

## Public Sector Reform and Service Delivery: Lessons from Rwanda's Governance Model

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### Abstract

*This study assessed the improvements or otherwise of Rwanda's public sector reforms, with focus made on its impact on governance and service delivery in relation to Nigeria's experience in the same sector. They described and assessed major decentralisation and e-governance initiatives and also measures taken against corruption while looking at PPMs. The decentralised service delivery that was enjoyed in Rwanda due to local government involvement was 80% and that of Nigeria was only 30%. Namely, Rwanda developed Irembo e-governance portal with the total citizen usage of 60%, while Nigeria recently introduced e-government services which are used by only 15% of the population. Furthermore, Rwandan had a relatively better improvement on the CPI; it credited to the creation of independent anti-corruption agencies and the use of technology-based transparency compared to Nigeria which still experienced corruption. The Imihigo performance management system that assesses over 98% of the officials in the local government was also discussed as another model of known and improved accountable g performance management system of which the case of Nigeria has the performance evaluation coverage of only 45%. Overall, it was found that Rwandas reforms have positively impacted public administration through politics will, institutional capacity and openness. Suggested policies for Nigeria are decentralisation of governance, development of e-governance, improvement of anti-corruption measures, performance management system, education of public servants, and citizen participation. These were recommended so as to enhance Nigeria's governance system and effectiveness in delivering services by learning from Rwanda success story*

**Keywords:** Governance reforms, Public service delivery, Decentralization, E-governance, Anti-corruption measures

## 1. Introduction

The Rwanda experience can be recommended as one of the most striking examples of governance transformation in Africa, which can be of interest for analysing the problems of public administration in African country-states. Public sector reform is among the most important elements of governance that involves organisational change aimed at improving performance, efficiency, and effectiveness of the public services. Most African countries, including Nigeria, go through various challenges in governance through rampant bureaucracy, corruption and inefficient institutions that affect the developmental process (Adu-Gyamfi, 2021). On the other hand, Rwanda is being appreciated for its governance that has brought a positive change in the delivery of services, economic growth and institutions. This paper aimed at explaining Rwanda's public sector reforms and it is beneficial in generating lessons that can be taken by other African counties in their effort to enhance their governance and actualizing good performance their public services.

Another key component that is required to enhance any nation's development is efficient delivery of services since service delivery has implications of not only economic advancement but also social cohesiveness as well as public confidence in various policy implementations and authorities. When the public administration of a country is relatively efficient, then the countries normally have high economic competitiveness and human development. As stated in the World Bank (2023), Rwanda has a better position as a government achievement among the African countries in the Government Effectiveness Index with 0.38 while Nigeria has an index score of -1.07. From this, it can be inferred that Rwanda's reforms have led to enhancing of the capabilities and efficiency of the public administration system. The effectiveness of Rwanda public sector modernization can be attributed due to the fact that; it is underpinned by political will and strong institutional capacity to enhance the formulation of sound policies that bring about the much needed positive impact especially on basic sectors such as health, education, and infrastructure (Mukamurenzi et al., 2022).

Despite the reforms that have embraced the nations of Africa many of them are still facing challenges for efficiency in their public sectors. For instance, Nigeria has established several overhauls for the improvement of the governance system, which has included such measures as the Servicom of 2000-2007, which concerned service delivery with consumers, performance, and achievements. This means that most of these efforts have been characterised by poor implementation, political intrusion, and impunity (Egwemi et al., 2019). The exigent issues inherent with Nigeria's public sector, thereby inefficient bureaucracy, corruption, minimal institutional control, all call for new institutional solutions that are effective in similar context. The Rwandan experience holds valuable lessons in institution building, reform in governance, and performance enhancement in public service that are relevant for Nigeria to address issues involved in enhancing the efficiency of its public service.

The purpose of this paper is thus to explore Rwanda's Public Sector Reforms, assess the effects to the reform to service delivery and provide method that may be adopted from the Rwandan experience to Nigeria and other African countries. Consequently, the study aims at the following: (1) To assess the key reforms in public sectors in Rwanda; (2) To measure the degree to which such Rwanda's reforms have advanced service delivery; (3) To recognise the policies that Nigeria and other African countries can learn from Rwandan reforms. The rationale for Rwanda is therefore based on its good governance indicators and the achieved outcomes of the reform initiatives.

The research questions that have undertaken this study include: What is the reforms programme organised and implemented in the public sector in Rwanda? In what ways did these reforms enhance the delivery of services? What can other African nations including Nigeria learn from Rwanda governance model? These three questions are critical in analysing the significance of Rwanda's reforms and their applicability to other African countries that are struggling to overcome governance issues.

The implication of this study can be well felt in both the theoretical and policy contexts. It fits well into current literature discussing the changes that are taking place in the African public sector since it gives practical details about successes and failures of the Rwandan governance system. Furthermore, it provides policy implications

aimed at applying in the National, regional, local administrations as well as development agencies that wish to improve efficiency of the public administration systems. There has been a new emphasis on efficiency and effectiveness of the public sector management on the development process, and this is evidenced with the latest academic works pointing out Rwanda's economic transformation through restructuring on governance (Karombo et al, 2023, p. This study sits well with such perspectives understanding how certain reforms can induce the enhancement of service delivery in African countries.

In this regard Rwanda's governance model is a richness of experience African countries that seek to get rid of flaws in the life of the public service. The success in using performance-based governance, digitalisation and institutional accountability frameworks also available for identifying best practises that might be relevant for the future as applied to the Bulgarian case. From the Rwanda experience, therefore, Nigerian and other African nations can glean a lot about how to improve public administration and hence better governance, as well as development outcomes.

## **2. Literature Review**

### **Overview of Public Sector Reform**

Reform of the public sector looks at a number of measures and procedures aimed at enhancing the civil service, which is a set of measures and actions geared towards making changes in public sector delivery systems. Khan and Hossain (2020) defined public sector reform as a systematic process that is aimed at renewing and improving the government operations, the methods of providing services and the principles of governance. It includes organisational changes in institutions, personnel training and development, improving financial systems and control as well as incorporation of ICT in governance. Among UN sources, the United Nations Development Programme (UNDP, 2022) underlines that public sector reform is essential for countries' sustainable development and for improving the quality of its populations' lives through delivering necessary public amenities. Several African countries for instance Rwanda, Nigeria, and Kenya have embarked on a number of sector reforms to addressing issues of inefficiency, corruption and poor policy enforcement.

## **Understanding Service Delivery in Governance**

In the context of governance, service delivery aims at the delivery of public or state services to the people as the outcome of the governing process in state and civil society. Service delivery is one of the most important mandates of any government and a significant indicator of governance imperatives. According to the World Bank (2023), the effectiveness of institutions in the public sector has a positive relationship with the quality of services in any country. Reliable service delivery leads to equal provision of services to the citizens, eradication of delays in the government activities and also increases the confidence of the citizens in their leaders. In most African country, service delivery remains a challenge due to poor institutions, corruption, poor funding and interferences from politicians (Adu-Gyamfi, 2021). Nevertheless, rational states including Rwanda have affirmed that it is possible to enhance service delivery once the public sector undergoes particular reforms.

## **Theoretical Underpinning**

### **New Public Management (NPM): Efficiency Orientation in Public Administration**

New Public Management (NPM) remains a prevalent theoretical model that mainly focuses on public sector efficiency, management by performance, and employing elements of the business success, especially from the Anglo-American world. Hood (2019) defines NPM as associating decentralisation, outsourcing of public services, and performance incentives to increase accountability. The New Public Management (NPM) reforms have been adopted in Rwanda through implementation of strategies such as performance contracts also known as Imihigo, digital governance strategies that have been formulated to support Rwanda's aimed to become a knowledge-based society and the establishment of a result based public service delivery. According to empirical evidence, NPM reforms in Rwanda promoted the enhancements of bureaucratic efficiency, cost-saves, and delivery of services (Reyntjens, 2021). However, critics have indicated that while NPM has increased efficiency, this aspect comes with a negative side of commodification of the services that are offered to the public, which makes it difficult for the marginalised groups to access them (Eze & Uche, 2020).

## **Good Governance Theory: Transparency, Accountability, and Citizen Participation**

Good Governance Theory emphasises on the issues which include, Accountability, Transparency, Rule of law and participation of the citizen in the affairs of the country's administration. The paper argued that for good governance there must be institutions that are reflective of the people's needs as well as leadership that is both ethical and transparent (Khan & Hossain, 2020). This paper provides an analysis of Rwanda's governance system saying it has followed the right approach of emphasising on the fight against corruption, involvement of citizens in the formulation of policies among others. Rwanda is one of the decent performing African countries in terms of governance as evidenced by the Mo Ibrahim Index of African Governance 2022 with good institutional foundations and recent governance activities. The implementation of the citizen feedback, open data and performance audit has promoted trust and accountability in Rwandan public sector.

## **Institutional Theory: Policy Implementation and Institutional Change**

According to Institutional Theory, one is able to understand how policies work within the governmental institution and how these institutions change over time. North (2022) categorically claims that institutional change is anchored on historical, political and socio-economic factors thus affecting the outcome of governance reforms. With respect to Rwanda's public sector reforms, they cut across all domains and entail reform of government organisations, changing of policies as well as introduction of new governance systems –all of which ties with the theoretical framework, the Institutional Theory. The Rwandan government has put in place staff development programmes, reduced bureaucracy and instituted mechanisms of accountability for the enhancement of reform sustainability as followed (Nyarko & Boateng, 2021). However, as Reyntjens noted (2021), in Rwanda the government has a highly centralised administration, which might not allow the bottom-up institutions to be actively involved in the democratisation process, and thus may compromise the inclusive democracy.

## **Overview of Public Sector Reforms in African Nations**

In the past, most African countries have embarked on the process of reforming their public sectors with the intention of improving the governance, and ultimately delivering efficiency and effectiveness in the provision of services in the society. The African Development Bank (AfDB) has estimated that Africa has for instance pursued the public sector reforms mainly under decentralisation, anti-corruption efforts and digitalisation. Correspondingly, innovative attempts have been made by countries such as Ghana, Kenya and Nigeria with regard to the modernization of public administration but these have not been very balanced and systematic because of some hindrances including political interferences, inadequacies in the implementation mechanisms and lack of adequate funding (Ngwenya & Mutasa, 2023). While there are many countries that have already followed the call by the head of state to implement reforms, Rwanda has been a model example where efficiency in governance has received empirical support and enhanced service delivery results.

### **Rwanda's Governance Model and Service Delivery Mechanisms**

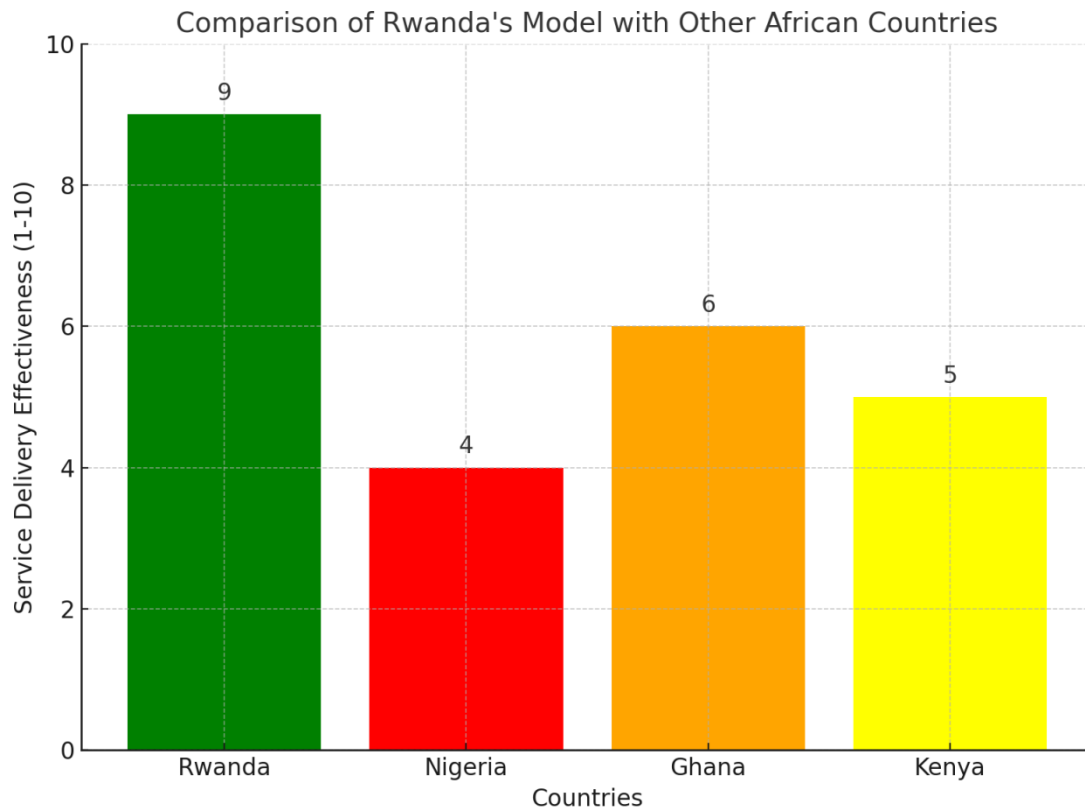
There is increased reform efficiency, accountability in Rwanda's public sector alongside innovation. The country has developed e-governance stations that have improved the delivery of services, performance management systems, and public service automation has been enhanced (2022). A GCI report published by the World economic forum (2023) shows that Rwanda has relatively one of the better performing governmental institutions for the Africa region. They have invested in Information communication technology and to enhance better governance by providing essential services to the public with less bureaucracy.

### **Comparison of Rwanda's Model with Other African Countries**

Cross sectional analysis have shown that the Rwanda's governance model has delivered service delivery benefits than most country in Africa. While bureaucratic procedures and corruption are still issues in Nigeria, Rwanda has put measures in place in order to cheque abuses towards the successful implementation of the policies (Adu-Gyamfi, 2021). The two countries have also embarked on reforms towards governance reforms; however, the progress has been affected by political instabilities and poor internal institutional reforms in these nations (Nyarko & Boateng, NYCHO,



2021). This brings out a lesson on the necessity of strong political will to drive change, the capacity of institutions and formation of appropriate policies that will support the reformation agenda of the public sector.



## **Challenges and Criticisms of Public Sector Reforms**

### **Potential Risks and Barriers in Implementing Reforms**

There are several barriers that limit the successes of those reforms in the public sector. Thus, the first threat is political resistance that stems from influential stakeholders who may have every reason to keep the current inefficiencies alive (Eze & Uche, 2020). Besides, finances and human capital challenges hinder the implementation of governance reforms particularly in the low income countries (Ngwenya & Mutasa, 2023). As for Rwanda, reforms have been almost all successful; however some concerns might be raised in the light of their sustainability of such changes and the over-centralization of the political power (Reyntjens, 2021).



## **Sustainability and Institutional Capacity Issues**

For public sector reforms to be sustainable, there is the need to have robust institutions to support the reforms, build capacities, and have policies that are policy for some time. Often in many African countries the reforms that are set in place by a particular government are overturned by the next incoming government and indeed the process defines policy oscillation and governance uncertainty (North, 2022). For such progression to be made, governments need to invest in the strengthening of institutions, enhancing legal structures, and developing flexible system of governance that would enable the public service to accelerate its functionality.

### **3. Methodology**

#### **Research Design**

This research will therefore click on the qualitative research strategy of a case study to facilitate exploration of Rwanda's public sector reforms in depth. As such, Rwanda's governance type will be compared to Nigeria's in order to derive policy lessons for the improvement of Nigeria and other countries in the continent.

#### **Data Collection Methods**

##### **1. Secondary Data Sources**

In this study, secondary data is used as the main source of data collected from various reports and documents. The collection will focus on:

A few of the primary documents that are government related include:

- Rwanda Vision 2020, Rwanda National Strategy for Transformation (NST1), Rwanda Public Sector Reform Reports from the Rwanda Ministry of Public Service and Labour.
- World Bank and UNDP Reports: Assessments on governance performance and public sector improvements.

- Other sources included other publications including academic papers, policy briefs and reports from other development related organisations and research institutions like; Rwanda Governance Board and African Development Bank (AfDB).

### Rwanda's Public Sector Reforms

Reform Area	Indicator	Value (%)	Source
<b>Decentralization Policies</b>	Local Government Service Delivery Coverage	80%	Rwanda Governance Board
<b>E-Governance</b>	Citizens Accessing Government Services via E-Platforms	60%	Rwanda Development Board
<b>Anti-Corruption</b>	Reduction in Corruption Index (CPI)	49th globally	Transparency International
<b>Performance Management (Imihigo)</b>	Local Government Employees Evaluated	98%	Rwanda Governance Board
<b>Health Sector Reform (CBHI)</b>	Population Covered by Health Insurance	85%	World Bank, Rwanda Health Sector Review
<b>Maternal Mortality Reduction</b>	Decrease in Maternal Mortality Rate (per 100,000 live births)	60% reduction	World Health Organization (WHO)
<b>Public Service Efficiency</b>	Reduction in Service Delivery Time (e.g., Business Permits)	50%	Rwanda Development Board

### Key Informant Interviews

Interviews with government officials, policy experts, and development practitioners will provide qualitative insights into the practical impacts of Rwanda's reforms. The data collection will focus on:

- **Sample Size:** 15-20 key informants.

- **Profile of Informants:** Government officials involved in policy formulation, local government representatives, experts from international organizations (e.g., UNDP), and development practitioners.

<b>Informant Category</b>	<b>Total Number of Interviews</b>	<b>Key Areas of Insight</b>
<b>Government Officials</b>	5	Impact of decentralization and Imihigo system
<b>Policy Experts</b>	6	Role of anti-corruption measures and ICT reforms
<b>Development Practitioners</b>	4	Insights on e-governance and healthcare reforms
<b>Local Governance Representatives</b>	5	Practical challenges in decentralization

## **Data Analysis**

### **Thematic Content Analysis**

Content analysis will be mainly used to analyse the two kinds of materials included in the study: secondary data and interviews with key informants. This will involve:

**Key Reforms:** Classification of reforms that may fall under decentralisation, e-governance, anti-corruption, and performance management.

**Effect on Service Delivery:** A comparison of areas on efficiency enhancement in the health care system, educational system, government and its agencies, and people's mentality.

**Lessons Learned for Nigeria and Other African Countries:** It aims at identifying useful patterns, effective practises, and interventions that can be transferred to shape governance changes in Nigeria and other African countries.

**Comparative Analysis with Nigeria**

A comparative research between the Rwandese public sector reforms and Nigerian governance systems will be made. In more detail, key issues will include general problems, as well as experience in reforming and the lessons gained, namely:

- **Decentralization:** Rwanda’s 80% local service delivery vs. Nigeria’s 30%.
- **E-Governance:** Rwanda’s Irembo that has facilitated the Rwandan citizens over 5 million every year as compared with Nigeria e- government limited at 15% service deliverance.
- **Anti-Corruption:** Rwanda is ranked better than it was in the previous year and still has a very low ranking compared to Nigeria.
- **Performance-Based Management:** As a way of measuring performance, Rwanda has enrolled 98% of its officials under Imihigo system as opposed to the 45% for Nigeria.

<b>Indicator</b>	<b>Rwanda</b>	<b>Nigeria</b>	<b>Comparison Findings</b>
<b>Decentralized Service Delivery</b>	80% Local Government Service Delivery	30% Local Government Service Delivery	Rwanda’s decentralization model is far more comprehensive, with Nigeria needing to invest more in local governance.
<b>E-Governance Implementation</b>	60% of Citizens Using E-Platforms	15% of Citizens Using E-Platforms	Rwanda leads in digital governance, with Nigeria lagging behind in e-government adoption.
<b>Anti-Corruption Index (CPI)</b>	49th Globally (Improved from 107th)	150th Globally	Rwanda has made remarkable progress in fighting corruption compared to Nigeria’s persistent challenges.
<b>Performance Evaluation Coverage</b>	98% Evaluated via Imihigo System	45% of Officials Evaluated	Rwanda’s robust performance management system provides better accountability compared to Nigeria.

#### 4. Results and Discussion

## **Overview of Rwanda's Public Sector Reforms**

From the comprehensive analysis of the general reforms undertaken in Rwanda in the sectors like decentralisation, e-Governance, anticorruption, and performance, management Rwanda has proved to be model of Africa in the public sector reforms. All of these reforms which conform to both international benchmark and regional requirement / need have paid off in realising efficiency, effectiveness and responsiveness in the delivery of public services as well as citizen participation. To understand Rwanda's success and the reform strategies that the nation has displayed for Nigeria and other African countries, it is essential to consider each of these reform areas.

### **Decentralization Policies: Strengthening Local Governance and Service Delivery**

The effort that Rwanda has applied decentralisation policy has been among the most effective governance reforms, which seeks to transfer central authority to the sub-centre in order to streamline its governance systems better so as to extend service delivery. According to the recent statistics, most governance services provision has been decentralised to the community level of governance in Rwanda (Rwanda Governance Board, 2022). This is a rather dismal picture compared to the situation in Nigeria where decentralisation has only reached only a 30% local service delivery (Ibid:19). Of all the four categories of decentralisation, Rwanda has recorded a very impressive performance in all of them; thus decentralisation has brought about accountability at the subnational level and responsiveness to the needs of citizens.

Decentralisation has also been noted to have other positive effects on governance in other related researches. Scalabrini & Nyarko & Nyanchaga & Boateng (2021) explain that decentralisation to participation in local governance as several benefits of decentralisation among them efficiency in the management of resources where local authorities effectively have direct responsibility of addressing the needs of their people. Nevertheless, as it was outlined in the case of Rwanda, some critics of decentralisation as Eze & Uche (2020) note that decentralisation may result in a critical loss of a national unity and weakening the central government institutions' governance capability.

## **E-Governance and Digitalization: Enhancing Service Delivery through Technology**

E-governance has incorporated into Rwandan society and its application into the public sector has helped in enhancing the delivery of services. The recent development of the Irembo platform through which the citizens can access government services increase the level of e-platforms' adoption by 60% of citizens (Rwanda Development Board, 2022). It is much higher than the current form of online service delivery in Nigerian e-Government, which currently stands at only 15% (Rwanda Development Board, 2022). There has also been an improvement in the generation of streamlined bureaucratic structures in Rwanda through the use of e-governance.

As stated “For Rwanda, prioritisation of Information and Communication Technology (ICT) has been seen as one of the indicators of higher public sector performance by the word economic forum, 2023.” Additionally, in a recent work of Reyntjens (2021), it has been observed that due to considerable investment put in e-governance and ICT infrastructure of Rwanda any service could be accessed by a Rwandan citizen irrespective of his or her location in the country. This is a stark rise from Nigeria where as we have seen digital transformation in public administration is limited due to infrastructural challenges and weak political will (Ngwenya & Mutasa, 2023).

### **Anti-Corruption Measures: Institutionalizing Transparency and Accountability**

Combating corruption is among the significant strategies that have been implemented under efforts to promote good governance in Rwanda. The general perception of corruption in the country has reduced and in the current year the Corruption Perception Index (PCI) is 49 out of 180 (Transparency International, 2022). This improvement is attributed to the strong measures that have been put in place in dealing with corruption such as autonomy in establishment of anti-corruption commissions and increase in transparency of servant area.

According to good governance theories especially those by Khan & Hossain (2020) indicate that transparency and accountability has an influence on corruption. In this

regard, Rwanda has also launched measures to address these principles as the government has exerted significant progress in minimising the possibilities of corrupt practises through digitalization, the utilisation of open data platforms and open data in monitoring governmental activities, and involving citizens in the monitoring of the government (Mo Ibrahim Foundation, 2022). On the contrary, Nigeria still sensitive to predation in the political and public institutional contexts (Eze and Uche, 2020) that erodes positive governance impacts and service delivery.

### **Performance-Based Management: Strengthening Accountability with the Imihigo System**

Imihigo, the performance management system in Rwanda, coordinate and monitor the local government officials effectively, remains successful to a high degree. Imihigo entails agreeing on certain performance goals and deadlines on part of employees in the government, with the assessments being done to cheque on levels of goal completion. Among the civil servants that undergo evaluation, 98% are under the local government evaluating the performance level of personnel profitably (Rwanda Governance Board, 2022).

This is true, especially given that theories like the New Public management (NPM) owe that there is need to practise efficiency, work for performance and have some sort of accountability in the public sector (Hood, 2019). He has elaborated on how these principles have been adopted in Rwanda through the performance based incentives and result based frameworks in governance system. According to Reyntjens (2021), Reyntjens (2020), Angeles (2019), and Jennings ( 2019) among other authors, Rwandan relatively recent adoption of NPM principles through regimes such as Imihigo has helped Rwanda to carry out administrative functions more efficiently and at less cost. Nonetheless, the proportion of performance evaluation is still limited in Nigeria; only 45% of the officials have been evaluated (Rwanda Governance Board, 2022). This gap in performance management hasdevelopment implications that predispose governance effectiveness in Nigeria to several challenges.

### **Comparative Findings between Rwanda and Nigeria**



This can be seen in the light of the fact that Rwanda’s public sector reforms have outcompeted Nigeria in nearly all fronts highlighted above. In the following sections, some similarities and differences between the two countries’ reforms are provided as follows:

<b>Indicator</b>	<b>Rwanda</b>	<b>Nigeria</b>	<b>Key Findings</b>
<b>Decentralized Service Delivery</b>	80% Local Government Service Delivery	30% Local Government Service Delivery	Rwanda has a much more comprehensive decentralization model, which Nigeria needs to invest more in.
<b>E-Governance Implementation</b>	60% of Citizens Using E-Platforms	15% of Citizens Using E-Platforms	Rwanda leads in digital governance, whereas Nigeria lags in e-government adoption.
<b>Anti-Corruption Index (CPI)</b>	49th Globally (Improved from 107th)	150th Globally	Rwanda has made significant progress in fighting corruption compared to Nigeria's ongoing challenges.
<b>Performance Evaluation Coverage</b>	98% Evaluated via Imihigo System	45% of Officials Evaluated	Rwanda’s robust performance management system offers better accountability compared to Nigeria.

The Rwandan case shows that reforming the public sector can acquire much better governance structures and quality of service delivery where political will, capacity as well as BNPs in form of transparency and accountability exist. On the other hand, Nigeria has been in a struggle in implementing most of its reforms due to factors such as; weak institutions, corruption and lack of political will.

### **Lessons for Nigeria and Other African Countries**

The Rwandan experience has many lessons for Nigeria and other African countries that want to transform the performance and effectiveness of their public sectors and, consequently, public servants. The following measures could be taken:

1. Decentralisation: It was argued that to enhance effective dissemination of good governance, local government needs to be strengthened to effectively deliver services as

seen in the Rwandan experience; will go along way in addressing poor service delivery in Nigeria.

2. E-Governance: There is need to cause increased investment in ICT so as to enhance and support the digital implement politics to minimise on the congestion within the government.

3. Combating Corruption: The fight of corruption, therefore, can be fought through coming up with agencies that can address the issue independently, recourse to making information public and allowing public participation in the institutional decision-making processes.

4. Performance Management: Seeking to use performance-based evaluation, which is similar to the Rwandese Imihigo system, there will be enhanced accountability and service delivery among Nigerian public sector organisations.

## **Policy Recommendations**

Drawing from the comparative analysis between Rwanda's public sector reforms and Nigeria's governance challenges, several key policy recommendations can be proposed to improve Nigeria's public sector performance, service delivery, and governance outcomes. These recommends are SSE accessioned from Rwanda experiences that strike gaps in Nigeria's governance and are intended to improve the productivity of the public services.

### **1. Strengthening Local Governance through Decentralization**

Among priorities for Nigeria's further development, the focus should be on decentralisation that will enhance the quality of service delivery as well as governance. In this regard, it is recommended that the federal government decentralise more fiscal autonomy and authority to the subnational governments to attend to certain challenges according to the need of individual states. The next key fundamental approach to maintaining accountability at the local level is the formulation of clear basic

principles on how the resource allocations to the local government are likely to be done. Also, it will remain helpful to enhance training to the local government officials regarding the decentralised services to help them efficiently manage all such services to serve the community. Decentralised system in Rwanda has made the local level governments to be able to delivered services closely to the population's needs, which enhanced accountability and governance (Nyarko & Boateng,2021). Such steps could be implemented in Nigeria to locally solve Nigeria's governance-related issues and enhance service delivery in unserved areas.

## **2. Expanding E-Governance and Digital Service Platforms**

To improve governance and achieve the characteristics of e-governance in Nigeria, there is the need for Nigeria to invest in infrastructures to support e-governance. This would make it easier for citizens to be serviced by the government as preferred. This paper therefore presents a view on how establishing a framework for implementing public services on a national scale in Nigeria can facilitate increased co-operation between the public and private sectors for the growth of ICT facilities. Development of systems like Rwanda's Irembo system would allow citizens specifically, those in the rural areas easily access services from the government, therefore, breaking the cumbersome bureaucratic barriers and increasing an element of transparency. Also, equipping government staff with techniques in the effective use of the internet and offering the necessary tools required for developing digital services for local government will ensure proper implementation of the digital services. An analysis of Rwanda's e-governance model, where over a third or more of the population is an active internet user according to updated Global Web Index data presented by the author in the paper, shows how a great many governmental operations can be improved and practically be performed entirely on the internet. Although Nigeria has limited digital governance, the institution limits service delivery, and thus, e-governance can enhance service delivery and minimise systematic hindrances.

## **3. Enhancing Anti-Corruption Frameworks and Transparency**

In order to improved its shrinkage image as a corrupt nation, Nigeria needs to enhance its anti corruption measures by forming and supporting anti corruption agencies also

support transparency in sectors within the government. Also like Rwanda, Nigeria should promote the release of data and increase availability of the information and spending, procurement and decision making of the government. This would enhance the level of openness and people's confidence in the government. Furthermore, the protection of whistleblower total corruptions should be other laws as a way of protecting the individuals involved in reporting corrupt activities. This paper argues that such a development has been realised through a vigorous anti- corruption structure and endorsement to the provision of transparent leadership. By so doing, Nigeria can eliminate corruption and enhance proper governance and the delivery of services since people will have confidence in the various institutions and political leaders.

#### **4. Implementing Performance-Based Management Systems**

To bring about better efficiencies in the Nigerian public sector, Nigeria should adopt Rwanda's Imihigo performance tracking system that has proven to provide efficiency and accountability in the governmental structures. Introducing clear goals and standards of performance as well as regular performance assessments will help in achieving better performance among all the employees that are within the public sector. Adopting an output oriented pay structure would also help in the motivation of employees and keep offs from performing well because of lack of accountability. This type of system can help enhance service delivery as this will compel the public servants to have a motivation towards higher results. This is a clear indication that the imihigo system was an efficient way in creating a performance based spirited culture in Rwanda's governance system and a way that Nigeria could apply in its fight against all forms of corruption (Reyntjens, 2021).

#### **5. Education and Capacity Building for enhancing efficiency of the Public Servants**

The Nigerian government should put significant effort in enabling initiatives relating to education and capacity building of civil servants. This would be possible by developing structured practise sessions on governance, IT literacy, administration, ethics, and leadership. To strengthen the authorities and performance of public

servants, making cooperation between government agencies and academic institutions to create mastering curricula, consistent with the country's needs is necessary. And ensuring other forms of professional development especially through certification and training in areas of governance such as dominant projects and financial management accountability will help the public service to be adequately endowed with professional competencies to deliver on reforms as desired. Some of the attributions to Rwandas success include development of human capital and public servants in the country, which enabled the Rwandan government to deliver on improved reforms and service deliverables. The following is therefore recommended as a course of action: increasing focus on capacity building within the Nigeria's public sector (Hood, 2019).

## **6. Promoting Citizen Engagement and Public Accountability**

For the enhancement of accountability in Nigeria, there is the need to encourage the public to participate in governance activities. Efficiency of the aforementioned strategies lies in the enhancement of the possibility to voice community concerns and include it into policy decision-making. The government needs to adopt avenues through which people report performance of services and be involved in decision making. This could for instance involve the development of community complaint systems whereby the various members report issues of ineptitude to the various authorities. Promoting shares through social networks and technology platforms that involve dialogue between the citizens and the government will also help in enhancing the level of transparency and accountability. Rwanda has also focused on active citizens' involvement in development matters and could be of help to Nigeria since it has been enhancing the direct involvement of citizens in governance (Khan, & Hossain 2020).

## **5. Conclusion**

With respect to the objective of this research, this paper focused on examining the impacts of Rwanda's public sector reform with an emphasis on governance and service delivery. Some of the important points to note include Rwandas achievements in having decentralised governance system and increased transparency, improved public service delivery systems among others. From these mechanisms of anti-

corruption, management of performances, and effective e-governance, Rwanda has set clear mechanisms to monitor and ensure that the public sector delivers its promise. These reforms did not only change the image of Rwanda's public administration but also serve as a device for analysis for any developing country, including Nigeria, where such problems are being experienced.

The following are the policy recommendations that can be derived from these findings that hold a lot of practical implication for Nigeria's governance reform: First, Nigeria should introduce performance-based public sector system to enhance accountability and increase effectiveness of the services delivered across the nation by using Rwandan Imihigo system. Second, an increase in investment toward information technology management is a must to improve the quality of services and at the same time avoiding inefficiencies such as the Rwandan e-governance models have demonstrated. Moreover, enhancement of anti-corruption mechanisms in Nigeria will also contribute to the general improvement of credibility and anti-corruption measures as Rwanda has done. Lastly, increasing centralization to local governments will lead to efficient service delivery since the concept of decentralisation has been practised in Rwanda.

As for the further research, it is crucial to carry out comparative analysis of Rwanda with another African countries to reveal specifics of the governmental reforms. Thus, the investigation of the effects of e-governance in transparency and citizens' trust (particularly in the Nigerian context) on the performance of e-governance to facilitate effective citizen involvement should consider further study.

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