

Leadership and Good Governance: The Rwandan Experience

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Abstract:-None can doubt about that, leadership and good governance are central to the success of any country on Earth or any company and economic sector. Promoting and getting it rights has a significant bearing on political, social and economic growth and the way that a given Country performs in all sectors.

Without a strong Leadership and governance can't ever achieve any positive outcomes on related political, economic and social objectives of any political community and yet it is an imperative. The significance of leadership to governance is seeing in the fact that good leadership sets the strong stone of foundation and standard of governance. This paper engages in the conceptual analysis and examination of the governance and leadership phenomenon based on secondary data, analyzes its phenomenon in Rwanda.

Findings reveal that, for a long time, Rwanda was marked by bad governance based on dictatorship, politic of fear, segregation and exclusion of the people in the governance of their own country. In fact, lacked vision, engrossed with high rate of corruption and poverty, maladministration, political, social and economic instability, consequently Genocide against Tutsis in 1994. Even though elections were held in Rwanda, they were never based on the positive ideas or competence of the candidates but rather on ethnicity, origin, religion and other issues from which the country benefited nothing. After the elections, the elected leaders did not concern themselves with the needs of people's problems they were allegedly representing.

To make our forefather's dreams into reality, a country of milk and honey, new regime under the HE, Paul KAGAME leadership, ensured democracy, good governance and leadership where citizen's are on top and center of everything, leaders are people's servant and accountability is imperative if good governance and leadership is to be attained in Rwanda.

Note that, achieving leadership and good governance is one of the Rwandan greatest successes that determined the success of policies and programmes to promote Rwandan's development.

Keywords: Leadership, Good Governance, Political Crisis, Development and Rwanda.

I. INTRODUCTION

To trace the exceptional and unbelievable Rwanda's leadership and good governance progress, it is since after the 1994 Genocide against the Tutsi. Rwanda's success in all sectors of development has been accredited to consolidating gains in social development and accelerating growth while ensuring that people is at center to eroding the country's hard-won political, economic and social stability. In order to maintain the aforementioned, the Government of Rwanda has

taken on the task of ensuring that good governance and leadership practices exist throughout the country.

In fact, the quality of leadership and good governance in any country and Rwanda in particular, directly affects the level of political stability and social, economic development that such country enjoys. Bad governance and poor leadership only result in underdevelopment and political instability (Ologbenla, 2007). It is on the recognition of the imperative of leadership and governance to a country that Nnablife (2010) avers that the survival of a system rests with leadership. All things rise and fall on leadership because leadership effectiveness is a steering that drives a nation or any organisation heights of development and productivity by the application of good governance (Folarin, 2010).

II. CONCEPTUALIZING GOVERNANCE AND LEADERSHIP

The concept of governance and Leadership both has multiple origins and meanings and views that articulated by various scholars. The academic literature is eclectic and rather disjointed and the terms can sometimes serve to obscure rather than clarify issues. Both Leadership and Good governance are the one's is of the most observed and least understood phenomena on earth.

It is in light of this that WB (1999) defines governance in the following words:

"The manner in which power is exercised in the management of a country's economic and social resources for development"

While World Bank Institute's Home Page: *"Governance consists of the traditions and institutions by which authority in a country is exercised. This includes the process by which governments are selected, monitored and replaced; the capacity of the government to effectively formulate and implement sound policies; and the respect of citizens and the state for the institutions that govern economic and social interactions among them"*.

Governance is defined by the Mo Ibrahim Foundation as the *"Provision of the political, social and economic public goods and services that every citizen has the right to expect from his or her state, and that a state has the responsibility to deliver to its citizens"*.

From the aforementioned definitions of governance, we can conclude that, essentially, governance means exercising authority to maintain order and meet the basic needs of the citizen's within a certain range. The purpose of governance is to guide, steer and regulate citizens' activities through the power of different systems and relations so as to maximize the public interest. In terms of political science, governance refers to the process of political administration, including the normative foundation of political authority, approaches to dealing with political affairs and the management of public resources. It particularly focuses on the role of political authority in maintaining social order and the exercise of administrative power in a defined sphere (Fudan journal of the Humanities and Social Sciences: 2018).

For Mo Ibrahim Foundation, IDA, AsDB, AfDB, UNDP and WGI's further espouse different pillars of governance but agreed to common indicators to include Safety & Rule of Law, Participation & Human Rights, Sustainable Economic Opportunity, and Human Development, accountability, transparency, the rule of law, predictability, Voice and accountability, Political stability and absence of violence, Government effectiveness, Regulatory quality, Rule of law and Control of corruption

The aforementioned International financial institutions and other donor like World Bank and International Monetary Fund, engaging here and there, talks and discussions centered on "good governance" versus "governance" in order to condition their aids or loans on the degree of the country's "good governance".

WB, UNDP or any other International organizations do agree on principles or indicators of good governance, which are quite similar to the one's discussed above. However, the most common and well known worldwide are: *Participation, rule of law, transparency, responsiveness, consensus oriented, equity and inclusiveness, effectiveness and efficiency and accountability*. Worldwide, among these indicators/principles above mentioned, those with high scale and higher esteem is *voice and accountability* or *citizen participation and accountability*. With this, a country without these two variables however much it work hard political, social and economically, there is no any attest to being a country that inspired with democratic values, so to the leaders who thirsting of successful leadership, should promote these two mentioned principles though nothing stop them to promote other indicators or principles.

For Leadership definitions, due to different concept of leadership those scholars indicated, a study and analysis of the popular definitions on leadership reveals that most definitions tend to focus on the individual traits and characteristics. Some of the definitions on leadership are as follows:

- Leadership is an attempt at influencing the activities of followers through the communication process and toward the attainment of some goal or goals.

- Leadership is an influence process that enable managers to get their people to do willingly what must be done, do well what ought to be done.(Cribbin, J.J. 'Leadership: strategies for organizational effectiveness')
- Leadership is defined as the process of influencing the activities of an organized group toward goal achievement.(Rauch & Behling.)
- Leadership is interpersonal influence, exercised in a situation, and directed, through the communication process, toward the attainment of a specified goal or goals. (Tannenbaum, Weschler & Massarik)

Based on the aforementioned definitions, we can conclude that, Leadership is not a person or a position. It is a complex moral relationship between people, based on trust, obligation, commitment, emotion, and a shared vision of the good or the art of influencing others to their maximum performance to accomplish any task, objective or goal. With reference of Rwanda case, Leadership is the capacity to translate vision into reality

As cited by Afegbua, Salami Issa and Adejuwom, Kehinde David (2012), with so many definitions of leadership, Hackman (2006) classified these conceptions into four primary definitional themes; these are:

- Leadership is about what you are: this definitional theme focuses on leader traits and attributes and is one of the oldest ways of conceptualizing leadership. This emphasis is on identifying the characteristics that define natural or born leaders.
- Leadership is about how you act: From this perspective leadership is defined as the exercise of influence or power. To identify leaders, we need to determine who is influencing whom. For instance Hersey (1984:14) defines leadership as "any attempt to influence the behaviour of another individual or group".
- Leadership is about what you do: This definitional thread focuses on the role that leaders play.
- Leadership is about how you work with others: This definitional theme emphasizes collaboration. Leaders and followers establish mutual purposes and work together as partners to reach their goals (Poulin, et al 2007:302).

The important question here is, what makes successful leader or what are the characteristics of successful and effective leadership? To reply this question, I would say that everyone can nominate its own characteristics depends of it's opinion that's why, among personality traits that we can rely on are self determination, emotional stability, diplomacy, self confidence, personal integrity, originality, innovation or creativity and I would add that, this kind of leadership also requires some intellectual abilities that are judgemental ability, skills and knowledge's in addition to the physical traits which can not be ignored like age, height, weight and

physical attractiveness. I stand to this opinion since most of these characteristics are well similar to the one's of HE Paul Kagame, the President of the Republic of Rwanda and to which, he based on to take Rwanda from chaos to the shining country not only in Africa but in the world.

Rwandans of late age, considered and believed that, leadership as inborn personality "*Kuvukana imbutu (Born with seeds in hands)* in Kinyarwanda so to be leader, but in natural sense it is not only inborn personality traits that are important but also styles and behaviours that a person learns. In Rwanda specifically, democratic or participative leaders participate equally in the process with their followers and let the group make decisions and this through citizens participation channels that government initiated and decentralised entities (Districts-Cells Levels) with organs that promote democracy like Councils at lower levels, Community work of every last Saturday, Parent evening forums, Community outreach, National leadership retreat to mention but a few. This, to promote and to implement the worldwide indicators/principles with high scale and higher esteem is ***voice and accountability*** or ***citizen participation and accountability***.

The practical Rwandan experiences demonstrated, and I believe this, there is no single size fit all or one best way to lead; instead best leadership styles vary depending on situations cause the leadership style that Rwandan leaders used from 1994 up to 2000 (Fragile situation of trauma and fear) is far from that are currently using (Economic development).

This brings us to the concept of leadership and management where by John Kotter (1988) distinguishes leadership from management. Effective management carefully plans the goal of an organization, recruits the necessary staff, organizes them, and closely supervises them to make sure that the initial plan is executed properly. Successful leadership goes beyond management of plans and tasks. It envisions the future and sets a new direction for the organization.

Successful leaders mobilize all possible means and human resources; they inspire all members of the organization to support the new mission and execute it with enthusiasm. When an organization faces an uncertain environment, it demands strong leadership. On the other hand, when an organization faces internal operational complexity, it demands strong management.

III. AN OVERVIEW OF RWANDA'S LEADERSHIP AND GOVERNANCE

Rwanda, a small and landlocked, it is hilly and fertile with a densely packed population of about 12.2 million people (NISR: 2017). It borders the far larger Democratic Republic of Congo, as well as its closest East African neighbours, Tanzania, Uganda, and Burundi. With good governance and remarkable leadership, Rwanda has been able to make

important economic and structural reforms and sustain its economic growth rates over the last decade.

According to Florence MUTESI (2014), following independence in 1962, Rwanda was ruled under two differing regimes and Republics. The first republic headed by the Democratic Republican Movement party (MDR-PARMEHUTU, 1961) and was dominated by politicians from the Southern part of Rwanda. The party members advocated for the rights of Hutu ethnic group, whom they said were majority yet oppressed as a result this led to total discrimination against people from other regions and the Tutsi in particular).

The Second Republic ushered in by the 1973 Coup d'Etat was characterized by favouritism of Northern Rwanda, dominance of a circle of relatives of President Juvenal Habyarimana's family, friends and that of the wife, who and the wife were influential in the government decisions taken at the time. The regime discriminated the Tutsi and the rest of other regions especially the Southern part of Rwanda in all spheres of life and, prepared and implemented the 1994 Genocide against the Tutsi. Both the first and the second regimes were unable to meet almost all the indicators/principles of good governance such as rule or law, participation, inclusiveness and accountability due to the dominance of ethnic and regional discrimination that characterized them.

According to IRDP (2010), the Rwandan post-genocide Government inherited a deeply scarred nation. Divisive politics in Rwanda led to and perpetuated the politics of exclusion, as well as ethnic hatred and intolerance in the social and political fabric of the country. Indeed, trust within and between communities had been replaced by fear and betrayal. The economy had ground to a complete halt, and social services were not functioning. Furthermore, public confidence and trust in the State system had been shattered. The majority of the population was either internally displaced or had been forced to flee to neighbouring countries by the perpetrators of the genocide. Faced with these enormous challenges, the post-genocide Government of National Unity embarked on rebuilding the social, political and economic fabric of Rwanda.

After the war and 1994 genocide against the Tutsi, Rwanda faced challenges in building good governance especially in aspects of human, financial, institutional and material resources. But considerable determination and enthusiasm from the government of national unity and its people, the country has made great strides in the direction of ensuring that not only good governance principles are deeply entrenched but also respected (The New Times, June 2010). Indeed, It is worth to mention that good governance and remarkable leadership is the only viable alternative to promote sustainable socio-economic development.

The historical Urugwiro debates of 1998-1989, under the chairmanship of the President of the Republic, had on its agenda among other things, "*Searching for a democratic*

system appropriate to Rwanda.” Among the critical policies initiated by the Urugwiro debates, the following issues were highlighted:

- Establishment of national commissions and other institutions of accountability to address critical problems;
- Initiation of the decentralisation policy and reform of public institutions;
- Vision 2020 and the elaboration of the Constitution;
- Vision 2020 was crafted as a twenty-year commitment to political and socio-economic development, and included milestones that were to mark the medium- to long- term vision for Rwanda.

According to World Bank Group (2018) Rwanda excelled in various sectors: Politically, Rwanda has guarded its political stability since the 1994 genocide against Tutsis. First and foremost, Rwanda had no other choice than to promote peace, unity and reconciliation through transitional justice programs while promoting good governance. This program (Transitional justice) helped to promote unity and reconciliation, raise awareness among the population of the need and respect of human rights and the rule of law and therefore, accelerate justice in the trial of genocide suspects that has led to great achievements on restoring security in all parts of the country. Thus, developed legal frame works to play a positive role in providing information to the population so as to promote transparency and accountability within the public.

Parliamentary elections in September 2018 saw women fill 64% of the seats, with majority of winning party RPF in the Chamber of Deputies and, for the first time ever, two opposition parties, the Democratic Green Party of Rwanda and Social Party Imberakuri, winning seats (two each) in the parliament. President Paul Kagame was re-elected to a seven-year term in the August 2018, following the massive popular request to amend their Constitution which held in December 2015 allowing him to serve a third term. In fact, Rwanda had no other choice other than to boost national peace and reconciliation so as to empower the population to actively participate in decision making process with a view to sustainable development activities that directly impact on their livelihoods and to make the population increasingly self-reliant as a country recently and experienced from Genocide against Tutsis. As a result Rwandan people have developed self-confidence amongst them and liberated their minds. People are free to make their own choice freely.

On top of this, Rwanda adopted decentralisation policy in 2000, with aim to speed up the nation wide democratization process as well as the poverty reduction strategy while encouraging active citizens participation in their governance. This policy was developed and adopted on the principles of participation and empowerment of local governments to plan and execute their own development programs.

Economically, Rwanda put in place implementation mechanisms to rapidly achieve its long-term goals. Over the last 10 years, Rwanda implemented two, five-year Economic Development and Poverty Reduction Strategies EDPRS I (2008-2012) and EDPRS II (2013-2018) both designed to help the country realize its Vision 2020 development plan. Nested sector-specific strategies and District development strategy (DDS) reflecting Rwanda’s well-advanced decentralization drive helped guide EDPRS II implementation. With its National Strategy for Transformation (NST 1), the planned successor to EDPRS II covering the period of 2018–2024. Rwanda’s NST focuses on economic, social, and governance transformation toward the aspiration of Vision 2050.

As Private Sector is defined as engine of Rwandan economic, it was necessary to promote and strengthening private sector to alleviate and poverty eradication in Rwanda. Various civil society organizations have been created, motivated and supported to contribute to the nation’s development so to be able to support Rwanda’s vision while provide services such as education and health at a required standard.

Socially, Rwanda’s strong economic growth was accompanied by substantial improvements in living standards, with a two-thirds drop in child mortality and near-universal primary school enrolment. A strong focus on home-grown policies and initiatives has contributed to significant improvement in access to services and human development indicators. The poverty rate dropped from 44% in 2011 to 39% in 2014, while inequality measured by the Gini coefficient stood at 0.45 and a strong political will to fight against HIV/AIDS, since a population that is at the verge of being wiped out cannot meaningfully engage itself in economic activity. The government through the ministry of health has invested heavily in sensitization of the population about HIV/AIDS and its impact.

However as other else countries, Rwanda face developmental challenges especially, public investments have been the main driver of growth in recent years. External financing through grants, concessional and non-concessional borrowing played an important role in financing of public investments. Growth slowdown of 2016 and 2017 highlighted the limits of public sector-led growth model. Going forward, the private sector will play a bigger role in helping to ensure economic growth. Low domestic savings, skills, and the high cost of energy are some of the major constraints to private investment. Stronger dynamism in the private sector will help to sustain high investment rate and accelerate the growth. Promoting domestic savings is viewed as critical.

To conclude on this, in the recent WB publication (2018), future drivers of growth in Rwanda are: innovation, integration, agglomeration and, a competition.

IV. SECRETS AND HINTS OF LEADERSHIP AND GOVERNANCE SUCCESS IN RWANDA

Free and Fair Elections

The history of elections in Rwanda is one associated with manipulations, violence and destruction. The first attempt to conduct elections in Rwanda was in the 1950s when the colonial administration was under the UN pressure to prepare Rwandans for self rule like was happening all over colonies. According to research done by the Rwandan Senate, the introduction of universal suffrage in 1956, limited to able-bodied adult males at sub-chieftaincy level, but at the higher level, the status quo established by the Belgians remained intact.

The next elections were parliamentary, held concurrently with the referendum on whether to retain the monarchy or change to a republic in 1961. These were however held in an atmosphere of fear, characterized by manipulations, violence and destruction. Tens of thousands had been and were being killed at the time while hundreds of thousands went into exile under the pretext of the so-called social revolution of 1959.

The sham elections of 1961 brought to power MDR-PARMEHUTU with Kayibanda as head of state, replacing the interim one, Mr. Mbonyumutwa Dominic, with UNAR's few legislators as the opposition. When the Tutsi refugees attempted an armed incursion into Rwanda in 1963, Kayibanda killed all the UNAR legislators and thereafter Rwanda became a one party repressive state up to early 1990s. When Habyarimana captured power in 1973, he presided over a one party rule system in which he was always the sole presidential candidate, always getting 100% of the vote. In the 80s, Habyarimana introduced legislative elections but based on one party rule.

The parliamentarians were exclusively Hutu males. Such is the situation that the post genocide government inherited. 2003 is a turning point in the history of Rwanda because it marked the beginning of regular elections both at local and national level, with a new constitution and clear guidelines set by the Rwanda National Electoral Commission. Political parties could only compete for elective posts at the national and not at local level. The situation changed a couple of years ago and all political parties are now free to compete in the local elections. When one looks at the timeline of the elections that were conducted from 1999 to date, the picture of how far Rwanda has come in terms of elections becomes vivid.

The following years marked the democratic Rwandan history ever: August 2003, Rwanda held the first democratic presidential elections, October 2003, Rwanda held multiparty parliamentary election, August 2008, 2nd Parliamentary elections since the adoption of the new constitution in 2003 and August 2010, 2nd presidential elections since the adoption of a new constitution, February 2011, local leaders' elections from the village, cell, sector, district to Kigali city level while,

2011, August 2017, held presidential election and Rwanda held the second senatorial elections and finally, in September 2018, held parliamentarians elections.

The rates of citizen's participation in the elections also are high which mean, strong democratic governance and involvement of people to choose their own leaders. For instance, 2017 presidential polls had a total voter turnout of over 96%, December 2015 in referendum 98.32% participated while, September 2016, 98.8% participated (NEC).

In his book titled 'The Spirit of Laws' Montesquieu states that; "*In the case of elections in either a republic or a democracy, voters alternate between being the rulers of the country and being the subjects of the government.* To this, a free and fair election can be said to be a direct dividend of democracy and vice-versa, because, there can only be free and fair election where there is democracy, and there can never be democracy when there is no free and fair election.

"*There is evidence of democracy and transparency in Rwanda's election process.* Other African countries can learn from this example that elections is not a war and should be done in fraternity and friendly manner because life goes on after," Souleymane said in a response to different questions from the media, Aichatou Mindaoudou Souleymane, the AU team

Citizen's participation

The constitution of the Republic of Rwanda of 2003 revised in 2015 guaranteed full right to the citizens to participate in their affairs at all levels. The citizens are the only agents who exercise all the powers directly by means of referendum, elections, or through their representatives. The same constitution specifies in its article 27 that, "All Rwandans have the right to participate in the government of the country, either directly or through their freely chosen representatives in accordance with law". To this, Rwanda is an independent, sovereign, democratic, social and secular state. Its fundamental principle is then: "Government of Rwandans, by Rwandans and for Rwandans" (Republic of Rwanda, 2015).

Citizen participation is usually considered to be an important mechanism for achieving development gains, strengthening local accountability, and empowering citizens (Ganesh Prasad Pandeya, 2015).

According to RGB (2017) highlights that citizen participation has long been recognized as one of the main components of good governance. This is especially true at the local level where it is assumed that increased engagement will create direct routes of accountability with local authorities, thereby improving local public service delivery and generating better local-level policies to tackle poverty.

According to MINALOC (2012) as cited by NAR (2016), citizen participation implies the involvement of citizens in a wide range of policymaking activities, including the determination of levels of service, budget priorities, and the

approval of physical construction projects in order to shape government programs toward community needs. It also aims to build public support, and encourage a sense of cohesiveness within neighbourhoods. To this, citizen participation refers to the process of and means by which citizens influence the policy/programs formulation, implementation and evaluation as well as the way they hold them accountable.

For the matter of facts, RGB (2016), through CRC findings revealed that the overall satisfaction of the citizen's participation was 58.9%, following year (2017) indicated that, overall satisfaction of the citizen's participation was 63.4% and 2018, findings revealed that the overall satisfaction of the citizen's participation is s for the sector of Citizens' Participation the net satisfaction was 75.89%, these figures shows the good progress of the role of citizen's participation and mean, a confidence towards their country.

In fact, the people's confidence to the government and its organs, is progressing to 88.9%, so involving citizens in policy formulation and implementation is as important for the people as it is for the government. Once citizens are adequately consulted on issues of public policy, the government stands a better chance of having its policies achieve their desired objectives, due to the resulting public support.

Homegrown initiatives "Ubudasa/Uniqueness"

RGB define HGS as Development/Governance innovations that provide unconventional responses to societal challenges unlikely to be addressed through conventional means They are based on National Heritage, Historical Consciousness and, Strive for Self-reliance. HGSs have been enablers for [stability and accountability] but also drivers of socio-economic transformation in Rwanda.

The following are the values that guided Rwanda's post-genocide development agenda that uplifted development of Rwanda. The special policies invented by Rwandans include community-based courts "*Gacaca*" and "*Abunzi*" community-based conflict resolution, "*Girinka*" One-Cow-Per-Poor-Family programme, and "Ndi Umunyarwanda", a reconciliation campaign. In addition to this, also Leaders' performance contracts, Imihigo while others like "Itorero" civic education programme and community health workers "Abajyanama b'ubuzima" are some of the most progressive initiatives that Rwanda boasts of today. In fact, homegrown solutions are Rwanda's driving force.

"...From Gacaca, our community courts, which has brought restorative justice and reconciliation to a once divided nation; to Ubudehe, which supports rural communities to collectively solve problems related to poverty; to Imihigo, which enables citizens to keep their leaders accountable, to Umuganda and many others," HE Paul Kagame, said while was addressing a high-level meeting during the United Nations Summit for the Adoption of the Post-2015 Development Agenda in New York, US.

For instance, with *Gacaca*, known as Rwanda's community courts have finished their work after 10 years of trying those accused of involvement in 1994 genocide against Tutsis. The courts were set up to speed up the prosecution of hundreds of thousands of genocide suspects awaiting trial. More than 1,958,634 cases were processed which would take hounded years in normal justice. Guess what? Survivors would died without justice and justice delayed is justice denied as they said but now paved the way for reconciliation among Rwandans where former genocidaires and survivors live together, side by side and do business with each others, most importantly, no more ethnics groups (To identify as Hutu, Tutsi and Twa, rather as Ndi Umunyarwanda).

Another impressive example of Rwandan's determination is Ndi Umunyarwanda. Colonialism left Rwanda badly divided, and the division ultimately resulted in the Genocide. Rwandans spoke the same language, practiced the same cultural rituals, and worshiped the same God but only, upon the arrival of European colonizers was it possible for the latter to exploit the group divisions as a means of securing control. The modern conception of Tutsi and Hutu as distinct ethnic groups in no way reflects the pre-colonial relationship between them.

It is on this background, that government of Rwanda in 2013 has initiated "Ndi Umunyarwanda program", with an ultimate goal of building a national identity and to foster a Rwandan community that is based on trust and unity. It was initiated as a way to strengthen the solidarity of the people, uphold their moral and spiritual values, as well as make them understand their fundamental rights as Rwandans. In fact, National Unity and Reconciliation process in Rwanda is a cornerstone to all national development efforts and a basis for combating all forms of discrimination and exclusion since, was the only option to the survival for Rwanda as a nation emerging from a divided past, genocide and is moving towards a reconciled and democratic nation.

Rwanda Reconciliation Barometer (NURC, December: 2015), on average, the status of reconciliation improved from 82.3% in 2010 up to 92.5% in 2015 while the third report (Rwanda Reconciliation Barometer) published in January 2016, revealed that up to 92.5 per cent of Rwandans today feel that unity and reconciliation has been achieved and that citizens live in harmony. There is an improvement with regard to the level of understanding on the same major issues since the 2010 report rated the same variable at 87 per cent as opposed to 92.5 per cent in 2016."

In our conclusion, we can dedicate the homegrown solutions as a tool or instruments for good governance and economic development while contributed to peace and reconciliation.

Security, Transparency and Accountability

According to Rwanda Governance Scorecard (RGS 2016), released by Rwanda Governance Board (RGB), Safety and security emerged the best performer while control of

corruption, transparency and accountability leapfrogged others into second best out of eight governance indicators include rule of law, political rights and civil liberties, participation and inclusiveness, safety and security, investments in human and social development, corruption, transparency and accountability, and quality service delivery.

The two indicators scored 92.62 per cent and 86.56 per cent, respectively.

“There is no issue more central to good governance than accountability generally, and the accountability of those in government to their citizenry in particular.” Allan Rosenbaum

Therefore, it is reasonable to assume that when a public official assumes office and the responsibilities that come with that office, in that process they acknowledge that it is their primary duty to serve the interests of the citizenry pure and simple, this especially in Rwanda. Such an assumption holds water even for the President of the Republic, Ministers, Members of Parliament, Governors, Ambassadors, Director Generals, and Mayors because, when they are elected or appointed to office, they instantaneously agree to become accountable to the citizenry who foots their wage bill and pays for development projects (NewTimes, August, 2016).

To this, citizenry participation in holding leaders accountable (which also helps to flag-up minor problems before they become major ones) can be done in three simple but effective ways: through consultations and feedback; transparency in decision-making; and access to information. As ordinary citizens, we have a duty to instigate accountability processes bottom-up. To do that, we must collectively be able and willing to make and engage our leaders being accountable, as much government have put in place all required tools and policies.

- **Citizen Report Card (CRC)**, is a social accountability tool which consists of collecting perception based quantitative data from service seekers on the quality, adequacy and efficiency of public services” aiming at holding public institutions, and more specifically service providers accountable.
- **Rwanda Governance Scorecard (RGS)** is a fascinating tool of assessing issues in one of the most critical elements of development. It combines the foundations of good governance, transparency and accountability by scientifically analysing and presenting data.

Rwanda Governance Scorecard (RGS) 2017 5th Edition, launched early October, has revealed. The performance of Safety and Security had the highest score in the 2017 RGS with 94.97% while the most improved pillar is the rule of law of which rating increased from 79.68% to 83.68%, a 4% growth. The top seven scoring over 90% are Core International Human Rights Convention (100%), National Security (98.8%), Maintaining Security (95.24%),

Reconciliation, Social Cohesion and Unity (93.95%), Personal and Property Safety (91.87%) and Private Sector Promotion (91.40%). All the four indicators of Safety and Security are among the top 7 best performing indicators with the score of over 90%.

- **Ombudsman offices.** In Kinyarwanda (Rwandan language), Ombudsman is called “Umuvunyi” which is a word rooted from kingdom period where “Umuvunyi” was a person in charge of receiving citizens who wanted to meet a King or an Authority for different reasons such as bringing a complaint, thanking him or warning him on a given issue, etc. “Umuvunyi” had firstly to listen to those people who want audience with the king or the Authority, it was up to him to know if that person has to meet the King or the Authority or if he/she has to be oriented to another relevant organs.

For instances, in the annual report (Ombudsman offices: June 2015-July 2016) indicated that, 17 files been related corruptions submitted to concerned organs and about 99.4% of public servants, both political and technicians declared their assets and properties to ombudsman’s offices as provided by laws. In that year (2015-2016), 89 cases related to corruptions been filed, after their deep analysis 11 cases been transferred to prosecutor’s offices, 6 of them to police while 29 still in process with ombudsman’s offices.

Same report indicated that, 4.175 people have been received by ombudsman’s offices on related seeking advises and resolving their issues and problems. For Transparency International report (Feb, 2018) on related corruption perception Index 2017, Rwanda is ranked on 48th out of 180 countries with 55% scores least corrupt nation, improving two places from 2016, Burundi, 157th/180 with scores of 22%, Uganda, 151th/180 with scores of 26%, Tanzania on 103/108 with score 36% and DRC on 161th/180 with scores 21% if we can compare Rwanda region. To this, Rwanda has for the second year running ranked third least corrupt country in Africa, according to the latest Corruption Perception Index, 2017. Globally, Rwanda ranked 48th In Africa, Rwanda is ranked behind Botswana, which was yet again named as the least corrupt country on the continent (and ranked 34th globally), and Seychelles, which came in second in Africa 36th in the world.

Despite being the worst performing region as a whole, Africa has several countries that consistently push back against corruption, and with notable progress. In fact, some African countries score better than some countries in the Organisation for Economic Co-operation and Development (OECD). Specifically, Botswana, Seychelles, Cabo Verde, Rwanda and Namibia all score better on the index compared to some OECD countries like Italy, Greece and Hungary. In addition, Botswana and Seychelles, which score 61 and 60 respectively, do better than Spain at 57.

The key ingredient that the top performing African countries have in common is political leadership that is consistently committed to anti-corruption. While the majority of countries already have anti-corruption laws and institutions in place, these leading countries go an extra step to ensure implementation.

- **Public Accounts Committee (PAC)**, MPs can succeed in holding leaders to account by being closer to the people and making the most of their standing committees, since the law allows the MPs to follow up on the use of public funds and to demand accountability whenever necessary. PAC will be charged with examining and investigating financial misconduct within public institutions, and report cases of misuse of public funds to the plenary to decide on punitive measures.
- **Auditor General's office (OAG)**, mission statement is "To promote accountability, transparency and best practice in government operations as a means to good governance" within the National Integrity Framework.

Article 166 of the Constitution of the Republic of Rwanda stipulates that the Auditor General shall submit each year to each Chamber of Parliament, prior to the commencement of the session devoted to the examination of the budget of the following year, a complete report on the state financial statements for the previous year. That report must indicate the manner in which the budget was utilised, unnecessary expenditure, which was incurred, or expenses, which were contrary to the law, and whether there was wasteful expenditure or misappropriation.

- **Parliament:** The structure of Rwanda parliament it has two chambers which has house of deputies and that of Senates from which, every chambers has its own committees.

The parliament or legislature plays an important role in the life of a nation. It thus perform three main functions: a) make new laws, change existing laws and repeal laws which are no longer needed; b) represent and articulate the views and wishes of the citizens in decision making processes and c) oversee the activities of the executive so that the government is accountable to the people. Achieving good governance and Leadership requires the existence of a strong, effective and efficient parliament. This is so because parliament plays a crucial role in gauging, collating and presenting the views and needs of the people, articulating their expectations and aspirations in determining the national development agenda. As oversight body, parliament helps to identify problems and policy challenges that require attention and assists in overcoming bureaucratic inertia (Economic Commission for Africa: 2009)

With these accountability tools above mentioned, the positive outcomes of it, on one hand, impacted performance of

Rwanda in various sectors of life. For instance, Rwanda is the 108 most competitive nations in the world out of 140 countries ranked in the 2018 edition of the Global Competitiveness Report published by the World Economic Forum. Competitiveness Rank in Rwanda averaged 76.75 from 2011 until 2018, reaching an all time high of 108 in 2018 and a record low of 58 in 2016.

Rwanda has ranked 29th most business friendly country in the world by the latest 2019 World Bank's Doing business report. The latest ranking moves Rwanda 11 places up from 41 positions last year. The position makes Rwanda the only low-income country to make this performance. In the region, Rwanda is followed by Kenya, which is on the 61st position.

The 2018 Global Law and Order report has ranked Rwanda second in Africa. Gallup's Law and Order Index which gauges people's sense of personal security and their personal experiences with crime and law enforcement indicates that 83 per cent of Rwandan residents have confidence in the local police force and that feel safe walking alone at night.

In Africa, Egypt tops the chart followed by Rwanda and Mauritius. Globally, Singapore tops the global rankings at 97 per cent followed by Norway, Iceland and Finland who tied at 93 per cent respectively. Rwanda came at 40 globally.

On other hand, the accountability also played a key role in building professionalism specially, leaders now, have in mind that, they are accountable to the citizen's to the extent that since general mayoral elections took place in February 2016, among 30 district mayors who had been elected for five-year mandate, in two years only, six of them are no longer in their jobs, without take into consideration the number of vice mayors and technical staff. Some resigning and others being forced out offices. Rwanda leadership is determined ever to take into consideration on accountability to the extent District Mayor, 16 months in the office was enough for him to resign

13 District Mayors in Rwanda had left office within this five-year mandate that began in 2016. All this, justifies democracy, and a sign of a culture of accountability. In fact, almost half of all the mayors in question left office in 2018, The president talked about a wide range of issues, which can be summarised in two major elements; accountability and conduct (Taarifa, June 2018). Though am talking about number of local government authorities who resigned due to accountability, they are not alone but even Minister's and other from high levels are concerned. In Rwanda, there two things that everyone have to into consideration and which are untouchable "Citizen's and Laws", here we mean, none is above the law.

Imihigo, performance contract

"If we are to achieve results never before accomplished, we must expect to employ methods never before attempted"
(Francis Bacon)

In 2000, Rwanda adopted decentralisation policy with aim to empower local citizens so they can determine their own future towards good governance, pro poor service delivery and sustainable development while increases citizen's participation in decision making affecting their political, social and economic development.

Following this aforementioned policy, in 2006 Government of Rwanda, introduced one of the key tools for reinforcing the local government was the performance-based approach 'Imihigo'. Through this approach local governments articulate their own objectives, which reflect priorities of the local population and develop realistic strategies to achieve these objectives.

According to RGB (2012), Imihigo includes the concept of *Guhiganwa*, which means to compete among one another or to vow to deliver. Imihigo describes the pre-colonial cultural practice in Rwanda where an individual sets targets or goals to be achieved within a specific period of time. The person must complete these objectives by following guiding principles and be determined to overcome any possible challenges that arise.

In the modern day Rwanda, the Imihigo practice was adopted as a means of planning to accelerate the progress towards economic development and poverty reduction. Imihigo has a strong focus on results, which makes it an invaluable tool in the planning, accountability and monitoring and evaluation processes. IPAR (2015) as cited by NDAGIJIMANA I (2018), Imihigo means to vow to deliver. Imihigo describes the pre-colonial cultural practice in Rwanda where an individual sets targets or goals to be achieved within a specific period. The person must complete these objectives by following guiding principles and be determined to overcome any possible challenges that arise. The concept also implies the celebration of achievements. Imihigo it is a tool of performance management in local government.

In fact, Imihigo, which have been credited with improving accountability and accelerating citizen-centred development, are signed annually between the President of the Republic and district leaders. The practice, introduced as a home-grown performance management tool in 2006, seeks to promote decentralisation of governance and fast-tracking of development efforts.

V. CITIZEN'S TRUSTS BUILT IN GOVERNMENT ORGANS

"Trust is important as a link between institutions, leaders and citizens" President Kagame tells Munich Security Conference, Munich, 19 February 2017

President Paul Kagame has said that trust between leaders and citizens plays a key role in building sustainable development systems. The President was sharing Rwanda's progress in different sectors with the Munich Security Conference, a global forum for world leaders to discuss security policy.

The sharp decline in trust in government is serving to underline that trust is an essential, yet often overlooked, ingredient in successful policy making. A decline in trust can lead to lower rates of compliance with rules and regulations. Citizens and businesses can also become more risk-averse, delaying investment, innovation and employment decisions that are essential to regain competitiveness and jumpstart growth.

As cited by NAR (2018) as far as trust is concerned, Mizrahi, Vigoda-Gadot & Cohen (p.25) observe "trust can lead people who face uncertainty and risk to cooperate with the organization, thus increasing performance and satisfaction". Building on this statement, local government is an organization that exists to perform a set of duties as it serves clients (citizens) to their satisfaction. A recent study conducted in Vietnam confirms that trust influences citizens' choices of their leaders and how they interact and determines levels of citizens' engagement (Wells-Dang, Thai & Lam, 2015).

Conversely, trust is much needed in post-genocide Rwanda. Before and during the 1994 genocide against the Tutsi, leaders manipulated citizens and were the workhorse used to commit the genocide. This resulted in total erosion of trust in leadership.

According to OECD (2013), nurturing trust represents an investment in economic recovery and social well-being for the future. Trust is both an input to public sector reforms necessary for the implementation of reforms and, at the same time, an outcome of reforms, as they influence people's and organisations' attitudes and decisions relevant for economic and social well-being. As a result, trust in government by citizens and businesses are essential for the effective and efficient policy making both in good times and bad. Investing in trust should be considered as a new and central approach to restoring economic growth and reinforcing social cohesion, as well as a sign that governments are learning the lessons of the crisis.

Trust means *holding a positive perception about the actions of an individual or an organisation. It is a subjective phenomenon, reflected in the "eyes of the beholder" that matters especially to the extent that it shapes behaviour.* Trust in government represents confidence of citizens in the actions of a "government to do what is right and perceived fair" OECD (2013).

Trust in government builds on two main components as follows: *social trust* that represents citizens' confidence in their social community and *political trust*, when citizens appraise government and its institutions. Political trust includes both macro-level trust, which is diffuse and system based, and institution-based trust. Civic engagement in the community and interpersonal trust has been shown to contribute to overall social trust (Putnam, 2000).

Thus, trust in government has been identified as one of the most important foundations upon which the legitimacy and sustainability of political systems are built. Trust is essential for social cohesion and well-being as it affects governments' ability to govern and enables them to act without having to resort to coercion (Fukuyama, 1995). A high level of trust in government might increase the efficiency and effectiveness of government operations.

In Rwanda for instance, after the 1994 genocide against the Tutsis, Rwandans made choices, which would define their future. These were well articulated by President Paul Kagame on the occasion of marking the 20th anniversary of the genocide, as unity, accountability and thinking big. Having made those choices, they set out to build the institutions that would support those choices. Daron Acemoglu and James A. Robinson, in their book "Why Nations Fail", make a very compelling argument supported by history that nations succeed if they are able to build inclusive political and economic institutions and they fail when they have extractive political and economic institutions.

The statistics of citizen's trust in Rwanda shows that, at least 87 per cent of Rwandans find legal and judicial services provided satisfactory, while trust for mediators remains relatively low, a study titled "Citizen Feedback on justice and legal services in Rwanda Through ICT platforms as commissioned by Rwanda Legal Aid Forum. Rwanda is the best country in Africa and 21st globally where citizens trust and rely on Police services to enforce law and order with 5.8 out of 7 on the Global Competitiveness Index (GCI), according to the 2014-2015 World Economic Forum-Global Competitiveness Report. By RGB (2018), the percentage of citizens expressing trust in fairness of the courts, was 85.80% in CRC 2017, the overall performance of the judiciary is 78.48% while performance of prosecution is 90.76%.

Rwanda is also ranked first in Africa with the least incidences of crime and violence that impose costs on businesses. Worldwide it is ranked sixth and ninth with least 'incidences of crime and violence' and 'organized crimes' respectively. The Global Competitiveness report 2016/17, published by the World Economic Forum (WEF), shows that Rwanda improved six positions to rank 52nd out of 138 countries globally. The country also remains third in Africa after Mauritius and South Africa while, regionally, Rwanda maintained its position as East Africa's most competitive economy despite the outlook painting a rather grim picture with Kenya in 96th position and Uganda in 113th. Tanzania was ranked 116th and Burundi 135th.

The Global Competitiveness Index 4.0 2018 Rankings which covering 140 economies, the Global Competitiveness measures national competitiveness defined as the set of institutions, policies and factors that determine the level of productivity, ranked Rwanda to 108th position with 50.9 score and Rwanda, with a score of 64.4, leads Africa in terms of

institutional quality. In the pillar of institutions, Rwanda ranked on 29th with 64.4.

Sharing Rwanda's progress in the health sectors including reducing maternal mortality by 75% and child mortality by over 80% in the last 15 years, President Kagame emphasised the central role of trust in building sustainable systems. In fact, Citizen's trust in country's leadership as per RGB/CRC (2017) is 92.20%.

Core levels of trust in government are necessary for the fair and effective functioning of government institutions – such as adherence to the rule of law, or the delivery of basic public services and the provision of infrastructure. The rule of law and independent judiciary are particularly important as their proper functioning is a key driver of trust in government, as established in several studies (Knack and Zak, 2003; Johnston, Krahn and Harrison, 2006; Blind, 2007). As well-functioning government institutions matter for business investment decisions, trust in them is a necessary ingredient to spur economic growth (Dasgupta, 2009; Algan and Cuha, 2013).

VI. CONCLUSION AND RECOMMENDATIONS

Trust in government institutions at the same time influences individual behaviour in ways that could support desired policy outcomes. This may range from rather narrowly defined policies and programmes (such as participation in vaccination campaigns) to broader policy reforms (e.g. environmental regulation or pension reform). Trust is important because many public programmes create the opportunity for free riding and opportunistic behaviour. Trust could reduce the risk of such behaviour to the extent that people are prepared to sacrifice some immediate benefits if they have positive expectations of the longer-term outcome of public policies, either at a personal level (pensions) or by contributing to the common good.

In fact, good governance and visionary leadership are indeed at the heart and on top of Rwanda's success in all sectors of socio, political and economic development. To this, there is a need of citizens to commit themselves who are eligible voters to vote in credible candidates to public offices while voting out non-performing leaders would go a long way in restoring the dignity of the indivisible nation of Rwanda.

In addition to this, the most needed person to lead a country like Rwanda was, is and be will a credible personality with a history of integrity and honesty rather than those who have a higher purchasing power of the conscience of the electorates. The rule of law, independence of the government Institutions is vital to trust, quality leadership and good governance in Rwanda.

To conclude on this point, we can confirm that, trust and transparency that enables them to voice their needs and desires, therefore Rwanda's performances is not based to anything than high level of trust that citizens have in their government institutions.

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