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COMPARATIVE STUDY

Comparative Governance and Resilience

A Longitudinal Analysis of Rwandan Enterprise, 2000–2024

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ABSTRACT

The relationship between corporate governance structures and organisational resilience in post-conflict economies remains underexplored, particularly within longitudinal frameworks. Rwanda's distinctive economic trajectory offers a critical context for examining this nexus. This study aims to compare the governance mechanisms of state-linked and privately held enterprises and analyse their relative impact on resilience capacities during periods of socio-economic stress. A longitudinal, mixed-methods comparative case study design was employed. Quantitative analysis of financial and governance data from a proprietary panel dataset was triangulated with qualitative data from executive interviews and archival policy documents. Firms with hybrid governance models, blending state-linked oversight with formal private-sector boards, demonstrated superior resilience, evidenced by a 40% higher survival rate during exogenous shocks. A key theme was the critical role of adaptive compliance over rigid adherence to governance codes. Governance resilience is not determined by ownership type per se, but by the adaptive integration of formal oversight with informal, context-specific relational safeguards. Policymakers should encourage governance hybridity rather than pursuing pure privatisation. Regulators ought to develop resilience-oriented governance metrics that value strategic adaptability alongside conventional compliance. corporate governance, organisational resilience, hybrid governance, post-conflict economies, longitudinal analysis This paper provides a novel longitudinal dataset and introduces the concept of 'adaptive compliance' as a critical mechanism linking governance structure to resilience outcomes in developing economies.

Keywords: *Corporate governance, Organisational resilience, Post-conflict economies, Longitudinal analysis, Sub-Saharan Africa*

Article Highlights

- Hybrid governance models showed a 40% higher firm survival rate during shocks.
- Adaptive compliance outperformed rigid adherence to formal governance codes.
- The study introduces a novel longitudinal dataset on Rwandan enterprise.

Policy Implication

Policymakers should encourage governance hybridity and develop resilience-oriented metrics that value strategic adaptability alongside conventional compliance.

This analysis provides a rare longitudinal view of corporate adaptation in a rapidly transforming economy.

<ul style="list-style-type: none">• Findings challenge assumptions about pure privatisation in post-conflict economies.	
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ABSTRACT-ONLY PUBLICATION

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