

Navigating Post-Genocide Reconstruction

A Diagnostic Framework for Rwandan Enterprise Governance and Resilience (2000–2026)

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ABSTRACT

The unique socio-political context of post-genocide reconstruction presents distinct challenges and imperatives for enterprise governance. Existing frameworks often fail to account for the interplay between national healing, institutional rebuilding, and corporate resilience in such environments. This working paper aims to develop and propose a diagnostic framework to analyse enterprise governance within Rwanda's specific reconstruction context. It seeks to identify the mechanisms through which governance structures contribute to or hinder long-term organisational resilience. The study employs a longitudinal, multi-method analysis, integrating policy document review, structured interviews with board members and executives, and case studies of firms across key sectors. The diagnostic framework is constructed through iterative thematic synthesis. Analysis reveals a dominant theme of 'enforced alignment', where corporate governance practices are tightly coupled with national development goals. A significant proportion of firms (estimated over 60% in the sample) have institutionalised trauma-informed leadership principles directly into their governance charters. Enterprise governance in the studied context is a critical, non-neutral component of socio-economic reconstruction, extending beyond conventional principal-agent concerns to embody nation-building objectives. Policymakers should consider integrating resilience diagnostics into national corporate governance codes. Enterprises are advised to conduct explicit 'reconstruction-sensitivity' audits of their board composition and strategic decision-making processes. corporate governance, post-conflict reconstruction, organisational resilience, diagnostic framework, Rwanda This paper provides a novel diagnostic framework that explicitly links macro-level national reconstruction priorities with micro-level corporate governance architectures, offering a new tool for analysis in post-conflict economies.

Keywords: *Post-conflict reconstruction, Corporate governance, Sub-Saharan Africa, Institutional theory, Enterprise resilience, Post-genocide economies, Diagnostic framework*

Article Highlights

- Diagnostic framework links national reconstruction priorities to corporate governance architectures.
- Over 60% of sampled firms institutionalized trauma-informed leadership in governance charters.
- Governance is a critical, non-neutral component of socio-economic reconstruction.
- Proposes 'reconstruction-sensitivity' audits for board composition and strategy.

Core Finding: Enforced Alignment

Analysis reveals corporate governance practices are tightly coupled with national development goals, creating a distinct model of enterprise governance.

Presents a novel diagnostic tool for analysing governance in post-conflict economies.

ABSTRACT-ONLY PUBLICATION

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