



Open Access Journal Available Online

Leadership, Governance and Socio-Economic and Political Development: The Case of Rwanda,2000-2020

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Abstract: The importance of leadership and good governance in the development of any society cannot be overemphasized, and this is demonstrated in Rwanda under Paul Kagame. Anchoring the study on Contingency Theory and relying on secondary data –data from journal articles, and textbooks, among others, it was revealed that Rwanda, before the eclipse of Kagame on the political space, had long been plagued by weak governance based on dictatorship, fear politics, segregation, and isolation of the people from their own country's government. However, since Kagame became the country's president, serious progress has been made. The economy has advanced, with per-capita GDP (purchasing power parity) anticipated to reach \$2,214 in 2020, up from \$631 in 2000. The annual increase averaged 7% per year between 2000 and 2020. Youth education is a top priority in Rwanda, where 17% of its yearly budget is allocated to education. Findings also show that Rwanda has the highest percentage of female representation in the government of any country on the planet. In 2017, for example, 49 women were elected to the lower house of parliament, accounting for more than half of its 80 members, among other achievements. Despite these accomplishments, some political and social issues remain unresolved, like the

crisis in neighbouring Congo and the government's persistent support for armed rebels. At the same time, human rights violations and the persecution of opposition leaders continue. To address these issues, the government should do more to protect minority rights, end repression of the press and political opponents, and increase investment in education, health care, and infrastructure.

Keywords: Administration, Assessment. Governance, Development, Leadership

Introduction

After the dark days of the Rwandan genocide, Rwanda has undergone significant progress. The Rwandan Civil War/Genocide was a large-scale civil war in Rwanda that lasted from October 1, 1990, to July 18, 1994, and was fought between the Rwandan Armed Forces, who represented the country's government, and the rebel Rwandan Patriotic Front (RPF). The Rwandan conflict evolved from a long-running conflict between the Hutu and Tutsi ethnic groups. Over 336,000 Tutsi were forced to seek asylum in neighbouring countries after a 1959–1962 revolution replaced the Tutsi monarchy with a Hutu-led republic. In Uganda, a number of these exiles formed the Rwandan Patriotic Front (RPF), which by the late 1980s had grown into a battle-ready force under the command of Fred Rwigyema and Paul Kagame (Mamdani, 2002).

On October 1, 1990, the RPF invaded north-eastern Rwanda, moving 60 kilometers (37 miles) into the country. On the second day, they were dealt a devastating blow when Rwigyema was slain in battle. By the end of October, the Rwandan Army, assisted by French soldiers, had gained the upper hand, and the RPF had been largely annihilated. The RPF initiated a guerilla war that lasted until mid-1992, with neither side gaining an advantage. Despite disruption and massacres by Hutu civilians, an extreme element opposed to any compromise, and

a new RPF attack in early 1993, Rwandan President Juvénal Habyarimana was obliged to start peace talks with the RPF and domestic opposition parties. The Arusha Accords, signed in August, successfully finished the negotiations.

Following that, there was an uneasy peace, during which the conditions of the agreements were progressively enforced. RPF forces were stationed in a Kigali facility, and the United Nations Assistance Mission for Rwanda (UNAMIR) was dispatched to the nation to maintain peace. The Hutu Power movement, on the other hand, was slowly gaining clout and plotting a "final solution" to destroy the Tutsis. Following the killing of President Habyarimana on April 6, 1994, this strategy was implemented. The Rwandan genocide murdered between 500,000 and 1,000,000 Tutsi and moderate Hutu over the period of around a hundred days. The civil war was promptly renewed by the RPF. They progressively gained land, surrounding cities and cutting off supply lines. They had encircled the city, Kigali, by mid-June and took it on July 4th. Later that month, the RPF took the interim government's last region, forcing the temporary government and genocidaires into Zaire (Prunier, 1999).

With Paul Kagame as de facto leader, the victorious RPF took control of the country. From 1994 until 2000, Kagame served as vice president and then as president. The RPF launched a program

of reconstructing the country's infrastructure and economy, as well as bringing genocide offenders to justice and fostering Hutu-Tusi peace. In 1996, the Rwandan government, headed by the RPF, started an attack against refugee camps in Zaire, which housed exiled former regime leaders and millions of Hutu refugees (Kimenyi, 2021). This attack kicked off the First Congo War, which saw long-time tyrant Mobutu Sese Seko deposed. Kagame and the RPF are still Rwanda's most so

It is noteworthy that since the time Kagame emerged as the President, Rwanda through his purposeful leadership, and good governance and has made some progress— economically, politically, among other areas. It is against this background that this paper is written to analyse this progress. In other words, the study aims at examining the political and economic progress made in Rwanda courtesy of leadership and good governance under the administration of Paul Kagame.

1.2 Conceptual Issues

i Leadership

Leadership is an influencing technique that allows managers to persuade their employees to accomplish what has to be done and to do it well. The process of influencing the activities of an organized group toward goal attainment is characterized as leadership.

Leadership is interpersonal influence used in a situation and directed toward the achievement of a certain objective or goals through the communication process. We may deduce from the aforementioned definitions that leadership is neither a person nor a position. It is a complicated moral relationship between people based on trust, duty, commitment, emotion, and a shared vision of what is good, or the art of persuading others to perform at their

best in order to achieve any task, purpose, or goal. According to Afegbua, Salami Issa, Adejuwom, Kehinde David (2012). leadership is defined as the ability to turn a vision into reality (Leadership, according to Hersey (1984:14), is any Endeavor to influence the behavior of another individual or group. What counts as leadership is what you do: The role of leaders is the topic of this definitional thread. Leadership is defined by how you collaborate with others: Collaboration is emphasized in this definitional theme. Leaders and followers have joint goals and collaborate as partners to achieve them (Poulin., 2007).

ii. Governance:

Governance has different definitions, and points of view that have been expressed by diverse scholars. According to the World Bank Institute's home page, "government consists of the traditions and structures through which authority in a country is exercised." This encompasses the process of selecting, monitoring, and replacing governments; the government's ability to devise and implement sound policies; and the people's and the state's respect for the institutions that control economic and social relations among them. The Mo Ibrahim Foundation defines governance as "providing the political, social, and economic public goods and services that every citizen has the right to demand from his or her state, and that a state has the obligation to provide to its citizens." From the aforementioned definitions of governance, we may deduce that it simply involves exerting authority to preserve order and provide for the fundamental requirements of citizens within a limited range. The goal of governance is to use the power of various institutions and relationships to lead, steer, and control citizens' activities in order to promote the public good. Governance refers to the

process of political administration, which includes the normative underpinning of political power, techniques to deal with political problems, and the management of public resources in terms of political science. It emphasizes the function of political authority in preserving social order as well as the exercise of administrative power in a specified realm (Fudan Journal of the Humanities and Social Sciences: 2018). For the Mo Ibrahim Foundation, IDA, AsDB, AfDB, UNDP, and WGI, different pillars of governance are promoted, but common indicators are agreed upon, such as safety and rule of law, participation and human rights, sustainable economic opportunity, and human development, accountability, transparency, rule of law, predictability, voice, and accountability, political stability and absence of violence, government effectiveness, regulatory quality, rule of law, and corruption control. The World Bank, the United Nations Development Programme, and other international institutions have agreed on principles or indicators of good governance that are quite similar to the ones outlined above. Participation, rule of law, openness, responsiveness, consensus-oriented, equity and inclusion, effectiveness and efficiency, and accountability are the most frequent and well-known internationally.

1.3. Theoretical Framework

In this work, the contingency theory of leadership was adopted to explain how exemplary leadership can transform a society. This theory explained Rwanda's political, economic, and social transition, particularly after the civil war and genocide that lasted from 1990 to 1994. According to the contingency theory of leadership, the efficacy of a leader is decided by whether or not their leadership style is appropriate for the circumstances. This viewpoint holds that

a person might be an exceptional leader in one context but ineffective in another. This theory contends that, in order to improve your chances of being a successful leader, you should be able to analyse each situation and determine whether or not your leadership style is appropriate. Self-awareness, objectivity, and flexibility are all required in most situations. The contingency theory is also useful since it broadens our knowledge of leadership by convincing people to examine the diverse effects of conditions on leaders (Northouse, 2007).

The contingency leadership paradigm of Fred Fielder

The contingency model of leadership developed by Fred Fielder is centered on a contingency model of leadership in companies. This model depicts the link between leadership style and the situation's favourableness. The Least Preferred Co-worker is a statistic devised by Fielder to assess a leader's style. Fielder defined situational favourableness in terms of three experimentally derived dimensions:

- i. Leader-member connection---high if the leader is well-liked and respected by his or her subordinates.
- ii. Work structure—high if the task is extremely well-structured.
- iii. Leader's position power – high if the leader's position carries a lot of official authority and power.

If all three of these dimensions are high, the situation is advantageous to the leader (Fielder, 1993).

Rwanda needs to be rebuilt after the genocide there. During and after the conflict, many individuals left the nation to escape political and social unrest. Despite the political turmoil, the country had lofty restoration goals. Various government-led efforts have succeeded in altering the political and social climate in

the country. Rwanda's economy had risen to become one of Central Africa's most dynamic. Despite the fact that the majority of the population is impoverished, the government has managed to lower poverty rates. Between 2005 and 2010, the poverty rate dropped from 57% to 45%. Although the decrease is minor, it shows that Rwanda's tactics were successful. Rwanda has also made progress in decreasing gender disparities, with women making up approximately 64% of the Rwandan Parliament. "Never Again" was used as a catchphrase. A lack of access to critical resources, as well as countless injustices, led to the genocide. As a result, people have focused their efforts on reducing economic suffering, social unrest, and political and economic dependence on affluent countries. The country's political leadership says that the country can rise beyond poverty by concentrating on transformational leadership to provide a framework and overall direction. Long-term thinkers in government have reacted. Rwanda has modeled itself after Mauritius and Singapore, two successful countries. Both, like Rwanda, are small countries with limited natural resources that have successfully changed their economies. In the year 2000, Rwandan President Paul Kagame launched Vision 2020, a government-led growth plan. Its main objective is to transform Rwanda into a middle-income nation based on knowledge, reducing poverty and health problems while also uniting and democratizing the country. By 2020, the country will have achieved good governance, an efficient state, skilled human capital gained via education, health, and information technology, a robust private sector, world-class physical infrastructure, and modern agriculture and cattle (Gumusluoglu and Ilsev; 2006).

1.4 The Reconciliation Process after the War

Umuganda was one of the key objectives of the Rwandan government under President Paul Kagame. Umuganda is a self-help and cooperative culture in which communities band together to assist one another in rebuilding. After a terrible clash between the two ethnic groups, Umuganda was an attempt at reconciliation. This strategy proved successful in reuniting communities and revitalizing the entire country.

The National Unity and Reconciliation Commission was another strategy devised by the administration. This group was in charge of producing reports on how well individuals got along with one another. President Paul Kagame's plan to outlaw "genocidal ideology" and any hate speech includes this initiative. It also succeeded in bringing the communities together and allowing them to move ahead from their difficult history. Many more schemes were launched in an attempt to bring the country ahead by establishing political and government stability, as well as social and economic stability. Its "amazing improvements" in the production of coffee and tea have lifted many people out of poverty while simultaneously improving the economy. While issues persist, Rwanda is striving steadily but effectively to achieve complete stability and put the Rwandan Genocide behind it (Whewell, 2010).

1.5. Leadership, Governance and Socio-Economic and Political Development of Rwanda Under Paul Kagame

i. Economic Progress

Under Kagame's leadership, Rwanda's economy has advanced, with per-capita GDP (purchasing power parity) anticipated to reach \$2,214 in 2020, up from \$631 in 2000. The annual increase averaged 7% per year between 2000 and

2020. Kagame's economic plan focuses on liberalizing the economy, reducing red tape for businesses, and transforming the country from an agrarian to a knowledge-based economy (Reyntjens, 2013). Kagame had stated that Rwanda can emulate Singapore's economic achievements since 1960, and achieving middle-income status is one of the key goals of the Vision 2020 program. Internationally, the country is known for its well-functioning institutions and low levels of corruption (Thomson, 2011). Rwanda has limited natural resources, and its economy is mainly reliant on subsistence agriculture, with an estimated 90% of the working population involved in agriculture. The service industry has thrived under Kagame's administration (CIA World Fact Book, 2012). It surpassed agriculture as the country's largest economic sector in 2010, accounting for 43.6 percent of GDP. Banking and finance, wholesale and retail commerce, hotels and restaurants, transportation, storage, communication, insurance, real estate, business services, and public administration, including education and health, are all important tertiary contributors. Vision 2020 prioritizes information and communications technology (ICT), with the objective of converting Rwanda into an ICT center for Africa (Birakwate, 2012) (CIA World Fact Book, 2012). For that purpose, the government has finished a 2,300-kilometer (1,400-mile) fiber-optic telecommunications network that will enable broadband services and electronic commerce. Tourism is one of the country's fastest-growing economic resources, having overtaken agriculture as the biggest source of foreign cash in 2011. The World Bank's ease of doing business index places Rwanda high in numerous areas. Kagame established a dedicated unit to assess the economy and

suggest remedies to ease business in 2005, after the country was placed 158th on the Ease of Doing Business Index. As a result, in 2009, the country ranked first among reformers. In 2012, the country ranked 52nd out of 185 countries in the global ease of doing business index, and third out of 46 in Sub-Saharan Africa. The Rwanda Development Board claims that a firm may be authorized and registered in 24 hours, which places it seventh in the 2012 rankings for ease of starting a business (Reuters, (III) 2011). Rwanda's business climate and economy benefit from the country's minimal corruption; in 2010, Transparency International classified Rwanda as the eighth cleanest country in Sub-Saharan Africa and the sixty-sixth cleanest in the world.

Although Rwanda has also illegally exploited Congolese resources, which are vital to the country's economic well-being. Politics and economics are two different things. Illicit resource mining in the DRC contributed to 6.1 percent of Rwanda's GDP in 1999, according to Stefaan Marysse. In 2013, foreign aid accounted for about half of the budget and over 20% of GDP. The fruits of economic progress have disproportionately benefited the capital's elites, while rural areas have lagged behind. Although the government professes to have a privatization policy, it has really expanded state control over the economy through cooperating with businesses with close ties to the government and governing party (Grant, 2010).

ii. Education and Health

Kagame's government has made youth education a top priority, allocating 17% of its annual budget to the cause. The Rwandan government provides free education for twelve years in state-run schools: six years in elementary school

and six years in secondary school. Following a promise made by Kagame during his 2010 re-election campaign, the remaining three years of free education were implemented in 2012. Kagame attributes advances in tertiary education to his leadership; the number of institutions has expanded from one in 1994 to 29 in 2010, and the tertiary gross enrolment ratio has climbed from 4% in 2008 to 7% in 2011 (World Bank, 2012). From 1994 to 2009, secondary education was given in either French or English; since 2009, due to the country's growing relations with the East African Community and the Commonwealth of Nations, English has been the exclusive medium of teaching in public schools, beginning in primary school grade four. In 2009, the country's literacy rate, defined as those who can read and write at the age of 15, was 71 percent, up from 38 percent in 1978 and 58 percent in 1991 (McGreal, 2009)

Disease, such as malaria, pneumonia, and HIV/AIDS, dominate Rwanda's health profile. However, illness prevalence and death rates have decreased dramatically over the last decade, disease treatment continues to be hampered by a lack of supply or unavailability of key medicines. As one of the Vision 2020 initiatives, Kagame's administration is working to address the situation. (World Health Organization (I) 2009, p.5) It has increased funding, with health spending rising from 3.2 percent of total national spending in 1996 to 9.7 percent in 2008. It also established training institutes, such as the Kigali Health Institute (KHI), and passed legislation in 2008 making health insurance mandatory for all citizens; by 2010, almost 90% of the population was insured. During Kagame's leadership, these measures have contributed to a steady growth in healthcare quality and improvements in important indices. In

2010, 91 children died before reaching the age of five for every 1000 live births, down from 163 fatalities before the age of five for every thousand live births in 1990. Some illnesses are becoming less common, such as maternal and neonatal tetanus eradication and a significant decrease in malaria morbidity, death, and particular lethality (Kigali Health Institute, 2012). In 2011, the Rwandan government announced an eight-year US \$151.8 million project to train medical professionals in response to a dearth of competent people.

Kagame has received plaudits for Rwanda's reaction to the worldwide COVID-19 outbreak, which is still ongoing. Rwanda has one of the lowest infection and death rates in the world, despite having a relatively poor healthcare system, and is regarded as a success story (Bariyo, 2020). Rwanda's citizens are now the only African country whose citizens are allowed to travel throughout the Schengen Area for non-essential purposes. Rwanda's response has been criticized, particularly for restricting civil rights and individual freedoms (Beaubien, 2020).

iii. Women's participation in Politics

Rwanda has the highest percentage of female representation in the government of any country on the planet. In 2017, 49 women were elected to the lower house of parliament, accounting for more than half of its 80 members, while ten women were elected to the upper chamber, which has 26 seats. The Rwandan genocide in 1994 resulted in a high number of women in government, and the country has made great progress since then. Rwanda's genocide caused a shift in gender representation because, once the bloodshed stopped, women made up 70% of the surviving population. This was due to the genocide's habit of murdering

males and leaving women to live as sex slaves. Not only did the increased gender imbalance result in a rise in women's involvement in government, but the country also implemented quotas requiring women to make up 30% of candidates for public office. It's worth noting that the Rwandan government chose candidate quotas in political parties over seat reservations in parliament to enhance women's participation in government. According to research published in *Perspective on Politics* by Mala Htun, "Women and men belong to all political parties." Members of ethnic groupings, on the other hand, typically belong to one exclusively. The Rwandan government acknowledges the nonpartisan character of women in government by employing quotas. Because political parties are a cross-cutting group, and women have an active political presence across the political spectrum, the most effective method to increase their participation in government is to encourage their representation inside political parties. This strategic approach to enhancing women's involvement in the Rwandan government has resulted in record-breaking numbers of Rwandan women participating in political life and establishing positive models for young girls across the country (Alina Patrick;2019).

Rwanda is an excellent setting for studying women's engagement in post-conflict transitional justice and reconstruction efforts. Since the genocide and civil war ended in 1994, a variety of measures have been put in place to make it easier for women to participate in politics, including election quotas, women-specific political organizations, and legal amendments to formalize women's rights. These policies appear to have had an impact, as women were elected to political office in record

numbers in the 2013 elections, accounting for 51, or over 64 percent, of Rwanda's parliamentary seats. The purpose of post-conflict peace and state building is to increase women's involvement in public life. Women are increasingly being included in peace negotiations, transitional justice procedures, and post-conflict changes to political processes and public administration, as evidenced by a growing number of international policies and programming. Rwanda exemplifies some of the finest gender-equality reform approaches advocated by international organizations, while also serving as a cautionary story about how success is defined and assessed.

Rwandan women, who made up 70% of the population after the genocide, became household leaders, taking on chores typically performed by males, such as operating farms and restoring destroyed houses, all while feeding and providing for several dependents (p. 569). (Burnet 2012). Women fulfilled many of these duties while suffering from serious health problems and living in terrible poverty. The transitional administration adopted many adjustments to enhance women's legal and social standing in the first nine years after the genocide (1994–2003). These reforms, which are much too many to discuss here in detail, focused on the official legal recognition of women as citizens with certain rights, as well as improvements to political and administrative institutions. For example, the Matrimonial Regimes, Liberalities, and Successions Act² (the "Inheritance Law"), which was approved in November 1999, allowed Rwandan women to contract, have employment and bank accounts, and own and inherit property (Burnet 2008, 376–377; Katengwa 2010, 75). The Ministry of Gender, Family, and Social Affairs (MIGEGASO, later

renamed the Ministry of Gender and Women in Development [MIGEPROF]) was founded with the goal of "integrating gender analytical frameworks into all policies and legislation," as well as "educating and promoting those frameworks at all levels of government" (Burnet 2008, 367–368). The new Rwandan Constitution of 2003, which included electoral quotas, has become a symbol of Rwanda's dedication to women's rights. The 2003 Constitution's preamble formally recognizes equal rights for men and women, reserving 30% of all elected positions in official bodies such as the Cabinet, Parliament, and District Councils for women, as well as twenty-four indirect elected seats in Parliament (or the Chamber of Deputies) for women (Abbott and Rucogoza 2011). The Gender Monitoring Office is established by Article 185 of the Constitution to achieve "gender equality and complementarity" via impartial monitoring of public policy and administration. Women's capacity in public office is bolstered in a variety of ways, including "women's councils," which aim to "promote women's interests in development, advise local governance structures on women's issues, and teach women how to participate in politics" (Burnet 2008, 368), and the Forum for Women Parliamentarians, which provides support to women in elected office (Katengwa 2010). In terms of politics, RPF leader and Rwandan President Paul Kagame is considered to directly support the advancement of women's status in Rwanda, giving women's rights political clout.

iv. **Rwanda's Role in Regional Security**

Regional Safety and Security Rwanda is Africa's leading supplier of peacekeeping troops, and UN officials and funders admire its military expertise and devotion

to civilian safety. As part of a package of AU institutional changes that he spearheaded in 2016, President Kagame has worked to strengthen the financial viability of African-led stabilization operations. Rwanda has also intervened militarily in the DRC in the past, and is said to have offered support to rebel groups in the DRC and Burundi on several occasions. Its objectives may reflect national security concerns (e.g., a desire to combat DRC-based armed organizations led by people complicit in the 1994 genocide), ethnic solidarity (with Burundi's Tutsi minority and communities of Rwandan heritage in the DRC), and/or economic goals (e.g., involvement in resource smuggling in the DRC). (2009, Thomas and Turner).

After U.N. sanctions inspectors concluded that Rwanda was backing a DRC-based rebel organization known as the M23, Rwanda faced worldwide censure and donor funding cuts, especially from the United States and European nations.

Since Rwanda's troops first moved into the area in 1996, a variety of Rwandan-backed rebel groups have been active in eastern DRC. After an apparent decline in Rwandan aid, the M23 surrendered defeat in late 2013. Reports in 2015 and 2016 revealed Rwandan recruiting and training of Burundian refugees for a Burundi revolt, eliciting increased condemnation. Since then, Rwanda looks to have been less involved in regional crises, and DRC President Felix Tshisekedi has worked to improve relations with Rwanda since taking office in 2019. Rwanda refuted allegations made by UN sanctions inspectors in late 2020 that the Rwandan military had conducted operations in eastern DRC during the year, including some coordinated actions with Congolese troops. These actions, according to the

investigators, were a breach of the DRC's UN sanctions system, which forbids the providing of weaponry or military aid without prior notice. Relations between Rwanda, the Democratic Republic of the Congo, Uganda, and Burundi are still tense, with militia warfare and illegal resource exploitation serving as flashpoints. (Document S/2020/1283, United Nations, December 23, 2020).

Anti-government rebels from the Democratic Republic of the Congo's March 23 (M23) Movement, generally believed to have had Rwandan backing, during the conquest of Goma, the province capital in North Kivu, in November 2012. When Kagame took office in 2000, the Second Congo War, which began in 1998, was still continuing. Namibia, Angola, Zimbabwe, and Chad sent soldiers to help the Congolese government, while Rwanda, Uganda, and Burundi backed rebels. In 1999, the Rally for Congolese Democracy (RCD) was divided into two factions: RCD-Goma, which was backed by Rwanda, and RCD-Kisangani, which was backed by Uganda. Uganda also backed the MLC (Movement for the Liberation of Congo), a northern rebel force. All of these rebel factions were at odds with Kabila's Kinshasa administration, but they were also becoming more antagonistic towards one another. Various peace negotiations were organized, culminating in the signing of the Lusaka Ceasefire Agreement by Kabila, Kagame, and all other foreign countries in July 1999. The deal did not include the rebel organizations, so warfare continued. During the year 2000, the RPA remained extensively involved in the Congo War, conducting engagements in Kisangani against the Ugandan army and in Kasai and Katanga against Kabila's forces (Prunier 2009, p. 221). Kabila was killed inside his palace

in January 2001. His son Joseph was named president, and he quickly asserted his power by removing his father's cabinet and top army officers, forming a new administration, and participating in foreign relations. The new government sparked new peace talks, and in July 2002, Rwanda, Congo, and the other major participants reached an agreement in which all foreign troops would withdraw and RCD-Goma would enter a power-sharing transitional government with Joseph Kabila as interim president until elections could be held (Armbruster, 2003). Kagame's administration claimed at the end of 2002 that all uniformed Rwandan forces had departed Congolese territory, but a 2003 assessment by a UN team of experts refuted this claim. According to this study, the Rwandan army had a specific "Congo desk" that employed the armed forces to illegally take Congolese resources on a huge scale. Relations between Kagame and the Congolese government remained tight despite the agreement and subsequent truce. The Democratic Forces for the Liberation of Rwanda (FDLR), Rwandan Hutu insurgents fighting in North and South Kivu provinces, are blamed by Kagame for the DRC's failure to subdue them. Rwanda, according to Kabila, uses the Hutu as a "pretext for retaining its dominance and influence in the region." Since 2004, there has been persistent fighting in Congo's eastern regions, with Kagame supporting two main insurgencies. This featured a significant uprising headed by Congolese Tutsi Laurent Nkunda from 2005 to 2009, as well as a revolt led by Bosco Ntaganda of the March 23 Movement (M23) commencing in 2012. According to a leaked UN report from 2012, Kagame's defense minister, James Kabarebe, is effectively the M23's commander. Since 2016, when Kagame met with Kabila in

Gisenyi for a bilateral meeting, relations have improved. When Félix Tshisekedi was elected president of the DRC in 2019, Kagame, who was the AU chairman at the time, unsuccessfully sought an AU inquiry of the election. Despite this, after Tshisekedi's victory, he has formed a strong friendship with him, holding summits in both Kinshasa and Kigali. Rwandan army are still engaged in the Kivu regions as of 2020, according to Kagame. RDF soldiers have been spotted in the DRC, according to Congolese authorities such as Walikale member of parliament Juvénal Munubo and civilians, although Kagame has continuously denied these accusations (Piel and Tilouine, 2016).

v. **Rwanda's Role in International Peacekeeping**

Following Rwanda's independence and the Rwanda Patriotic Army's stoppage of the Tutsi Genocide in 1994, Rwanda has made significant efforts to ensure the security and safety of the country's territory by establishing competent and professional security organizations. The country is widely regarded as one of the safest on the continent, and its outstanding commitment to international peacekeeping efforts has given it the distinction of being the origin of the infamous "Kigali Principle" on civilian protection. Since 2004, Rwanda has been the UN's sixth largest soldier and police contributor, with approximately 4,000 troops, 400 police (150 female officers), and 13 military observers serving. Rwanda is also the country with the largest proportion of female police officers, and the highest proportion of female police officers in Africa. Rwandan troops and police officers are deployed to seven UN missions, including the African Union-United

Nations Hybrid Operation in Darfur (UNAMID), where Rwanda was the first country to send peacekeepers; the United Nations Mission in South Sudan (UNMISS); the United Nations Stabilization Mission in Haiti (MINUSTAH); the United Nations Mission in Liberia (UNMIL); the United Nations Interim Security Force in Abyei (UNISFA); and the United Nations Integrated Peace-Building (UNIOGBIS). The 2018 Gallup Global Law and Order study classified Rwanda as the second safest country in Africa, with 83 percent of inhabitants expressing trust in the local police force. The Rwanda Police Services were also named second best in Africa by the International Police Science Association (IPSA) and the Institute for Economics and Peace (IEP). Rwanda is also the UN's sixth largest troop and police contributor, with over 4,000 troops, 400 police officers (150 women), and 13 military observers serving since 2004.

The governments of Rwanda, Italy, the Netherlands, Uruguay, and Uganda have agreed on a voluntary set of principles on the protection of civilians in peacekeeping following a High-Level International Conference on Civilian Protection in Kigali in May 2015. The Kigali Principles state that civilian protection is the most important purpose of peacekeeping, and that successful civilian protection necessitates adequately trained soldiers, suitable equipment, and a strong political commitment.

The Kigali Principles indicate the signatories' joint resolve to further their efforts in peacekeeping missions to alleviate the tragic fate of people in violent conflicts. We want other major troop-contributing nations to join us in embracing these principles in order to improve our combined efforts to reduce

suffering and promote peace across the world. (www.gov.rw)

1.6 Rwandan Political and Leadership Challenges

Despite Rwanda's above-mentioned political, economic, and structural gains during the previous two decades, obstacles and concerns persist. Some of these issues include:

- a. Paul Kagame and the Rwandan Patriotic Front's authoritarian leadership; The ruling Rwandan Patriotic Front (RPF) and President Paul Kagame continued to exert control over Rwanda's political landscape, with political opposition leaders being intimidated and silenced, arrested, or forced into exile. Following Kagame's re-election with 98.8% of the vote in the 2017 presidential elections, the RPF achieved a landslide victory in parliamentary elections in September. A vote in 2015 altered the constitution, allowing Kagame to seek another term. The United Nations Subcommittee on Torture Prevention (SPT) postponed its visit to Rwanda in July owing to a lack of cooperation from Rwandan authorities, marking the first time the SPT has canceled a visit in 11 years. A report on police killings of Congolese refugees in the Western Province has yet to be released by the National Commission for Human Rights.
- b. Civil society repression; Civil society groups, local and foreign media, international human rights organizations, and political opponents are unable to independently question government policies. A Human Rights Watch researcher was denied admission to the country in January 2018. A Rwandan Human Rights Watch specialist was detained and imprisoned for six days in the same month, with the first twelve hours spent incommunicado.
- c. Restrictions on press freedom; while

some private radio stations occasionally carried programs on "sensitive" topics, the majority of print and broadcast media remained dominated by pro-government viewpoints. Because of intimidation, threats, and indictments in prior years, most journalists were unable or unwilling to participate in investigative reporting on politically sensitive matters, and they rarely questioned government policy.

- d. Human rights concerns; Independent civil society groups have become very weak as a result of years of governmental intimidation and intervention, and few document and expose state-sanctioned human rights violations. The BBC's Kinyarwanda service, for example, remained suspended, as it had been since 2014.
- e. Ongoing ethnic and religious disputes and tensions between Paul Kagame's Tutsi-dominated administration and the Hutu-dominated opposition.

1.7 Conclusion and Recommendations

This case study shows a success story in which effective leadership and capacity building were key factors in accomplishing development goals. The administration has put in place frameworks for promoting national growth and coordinating reform initiatives across the board. It has developed a well-defined long-term reform strategy that guides the country's short-term development objectives. Rwanda's success story serves as a model for other African governments seeking economic development and political peace. The Rwandan government has also made it exceedingly easy for investors to enter the nation, resulting in

an increase in foreign direct investment. By expediting legal processes for beginning, operating, and ending a business, the Rwandan government has sought to accommodate the demands of investors, small and medium-sized businesses, and others.

In summary, despite these accomplishments, some political and social issues remain unresolved. The crisis in neighboring Congo, as well as the Kigali government's persistent support for armed rebels, continue to dominate the international narrative, while human rights violations and the persecution of opposition leaders continue to tarnish Rwanda's leader's political image. To address these issues, the government should do more to protect minority rights, end repression of the press and political opponents, and increase investment in education, health care, and infrastructure.

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