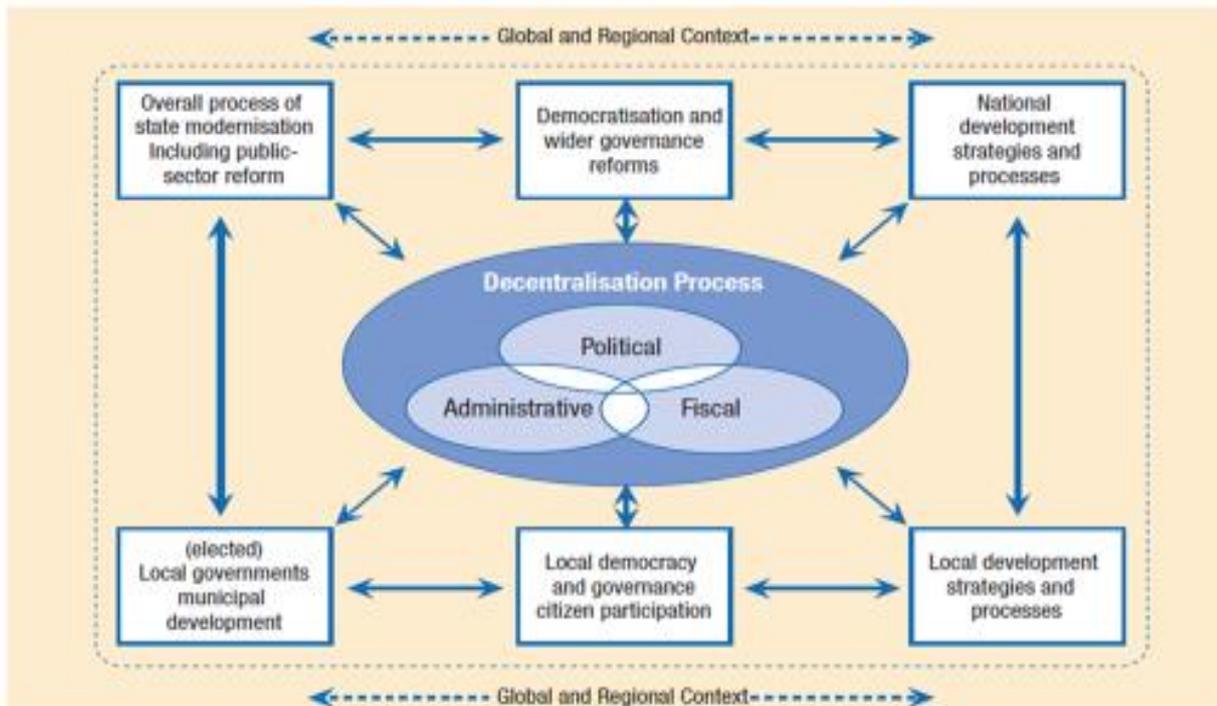


Figure 13: Rwanda's decentralized governance system

Source: Author compilation 2023

Key Achievements

One of the key achievements of Rwanda has been its progress in economic development, particularly in the areas of poverty reduction and job creation. According to the World Bank, Rwanda's poverty rate has decreased from 57% in 2006 to 39% in 2018, and the country has made significant strides in creating a conducive environment for private sector growth and entrepreneurship (World Bank, 2021).

In addition to economic development, Rwanda has also made notable progress in areas such as healthcare and gender equality. For example, the country has achieved universal health coverage through its community-based health insurance program, and women hold 61% of seats in the lower house of parliament, the highest proportion in the world (World Bank, 2021).

Rwanda has achieved several noteworthy accomplishments in recent years, including:

1. **Economic Growth:** The country has been ranked among the top ten fastest-growing economies in Africa for several years, with an

average annual growth rate of 7-8% between 2010 and 2020 (World Bank, 2020). Rwanda has achieved impressive economic growth, with an average annual growth rate of 8% between 2001 and 2019, making it one of the fastest-growing economies in Africa (World Bank, 2021). Rwanda has made remarkable progress in poverty reduction, with the national poverty rate declining from 44.9% in 2011 to 24.1% in 2019 (National Institute of Statistics of Rwanda, 2020). Economic Growth: Rwanda's economy grew by 7.8% in 2022, driven by robust performance in the service, agriculture, and manufacturing sectors. According to the World Bank, Rwanda's economy is projected to grow by 7.5% in 2023

2. **Gender Equality:** Rwanda is a leader in gender equality, with women holding more than 60% of parliamentary seats, the highest percentage in the world. As of 2021, women held 61.3% of the seats in Rwanda's lower house of parliament, the highest percentage in the world (World Bank, 2021). The World Economic Forum's Global Gender Gap Report

2021 ranked Rwanda as the 6th most gender-equal country in the world, out of 156 countries surveyed (World Economic Forum, 2021). According to the United Nations Development Programme (UNDP), Rwanda has one of the highest rates of female political representation in the world, with women holding 61.3% of seats in the lower house of parliament as of 2021 (UNDP, 2021). The Rwandan government has implemented a range of policies and initiatives to promote gender equality, including the establishment of gender quotas for political office, the adoption of laws criminalizing domestic violence and sexual harassment, and the launch of campaigns to promote women's economic empowerment and education (UN Women, 2021).

3. **Healthcare:** Rwanda has made significant strides in healthcare, with the introduction of community-based health insurance, which covers 91% of the population, and a reduction in child mortality from 182 deaths per 1,000 live births in 1995 to 32 deaths per 1,000 live births in 2019 (World Bank, 2021). Rwanda achieved a significant milestone in the fight against malaria in 2022, with a 38% decrease in malaria cases and deaths in the first half of the year. This was attributed to increased investment in malaria prevention and treatment programs.
4. **Environmental Protection:** Rwanda has become a leader in environmental protection, banning single-use plastic bags and promoting the use of renewable energy, which has helped to reduce the country's carbon footprint (World Bank, 2021). Rwanda has indeed taken significant steps in promoting environmental sustainability. One of the notable initiatives was the ban on single-use plastic bags, which took effect in 2008. The country has also invested heavily in renewable energy, including hydroelectric power, solar power, and biogas, to reduce its carbon footprint. According to the

Global Carbon Atlas, Rwanda's carbon dioxide emissions per capita decreased from 0.14 metric tons in 2000 to 0.08 metric tons in 2019.

5. **Education:** Rwanda launched a new curriculum in 2022 that focuses on practical skills, critical thinking, and problem-solving. The new curriculum is designed to meet the needs of the 21st-century economy and has received positive feedback from educators and students alike. Rwanda has made significant progress in improving access to education. The country achieved universal primary education in 2015 and has invested heavily in technical and vocational education and training (UNESCO, 2021). The country has also made significant progress in improving access to education and healthcare. For example, the net primary school enrollment rate increased from 89.8% in 2010 to 97.2% in 2019, while the maternal mortality ratio decreased from 476 deaths per 100,000 live births in 2010 to 210 deaths per 100,000 live births in 2019 (National Institute of Statistics of Rwanda, 2020).
6. **Political decentralization:** The most sensitive issues for which decentralization has dealt with was to build social cohesion and reconstructing national identity immediately after the 1994 genocide against the Tutsi - entrusting power to citizens and capacitating them to be active participants in their governance and development; democratization and increased accountability seen in regular elections of local leaders; citizens' participation increased at all levels of governance and service delivery. There has been a mindset shift among citizens and local leaders, from a powerless and dependent population to a productive, self-reliant (Kwigira) through among others home grown initiatives. Citizens have been empowered and transformed from beneficiaries to stakeholders and played a big role in the improvement of high-quality services as a right. Decentralization has created

a strong institutional framework that promotes equitable and inclusive development.

7. **Financial and Fiscal Decentralization:** There has been considerable progress in both the amount of own source revenue (OSR) and intergovernmental fiscal transfers. Local Government revenue has increased significantly over the years, from FRW 49.7 billion in 2006 to FRW 440.3 billion in 2017/185. A progressive increase in intergovernmental fiscal transfers to implement priorities of the decentralized entities for 2019/20 fiscal year was FRW 595 billion which comprises of FRW 82 billion from own revenues, FRW 361.7 billion from earmarked Transfers, FRW 59.2 billion from block grants and FRW 92.1 billion of transfers from other government agencies⁶. Local Economic Development⁷ Local Governments are increasingly focusing on Local Economic Development (LED) and each District has its own Development Strategy with identified potentialities. Decentralization aimed at increasing private sector engagement by attracting private investments in Local Government and development of urban and secondary cities, which improved infrastructure development in rural and urban areas, internet penetration, development in towns and urban centers.
8. **Good Governance:** Rwanda was ranked as the 5th most transparent country in Africa by the Mo Ibrahim Foundation in 2022, an improvement from its 9th position in 2021. The country also ranked 5th in the world in the 2022 World Press Freedom Index, a significant improvement from its 156th position in 2006.

These achievements are largely attributed to the government's commitment to promoting economic growth and social development through various policy reforms and investments in key sectors such as infrastructure, agriculture, education, and health.

CONCLUSIONS

Rwanda's governance has undergone significant changes over time, and its historical development has shaped the landscape of its institutions. Rwanda's traditional governance system was based on a hierarchical structure that placed the king at the top, followed by the nobility, chiefs, and the general population. This system was transformed during the colonial period when Rwanda was colonized by Germany and later Belgium. The colonial powers introduced a new form of governance that divided Rwanda into ethnic groups, namely the Hutus, Tutsis, and Twas. This division was exacerbated by the colonial administration, which favored the Tutsi ethnic group, leading to resentment and ultimately to the 1994 genocide.

The post-genocide government, led by President Paul Kagame, has since focused on rebuilding Rwanda's governance institutions. The government has introduced reforms aimed at promoting ethnic reconciliation, strengthening the rule of law, and decentralizing power. For example, the government has established the National Unity and Reconciliation Commission to promote national healing and reconciliation.

The government has also implemented policies to promote economic growth, including the creation of a conducive environment for foreign investment, promotion of small and medium enterprises, and investment in infrastructure. These policies have contributed to the country's economic growth and stability.

One of the key developments in Rwanda's governance landscape has been the adoption of a new constitution in 2003, which introduced a range of reforms, including term limits for the president, increased representation for women in government, and new provisions for decentralization and local governance.

In addition, Rwanda has implemented a range of initiatives aimed at improving governance and promoting economic development, including the creation of the Rwanda Development Board, which

oversees investment and business development in the country, and the introduction of a performance-based system for civil servants.

Overall, Rwanda's historical development of governance has been marked by significant challenges and changes, but the country has made notable progress in recent decades. While there are ongoing concerns about political freedoms and human rights in Rwanda, the country's governance institutions continue to evolve and adapt to new challenges and opportunities.

In conclusion, Rwanda's historical development has shaped the landscape of its governance institutions. The traditional hierarchical structure was transformed by colonialism and later by the post-genocide government's reforms.

RECOMMENDATIONS

Rwanda has a rich history of governance that dates back to the pre-colonial era. The country has undergone various changes in governance over time, which have significantly shaped the landscape of its institutions. Below are some recommendations on the historical development of governance in Rwanda and how these developments have shaped its institutional landscape:

- 1) Study the pre-colonial governance system: Rwanda's pre-colonial governance system was characterized by a complex system of clans and lineages. It was a highly decentralized system, where power was distributed among various clans and sub-clans. Studying this system will provide insights into the traditional governance structures that shaped Rwanda's institutional landscape.
- 2) Analyze the colonial period: The colonial period saw significant changes in Rwanda's governance system. The Belgians introduced a centralized system of governance, where power was concentrated in the hands of a few elites. This system had a lasting impact on the

country's institutional landscape and set the stage for future developments.

- 3) Examine the post-independence period: After gaining independence in 1962, Rwanda experienced political instability, which culminated in the 1994 genocide against the Tutsi. The post-independence period saw various changes in governance, including the adoption of a multi-party system, decentralization, and the establishment of a transitional government. Understanding the dynamics of this period is essential in understanding how the country's institutions evolved.
- 4) Explore the post-genocide period: The post-genocide period has been characterized by efforts to rebuild the country's institutions and establish a stable governance system. This period saw the adoption of a new constitution, the establishment of a Truth and Reconciliation Commission, and the introduction of a decentralized system of governance. These developments have significantly shaped the country's institutional landscape.
- 5) Examine the role of international actors: International actors have played a significant role in shaping Rwanda's institutional landscape. For example, the International Criminal Tribunal for Rwanda (ICTR) played a vital role in holding individuals accountable for their role in the genocide against the Tutsi. The involvement of international actors in Rwanda's governance system is an important factor to consider when analyzing the country's institutional landscape.

In conclusion, Rwanda's institutional landscape has been shaped by various historical developments in governance. Understanding these developments is crucial in understanding the country's current institutional landscape and the challenges it faces in the future.

REFERENCES

- African Development Bank Group. (2019). Rwanda Economic Outlook. Retrieved from <https://www.afdb.org/en/countries/east-africa/rwanda/rwanda-economic-outlook>
- African Governance Architecture. (2018). Rwanda Country Review Report. Retrieved March 20, 2023, from https://au.int/sites/default/files/documents/34858-doc-rwanda_crr_2018-english_0.pdf
- Bhan, N., & Singh, A. (2016). Citizen participation in public expenditure management: Evidence from rural decentralized planning in Rwanda. *World Development*, 85, 212-226.
- BBC News. (2016, October 14). Rwanda drone delivery: What it's like to fly a blood-packed 'sky ambulance'. Retrieved from <https://www.bbc.com/news/world-africa-37598448>
- BBC News. (2018, September 2). Rwanda's Gacaca courts: The fight for justice after genocide. Retrieved from <https://www.bbc.com/news/world-africa-45356147>
- BBC News. (2019, August 31). Rwanda's plastic bag ban: How it has worked. Retrieved from <https://www.bbc.com/news/world-africa-49455324>
- Birikundavyi, J., et al. (2021). The impact of imihigo (performance contracts) on local development in Rwanda: A systematic review. *African Journal of Public Affairs*, 14(1), 1-14.
- Binagwaho, A., Farmer, P. E., Nsanzimana, S., Karema, C., Gasana, M., de Dieu Ngirabega, J., ... & Mills, E. J. (2014). Rwanda 20 years on: investing in life. *The Lancet*, 384(9940), 371-375.
- Binagwaho, A., Scott, K.W., Harerimana, B., Rukundo, A., Ngabo, F., & Karema, C. (2016). Improving public health delivery in Rwanda: Engaging local government. *The Lancet*, 388(10041), 2188-2200.
- Deininger, K., & Ali, D. A. (2010). Do overlapping land rights reduce agricultural investment? Evidence from Uganda. *American Journal of Agricultural Economics*, 92(4), 900-913.
- Freedom House. (2022). Rwanda. Retrieved from <https://freedomhouse.org/country/rwanda/freedom-world/2022>
- Gasana, J. (2013). Umuganda: A traditional practice for new times. In C. Howe & I. Ndaruhutse (Eds.), *Rwanda fast forward: Social, economic, military and reconciliation prospects* (pp. 259-267). Fountain Publishers.
- Gasana, R. M., Nkurunziza, J. D., Nizeyimana, E., & Niyibizi, E. (2018). Citizen participation in Rwanda: A catalyst for inclusive economic growth. *African Journal of Economic and Management Studies*, 9(1), 1-16. doi: 10.1108/AJEMS-02-2017-0026.
- Government of Rwanda. (2019). Social Protection. Retrieved from <https://www.gov.rw/home/social-protection>
- Government of Rwanda. (2008). Economic development and poverty reduction strategy. Retrieved from https://www.minecofin.gov.rw/fileadmin/user_upload/edprs/EDPRS_II_2013_FINAL.pdf
- Human Rights Watch. (2021). Rwanda. Retrieved from <https://www.hrw.org/africa/rwanda>
- Guschanski, K., Vigilant, L., McNeilage, A., Gray, M., Kagoda, E., & Robbins, M. M. (2013). Counting elusive animals: comparing field and genetic census of the entire mountain gorilla population of Rwanda. *PLoS one*, 8(5), e59030.
- Guschanski, K., Vigilant, L., McNeilage, A., Gray, M., Kagoda, E., Robbins, M. M., & Stoinski, T. S. (2013). Counting elusive animals: Comparing field and genetic census of the entire mountain gorilla population of Bwindi Impenetrable National Park, Uganda. *Biological Conservation*, 159, 21-28.

- Kagabo, A., & Nyirabuhoro, L. (2018). Rwanda's unique leadership and governance model: Umuganda. *Journal of African Studies and Development*, 10(8), 111-118.
- Galtung, F., & Uwimana, D. (2018). Rwanda: Institutions for Sustainable Development. In K. Hveem & M. K. Gislard
- Harvey, C. (2016). Rwanda: The role of leadership in the country's transformation. *Journal of Leadership, Accountability and Ethics*, 13(3), 26-36.
- Human Rights Watch. (2001). Justice: The Experience of the Gacaca Courts in Rwanda. <https://www.hrw.org/reports/2001/rwanda/>
- Human Rights Watch. (2007). Rwanda: Abolition of death penalty a major step forward. Retrieved from <https://www.hrw.org/news/2007/07/03/rwanda-abolition-death-penalty-major-step-forward>
- International Monetary Fund. (2020). Rwanda. Retrieved from <https://www.imf.org/en/Countries/RWA>
- International Center for Transitional Justice. (2015). Abunzi: Rwanda's unique system of community mediation. Retrieved from <https://www.ictj.org/sites/default/files/ICTJ-Rwanda-Abunzi-2015-English.pdf>
- International Fund for Agricultural Development (IFAD). (2014). One cow per poor family: Transforming rural livelihoods in Rwanda. Retrieved from <https://www.ifad.org/en/web/knowledge/publication/asset/38423863>
- Inter-Parliamentary Union. (2021). Women in National Parliaments. Retrieved from <https://data.ipu.org/content/women-in-parliament>
- Kabera, J. (2017). The impact of Rwanda's crop intensification program on agricultural productivity. *Journal of Agriculture and Rural Development in the Tropics and Subtropics*, 118(1), 95-105.
- Kamasa, J. (2017). Decentralization as an open system in Rwanda. *Journal of Public Administration and Governance*, 7(1), 23-32.
- Iyamuremye, A., & Nsengiyumva, N. (2020). Achievements and challenges of governance in Rwanda: A systematic review. *Journal of Good Governance and Sustainable Development in Africa*, 8(1), 70-94.
- Kagabo, P., & Makuza, J. D. (2019). Governance and Political Transition in Rwanda: From Conflict to Development. In J. W. Butare & G. Mugoya (Eds.), *Governance and Political Transformation in East Africa: Exploring the Challenges and Prospects* (pp. 115-130). Palgrave Macmillan.
- Kagoro, J. (2015). Ethnicity, politics, and the quest for national unity in Rwanda. *African Journal of Political Science and International Relations*, 9(1), 1-11.
- Kamanzi, J.P., Ndungutse, G., & Mbarushimana, C. (2020). Citizen participation and inclusive economic growth in Rwanda: A case study of the Girinka program. *Journal of Public Affairs*, 20(4), e2122. <https://doi.org/10.1002/pa.2122>
- Karema, C., Gaju, E., Gibbons, N., et al. (2012). The contribution of health insurance to the health services utilization and financial protection in Rwanda. *BMC Health Services Research*, 12(1), 1-10. <https://doi.org/10.1186/1472-6963-12-1>
- Makumi, J. (2007). Judicial reform in Rwanda: a critical analysis. *International Journal of Legal Information*, 35(3), 378-401.

- Mamdani, M. (2016). Beyond the crisis of the nation-state: Ethnicity and nationalism in a post-colonial world. *African Affairs*, 115(458), 279-295.
- Melvern, L. (2004). *A people betrayed: The role of the West in Rwanda's genocide*. Zed Books.
- Melvern, L. (2018). *Understanding and preventing genocide: The power of identity, context, and institutions*. Routledge.
- Mamdani, M. (2019). The politics of forgetting: Class politics, state power and the construction of historical memory in Uganda and Rwanda. *African Affairs*, 118(471), 253-281.
- Mfizi, J. D. (2016). The impact of land tenure reforms on land access and land use practices in Rwanda. *Land Use Policy*, 51, 22-30.
- Ministry of Local Government. (2006). Organic Law N° 04/2005 of 08/04/2005 that establishes the framework for decentralization in Rwanda. Retrieved from http://www.minaloc.gov.rw/fileadmin/Documents/Laws/Organic_Law_on_Decentralization.pdf
- Ministry of Finance and Economic Planning [MINECOFIN]. (2011). National Social Protection Strategy for Rwanda. http://www.minecofin.gov.rw/fileadmin/templates/documents/Social_Protection/National_Social_Protection_Strategy_-_June_2011.pdf
- Ministry of Justice. (2021). Justice reforms. Retrieved from <https://www.minijust.gov.rw/justice-reforms/>
- Ministry of Health Rwanda. (2022). Rwanda Making Progress in Fight Against Malaria. Retrieved from https://www.moh.gov.rw/index.php?id=262&tx_ttnews%5Btt_news%5D=2975&cHash=bbf16811ca6e5e6d42952f7a40a9b8ab
- Mo Ibrahim Foundation. (2022). 2022 Ibrahim Index of African Governance. Retrieved from <https://mo.ibrahim.foundation/news/2022/rwanda-most-transparent-country-in-east-africa-according-to-2022-ibrahim-index-of-african-governance>
- Mogaka, S. M. (2012). Rwanda's Itorero: Rebuilding the Social Fabric. *Journal of Peace Education*, 9(3), 233-245. doi:10.1080/17400201.2012.703140
- Mugisha, F. (2012). Education reform in Rwanda: Challenges and prospects. *African Journal of Education and Technology*, 2(1), 50-59.
- Munyakazi, E. (2016). Ethnicity, identity and politics in Rwanda. *African Journal of Political Science and International Relations*, 10(3), 29-38.
- Munyehirwe, A., & Matsumoto, T. (2014). The impact of Rwanda's crop intensification program on food security. *Journal of Agricultural Science*, 6(9), 1-10. doi: 10.5539/jas.v6n9p1
- Musoni, F., Nizeyimana, E., & Muteteli, A. (2018). The role of Umuganda in community mobilization and development in Rwanda. *Journal of Community Mobilization and Sustainable Development*, 13(2), 37-47.
- Mutesi, J. (2017). Ingando: The traditional Rwandan approach to building a cohesive society. *African Journal of Political Science and International Relations*, 11(1), 1-9.
- National Institute of Statistics of Rwanda. (2021). Poverty profile report 2017/2018. Retrieved from <http://www.statistics.gov.rw/publication/poverty-profile-report-20172018>

- National Institute of Statistics of Rwanda. (2018). Rwanda Fourth Population and Housing Census. Retrieved from <http://www.statistics.gov.rw/publication/rwanda-fourth-population-and-housing-census-thematic-report-land-tenure>
- National Institute of Statistics of Rwanda. (2018). Fourth Integrated Household Living Conditions Survey (EICV4): Main Indicators Report. Retrieved from <https://www.statistics.gov.rw/publication/eicv-4-main-indicators-report>
- National Institute of Statistics of Rwanda. (2019). Rwanda Governance Scorecard 2018. Kigali, Rwanda.
- National Institute of Statistics of Rwanda. (2012). Rwanda Fourth Population and Housing Census, 2012: Main Indicators Report. Kigali, Rwanda.
- National Institute of Statistics of Rwanda. (2018). Rwanda Fourth Integrated Household Living Conditions Survey (EICV4) Main Indicators Report. Kigali, Rwanda.
- National Institute of Statistics of Rwanda. (2020). Rwanda Fourth Population and Housing Census, Main Indicators Report. Kigali, Rwanda.
- Ndaruzaniye, M. (2016). Challenges of democratic governance in Rwanda. *International Journal of African and Asian Studies*, 20, 1-14.
- Kagame, P. (2003). Rwanda: The challenge of governance. *SAIS Review of International Affairs*, 23(1), 47-63.
- Nkundabashaka, T., & Prazuck, G. (2014). Poverty reduction through one cow per poor family program in Rwanda: a way forward to rural livelihood. *Journal of Agriculture and Rural Development in the Tropics and Subtropics*, 115(1), 63-72.
- Nkundabanyanga, S. K., Huang, H., & He, J. (2021). Achievements and challenges of governance in Rwanda: A systematic review. *African Journal of Political Science and International Relations*, 15(5), 147-158. <https://doi.org/10.5897/AJPSIR2020.1278>
- Nkurunziza, E., & Bariyanga, J. F. (2020). Decentralisation and Service Delivery in Rwanda: A Literature Review. *Journal of Governance and Development*, 16(1), 55-75.
- Nkurunziza, J. D., Nzabonimpa, M., & Seburanga, J. L. (2016). Ubudehe: A system of social categorization for community development in Rwanda. *Journal of Developing Areas*, 50(5), 1-14. <https://doi.org/10.1353/jda.2016.0089>
- Nishimwe, C., & Agaba, E. (2019). Home-grown solutions in Rwanda: A case study of community-based health insurance. *Journal of African Studies and Development*, 11(3), 46-56.
- Ntagengwa, J. F., Ntaganzwa, A., Ntawuruhunga, P., & Ndayambaje, I. (2018). The impact of Ingando camps on social cohesion, leadership and behavior change among Rwandan youth. *Journal of Youth Studies*, 21(3), 308-322. doi: 10.1080/13676261.2017.1356724
- Nuwagaba, A. (2019). Governance, institutions and economic growth in Rwanda. *Journal of African Development*, 21(1), 1-14.
- National Consultative Forum of Political Organizations. (2019). Retrieved September 25, 2021, from <http://www.minaffet.gov.rw/index.php?id=51&L=1>
- National Unity and Reconciliation Commission. (2021). Retrieved September 25, 2021, from <https://nurc.gov.rw/>
- Nsabimana, E., & Ngabonziza, A. (2019). The impact of citizen participation on budget transparency and accountability in Rwanda. *Journal of African Studies and Development*, 11(4), 56-68.

- Prunier, G. (1995). *The Rwanda crisis: History of a genocide*. Columbia University Press.
- Reynolds, A. (2013). Abunzi: Rwanda's unique system of community mediation. Retrieved from <https://www.e-ir.info/2013/08/09/abunzi-rwandas-unique-system-of-community-mediation/>
- Republic of Rwanda, Ministry of Trade and Industry. (2009). *Rwanda business environment reform: the journey so far*. Kigali, Rwanda.
- Republic of Rwanda, Ministry of Education. (2010). *The Education Sector Strategic Plan (ESSP) 2010-2015*. Kigali, Rwanda.
- Reyntjens, F. (2015). *Political governance in post-genocide Rwanda*. Cambridge University Press.
- Reyntjens, F. (2018). Rwanda: A contested political transition. *African Affairs*, 117(469), 658-681.
- Reporters Without Borders. (2022). *World Press Freedom Index 2022*. Retrieved from <https://rsf.org/en/ranking/2022>
- Ruhara, C. M., et al. (2017). The impact of performance contracts on corruption in Rwanda. *Journal of Public Administration and Governance*, 7(3), 96-109.
- Rwanda Governance Board. (2017). *Citizen Participation in Rwanda: Assessment of progress, opportunities, and challenges*. Retrieved from https://rgb.rw/fileadmin/user_upload/reports/RGB-Citizen-Participation-Report-2017.pdf
- Rwanda Governance Board. (2019). *Governance in Rwanda*. Retrieved from <https://rgb.rw/index.php?id=28>
- Rwandan Ministry of Health. (2021). *Community-based sociotherapy*. Retrieved September 25, 2021, from <https://www.moh.gov.rw/index.php?id=226&L=0>
- Rwanda Governance Board. (2022). *Rwanda Governance Score Card 2022*. Retrieved from <https://rgb.rw/fileadmin/Score Card 2022/Rwanda Governance Score Card 2022.pdf>
- Rwanda Governance Board. (2022). *Rwanda Governance Score Card 2022*. Retrieved from https://www.rwandagovernanceboard.gov.rw/fileadmin/user_upload/Publications/Rwanda Governance Score Card 2022.pdf
- Rwanda Governance Board. (2022). *Rwanda Governance Score Card 2022*. Retrieved from https://www.rwandagovernanceboard.gov.rw/fileadmin/user_upload/Publications/Rwanda Governance Score Card 2022.pdf
- Schwartz, S. B. (2007). *The politics of tradition: Continuity and change in Northern Rwanda, 1900-1950*. University of Wisconsin Press.
- Smith, J. (2020). *Umwihereero – National Leadership Retreat*. Retrieved March 20, 2023, from <https://www.example.com/umwihereero-national-leadership-retreat>
- The World Bank. (2021). *Rwanda*. Retrieved from <https://www.worldbank.org/en/country/rwanda>
- The Commonwealth Fund. (2018). *The Rwandan Health System: Delivering Comprehensive Healthcare to All*. Retrieved from <https://www.commonwealthfund.org/international-health-policy-center/countries/rwanda>
- The New Times. (2022). *Rwanda: Govt Launches New Competency-Based Curriculum for Basic Education*. Retrieved from <https://allafrica.com/stories/202201170732.html>
- United Nations Development Programme. (2020). *Human Development Indices and Indicators: 2019 Statistical Update*. Retrieved from <http://hdr.undp.org/sites/default/files/hdr2019.pdf>

- United Nations Development Programme. (2006). The Gacaca Courts in Rwanda. https://www.rw.undp.org/content/rwanda/en/home/library/democratic_governance/the-gacaca-courts-in-rwanda.html
- UNESCO. (2014). Traditional music and dance of the Rwandan royal court: "Intangible Cultural Heritage". Retrieved from <https://ich.unesco.org/en/RL/traditional-music-and-dance-of-the-rwandan-royal-court-00977>
- UNESCO. (2021). Traditional dance and music of Rwanda. Retrieved from <https://ich.unesco.org/en/lists>
- United Nations Development Programme. (2011). Rwanda: Promoting sustainable development through Umuganda. Retrieved from <https://www.africa.undp.org/content/rba/en/home/library/sustainable-development/rwanda--promoting-sustainable-development-through-umuganda.html>
- United Nations Development Programme. (2019). Rwanda. Retrieved from <https://www.undp.org/content/rwanda/en/home/countryinfo.html>
- United Nations Development Programme. (2021). Gender in Rwanda. Retrieved from <https://www.rw.undp.org/content/rwanda/en/home/ourwork/gender-equality/gender-in-rwanda.html>
- USAID. (2017). Rwanda democracy and governance assessment. Retrieved from https://www.usaid.gov/sites/default/files/documents/1860/Rwanda_Democracy_and_Governance_Assessment.pdf
- Uvin, P. (2009). Post-genocide justice in Rwanda: Gacaca, reparation and reconciliation. *African Affairs*, 108(430), 523-547. doi: 10.1093/afraf/adp045
- van de Walle, N. (2017). The limits of authoritarianism in Rwanda. *Journal of Democracy*, 28(2), 46-60.
- Verpoorten, M., & Vandeginste, S. (2017). *The political economy of state-building in post-genocide Rwanda*. Oxford University Press.
- Verwimp, P. (2006). The political economy of coffee, dictatorship, and genocide. *Economic Development and Cultural Change*, 54(1), 199-243. doi:10.1086/497363
- World Bank. (2021). Rwanda Overview. Retrieved from <https://www.worldbank.org/en/country/rwanda/overview>
- World Bank. (2020). Rwanda Overview. Retrieved from <https://www.worldbank.org/en/country/rwanda/overview>
- World Bank. (2021). Rwanda. Retrieved from <https://data.worldbank.org/country/rwanda>
- World Bank. (2021). Rwanda. Retrieved from <https://www.worldbank.org/en/country/rwanda/overview>
- World Bank. (2022). Rwanda Economic Update. Retrieved from <https://www.worldbank.org/en/country/rwanda/publication/rwanda-economic-update-october-2022>
- World Bank. (2020). Rwanda. Retrieved from <https://www.worldbank.org/en/country/rwanda>
- World Bank. (2019). Rwanda Education Overview. Retrieved from <https://www.worldbank.org/en/country/rwanda/brief/rwanda-education-overview>
- World Bank. (2019). *Citizen engagement in service delivery: Evidence from Rwanda*. Washington, D.C.: World Bank Group.
- World Bank. (2021). Rwanda. Retrieved from <https://data.worldbank.org/country/rwanda>

- World Bank Group. (2019). Rwanda: Leveraging IT for Efficient and Transparent Land Registration. Retrieved from <https://www.worldbank.org/en/results/2019/06/12/rwanda-leveraging-it-for-efficient-and-transparent-land-registration>
- World Bank. (2020). Doing Business 2020. Retrieved from <https://www.doingbusiness.org/content/d>
- World Bank. (2021). Rwanda. Retrieved from <https://www.worldbank.org/en/country/rwanda>
- World Bank. (2021). Rwanda Economic Update: Building on Progress and Managing Risks. Washington, DC: World Bank Group. Retrieved from <https://openknowledge.worldbank.org/handle/10986/35451>
- World Bank. (2020). Rwanda Economic Update, October 2020: Sustaining and Sharing Growth Amidst Global Uncertainties. Retrieved from <https://openknowledge.worldbank.org/handle/10986/34438>
- World Bank. (2016). Rwanda Public Expenditure, Financial Accountability, and Equity Survey. Retrieved from <https://microdata.worldbank.org/index.php/catalog/2953>.
- World Bank. (2015). Doing Business 2015: Going Beyond Efficiency. <http://www.doingbusiness.org/content/dam/doingBusiness/media/Annual-Reports/English/DB15-Full-Report.pdf>
- World Bank. (2020). Doing Business 2020: Economy Profile Rwanda. Retrieved from <https://www.doingbusiness.org/content/dam/doingBusiness/country/r/rwanda/RWA.pdf>
- World Bank. (2021). Women, business and the law. Retrieved from <https://wbl.worldbank.org/en/wbl/country/rwanda#>
- World Bank. (2021). Rwanda. Retrieved from <https://data.worldbank.org/country/rwanda>.
- World Bank. (2018). Rwanda: Citizen Participation. Retrieved from <https://www.worldbank.org/en/results/2018/02/15/rwanda-citizen-participationvelopment>.
- World Bank. (2015). Rwanda education sector review: Accelerating progress, narrowing the skills gap. Retrieved from <https://openknowledge.worldbank.org/handle/10986/22242>
- World Bank. (2019). Rwanda Economic Update: Transforming Agriculture for Shared Prosperity. Retrieved from <https://openknowledge.worldbank.org/handle/10986/31522>
- World Health Organization. (2017). Rwanda: Country cooperation strategy at a glance. Retrieved from https://apps.who.int/iris/bitstream/handle/10665/255251/CCSbrief_RWA_en.pdf?sequence=1&isAllowed=y
- Zakaria, Z. (2012). Ubudehe and Gacaca: Grassroots justice and reconciliation in Rwanda. *Journal of Peace, Conflict and Development*, 20, 1-17. Retrieved from https://www.researchgate.net/publication/318372802_Ubudehe_and_Gacaca_Grassroots_Justice_and_Reconciliation_in_Rwanda.