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The Role of Strategic Leadership In Strengthening Public-Private Partnerships For Sustainable Economic Development In Rwanda

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ABSTRACT
The general of objective of this study was to examine the role played by strategic leadership in strengthening Public-Private Partnerships aimed at achieving sustainable economic development in Rwanda with a focus on all the key sectors of Rwanda's economy. Three specific objectives guided the study and included: to examine the extent to which vision and goal setting by the strategic leadership strengthens PPP for sustainable economic development in Rwanda; to find out how decision-making and strategic planning by the strategic leadership strengthens PPP for sustainable economic development in Rwanda; and to establish the influence of resources allocation and mobilization by the strategic leadership on partnership strengthening of PPP for sustainable economic development in Rwanda. The study was guided by institutional theory, new public management theory, and the theory of public-private partnership. The research design that was used in this research was a case study research. . In the study, a total number of 250 individuals were considered in order to give a wider range of respondents for credible results. Data was collected by use of a structured questionnaire that comprised of two sections i.e Section A having background information and section b having the questions in relation to the objectives of the study. Data analysis was conducted by use of descriptive data analysis methods cutting across the means, SD, percentages and presented in frequency tables. Inferential statistics like the correlation analysis were conducted, then the ANOVA tests plus the multiple regression analysis were conducted to test the relationship between the various variables. The multiple regression analysis indicates that all independent variables significantly influence "Sustainable Economic Development." "Decision-Making and Strategic Planning" had the strongest standardized coefficient ($\beta = 0.42$), suggesting it is the most influential factor, followed by "Vision and Goal Setting" ($\beta = 0.31$) and "Resources Allocation and Mobilization" ($\beta = 0.27$). The model explains 65% of the variance in sustainable economic development ($R^2 = 0.65$), indicating a strong predictive capability. All predictors were statistically significant ($p < 0.001$), reinforcing the importance of strategic leadership in enhancing the effectiveness of Public-Private Partnerships in Rwanda.
Keywords: *Strategic Leadership, Public-Private Partnership, Sustainable Economic Development.*

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I. BACKGROUND INFORMATION

A leader is the core performance driver of any given organization and when the leader becomes strategic in his or her management process, an organization not only achieves a competitive advantage but achieves sustainability and continuity. According to Loren & Matthew (2023), irrespective of time as well as position, only leaders who employ strategic leadership roles are able to contribute significantly in the way how a firm functions its activities. Accordingly, from the studies documented in relation to organizations or agencies that have excelled have confirmed that leadership which has effective strategies can work as the fundamental basis for fruitfully employing the strategic management process and surpassing the expected outcomes of any organization. Fourier & Jacob (2023) has added weight to the background information relationship to strategic leadership by arguing that, leaders who follow strategies are able to expedite the growth of suitable strategic activities, and they specify the ways to enforce them; leading to unexpected outcomes of any undertaking in any given sector of the economy. These actions work as gateways to higher-average outcomes, sustainability and competitiveness in any given industry. Leaders who work in different institutions are fully conscious about the requirement to chalk out the plan strategically for the future of their organizations and take part in the effective enactment regarding these well-planned schemes with the strategic leader being the core driver in overseeing these strategic plans aimed at achieving improved performance being implemented (Asian Development Bank, 2023).

In any given organization, be it in the public sector or the private sector the not for profit making area, a strategic leader perform the various roles cutting across introducing the environment for change, creates the leadership team by selecting key players from the organization by breaking down the current hierarchy, and formulates the vision and strategy by the help of a visionary process that clarify the strategy for understanding of whole organization (Moesia, 2021). Then strategic leadership creates an evaluation system that evaluates the strategy at every stage of the work within the organization. Finally, the strategic leader helps to change the culture which facilitates the strategic management process of an organization which in turn gives an organization a competitive advantage and achieves sustainable performance (Venohr, 2023).

A study conducted in Germany looking at the role of strategic leadership in ensuring that infrastructural projects aimed at achieving sustainable economic development and empowerment are successful by David (2023) did confirm that it influences sustainable economic development. In the study, the strategic leadership was found to be the core determinants of sustainability of projects that were implemented under the PPPs between 2010 and 2020. In this study, the strategic leader in the organization has been said to be instrumental in providing the vision, thinking strategically, planning strategically, and administrating the operational activities. In another study that focused on strategic leadership's role in ensuring the success of PPP projects in the UK, the strategic leadership factor was found to influence the performance of various projects implemented under the PPT in various UK affiliated entities. In this study, other roles of the strategic leader were outlined and not limited to: trying to fit the organization according to the requirement of situation, spreading energy to boost the morale by spirit, developing the relationships with all the stakeholders, and most importantly ensures teaching and learning in the organization (Mason, 2022).

Across Africa, economic development and recovery is totally tied to a number of issues among them being the development projects implemented in various sectors of the economy. However, majority of the projects in Africa are not sustainable due to the fact that most of the African countries depend on foreign debts from bodies like the World Bank, IMF, AsDB, CBC among other that are very expensive and have a lot of conditions (AfDB, 2024). This has always called for other strategic initiatives aimed at funding the development projects for sustainable economic development of African countries; leading to the presence of the Public Private Partnerships in sub-Saharan Africa. For better understanding of the background to this study, the term "public–private partnership" describes a range of possible relationships among public and private entities in the context of infrastructure and other services.

According to Otundo (2018), a strong PPP allocates the tasks, obligations, and risks among the public and private partners in an optimal way. The public partners in a PPP are government entities, including ministries, departments, municipalities, or state-owned enterprises. The private partners can be local or international and may include businesses or investors with technical or financial expertise relevant to the project. Increasingly, PPPs may also include nongovernment organizations (NGOs) and/or community-based organizations (CBOs) who represent stakeholders directly affected by the project. Effective PPPs recognize that the public and the private sectors each have certain advantages, relative to the other, in performing specific tasks. The government's contribution to a PPP may take the form of capital for investment (available through tax revenue), a transfer of assets, or other commitments or in-kind contributions that support the partnership. The government also provides social responsibility, environmental awareness, local knowledge, and an ability to mobilize political support. The private sector's role in the partnership is to make use of its expertise in commerce, management, operations, and innovation to run the business efficiently. The private partner may also contribute investment capital depending on the form of contract.

United Nations Economic Commission for Africa (2022) did a study that looked at 24 countries in Africa out of the 54 countries in the continent and did show that strategic leadership is crucial in ensuring that economic development and recovery is achieved through the success of various projects under the PPP plan. According to the study whereby countries like Ethiopia, Kenya, Uganda, Rwanda and Tanzania featured from the east Africa part of the continents, it was noted that strategic leadership is a process that transforms organization into successful organization by proper strategies. Therefore in PPP agreement plans, strategic leadership is a practice in which executives managing various PPP initiatives, using different styles of management, develop a vision for their organization that enables it to adapt to or remain competitive in a changing economic and technological climate. Strategic leaders in case use this vision to motivate employees and departments, fostering among them a sense of unity and direction to implement change within their organization. To add the importance of strategic leadership in strengthening the PPP for sustainable economic development across Africa, The World Bank Group (2023) has confirmed that strategic leadership leads to the success of various projects run under the PPP and the role of the strategic leader is the key determinant of performance. Accordingly, the main objectives of strategic leadership are to streamline processes, boost strategic productivity, promote innovation and cultivate an environment that encourages employees to be productive, independent and to push forward their own ideas. Strategic leaders sometimes make use of reward or incentive programs to encourage employees and help them reach their goals.

Locally, Public-Private Partnerships (PPPs) have become an essential model for driving economic development, especially in countries like Rwanda, where resource allocation and efficient service delivery are crucial to achieving long-term growth. In recent years, Rwanda has made significant strides in fostering PPPs as a mechanism to bridge the gap between public sector objectives and private sector expertise. The collaboration between the two sectors is seen as a means to enhance infrastructure, social services, and other development sectors while reducing the financial burden on the government. According to Rwanda's Vision 2050, strategic partnerships are critical for the country to transition into a knowledge-based economy, with PPPs playing a pivotal role in sectors such as energy, transport, and healthcare (Republic of Rwanda, 2020). However, achieving sustainable outcomes from these partnerships requires effective leadership to align the objectives of both the public and private sectors.

Strengthening the efficiency of PPPs depends mostly on strategic leadership, which stresses long-term vision, flexibility, and stakeholder management. In the Rwandan setting, the government understands that encouraging PPPs calls for leaders able of establishing trust, controlling risks, and promoting innovation rather than only a question of policy execution. Public and business leaders have to cooperate to make sure that alliances not only satisfy immediate infrastructure or service delivery requirements but also support more general economic sustainability. For instance, strategic leadership in the energy sector by Rwanda has enabled PPPs that boost access to renewable energy sources, so supporting environmental sustainability as well as economic development (African Development Bank, 2020). Ensuring that these alliances support long-term development goals depends mostly on the leadership's capacity to foresee difficulties and modify policies to draw private investment. Even with the obvious advantages, it is still difficult to guarantee that PPPs generate sustainable economic development. Many times, variations in the strategic priorities of the public and private sectors impede development. While private players concentrate on profitability and return on investment, public sector officials could give social welfare and long-term sustainability top priority. By encouraging cooperation, guaranteeing openness, and matching goals, strategic leadership helps to mediate these conflicting interests by means of Rwanda's experience shows that good leadership can make all the difference between PPP projects that fail and those that flourish. Supported by strategic public leadership, the nation's drive for development offers a rich case study for learning how PPPs might be used to attain sustainable economic growth (World Bank, 2022).

II. STATEMENT OF THE PROBLEM

Public private partnerships have been rallied behind upon as one of the most effective strategies of ensuring that economies achieve their objectives of economic development, recovery and sustainable development. According to the World Bank (2023), the financial crisis of 2008 onwards brought about renewed interest in PPP in both developed and developing countries. Facing constraints on public resources and fiscal space, while recognizing the importance of investment in infrastructure to help their economies grow, governments are increasingly turning to the private sector as an alternative additional source of funding to meet the funding gap. While recent attention has been focused on fiscal risk, governments look to the private sector for other reasons: Imposing budgetary certainty by setting present and the future costs of infrastructure projects over time; Creating persification in the economy by making the country more competitive in terms of its facilitating infrastructure base as well as giving a boost to its business and industry associated with infrastructure development (such as construction, equipment, support services); Supplementing limited public sector capacities to meet the growing demand for infrastructure development; Extracting long-term value-for-money through appropriate risk transfer to the private sector over the life of the project – from design/ construction to operations/ maintenance etc. Despite the important role played by the PPP, the strategy at times fails to deliver economic development and sustainability due to a number of issues among them being poor strategic leadership; a need as to why this study was carried out.

Strategic leadership is a crucial component of development projects implementation and any other organizational performance based on the fact that strategic leadership that is of great quality plays as a key role in order to form and enforce a strategy which allows organizational performance. Strategic leadership works as a linkage which associates the heart of the institution with its body and the pledge kept by the leader is responsible for encouraging the institutions to become successful, and this success comes out of making effective decisions for the formulation of strategy and their enactment which later on is implemented when the leadership is strategically responsible and the end results being achieved outcomes. If the strategies are not enacted with perfection due to the failed strategic leadership, great strategies become insignificant thus failed delivery of specific outcomes which lead to failed projects or organizational outcomes. Across Africa, despite the ambitious nature of the development projects' objectives like the PPP, strategies formulated to see these ambitious projects deliver economic development fail to be implemented to the tune of 50%, and this this failure to see the light of enactment is because there is dearth of leadership skills.

Achard (2019) did a study in the East Africa region looking at mega infrastructure projects implemented under the PPP and did find out that strategic leadership was missing to deliver to the expected threshold which led to massive failure of these projects and at times opened up other extremes like rambling corruption and funds embezzlements in countries like Kenya; a problem that this study addressed. Despite the lack of proper strategic leaders, the study did conclude that strategic leadership plays a critical role in the success of various PPP projects aimed at steering economic development and sustainable growth of economies. According to the study, strategic leaders give directions to what is the course of performance and the ways to accomplish that. Broadly, leader associated with an organization has the responsibilities for offering the vision, and he taking recourse of strategies reflects, chalks out the plan, and oversees the functioning undertakings. Moreover, he makes an attempt to suit his organization in congruity with the needs of the circumstances. Leaders disseminate energy boosting activities and heightened the morale and the spirit of the workers. However, most of the PPP initiatives in the developing countries like those in Africa where corruption is the order of the day are missing this (Otundo, 2019).

Despite Rwanda's significant progress in utilizing Public-Private Partnerships (PPPs) to drive economic growth, challenges remain in ensuring these partnerships lead to sustainable development. While PPPs have been instrumental in advancing key sectors such as infrastructure, energy, and healthcare, their long-term success often hinges on the quality of strategic leadership. A persistent issue is the misalignment of objectives between public and private entities, where the public sector emphasizes social and economic sustainability, while private entities prioritize short-term profitability. This disconnect can hinder the effectiveness of PPPs, limiting their impact on broader national goals. Furthermore, there is a gap in leadership capabilities to manage these partnerships effectively, ensuring they are not only economically viable but also socially beneficial. Without robust strategic leadership to bridge these differences and foster collaboration, Rwanda risks falling short of its development targets, particularly in its pursuit of sustainable, inclusive economic growth.

III. OBJECTIVES OF THE STUDY

The general of objective of this study was to examine the role played by strategic leadership in strengthening Public-Private Partnerships aimed at achieving sustainable economic development in Rwanda with a focus on all the key sectors of Rwanda’s economy.

3.1 SPECIFIC OBJECTIVES OF THE STUDY

i. To examine the extent to which vision and goal setting by the strategic leadership strengthens PPP for sustainable economic development in Rwanda
ii. To find out how decision-making and strategic planning by the strategic leadership strengthens PPP for sustainable economic development in Rwanda
iii. To establish the influence of resources allocation and mobilization by the strategic leadership on partnership strengthening of PPP for sustainable economic development in Rwanda

IV. LITERATURE REVIEW

4.1 Theoretical Review

4.1.1 Institutional Theory

The foundation of this theory is the idea that institutions comprise the many facets of society (Najeeb, 2014). In other words, the emphasis is on the more substantial, deeper aspects of social structures, particularly the mechanisms by which these structures—such as rules, routines, conventions, and schemes—become established as the recognized authority for directing social conduct. Essentially the process by which norms, practices, etc. are established as legitimate authority. Formal and informal aspects of this institutional setting include normative, cognitive, and regulatory frameworks that influence both individual and organizational behavior (Scott, 2007). Laws and regulations comprise the formal constraints. North (1990).

These regulations help to direct corporate activity by defining the rules of the game, keeping an eye on them, and enforcing compliance. The main unofficial elements influencing how stakeholders—including workers, managers, and customers—behave in a particular nation are values and norms (North, 1990). These unofficial characteristics are ingrained in the national culture (Hofstede, 2001). Both the cost of management and the way risk is evaluated in global markets are impacted by cultural factors. Because of this, different settings have different amounts of resources and institutions with different degrees of effectiveness (Demirbag et al., 2008). Because of this, institutions typically help to reduce risks and uncertainty in international corporate strategy by defining, explaining, and forecasting real organizational behavior (Jansson 2007). As a result, these institutions have an impact on transaction and production costs, as well as the profitability of businesses (North 1990).

4.1.2 New Public Management Theory

The UNDP (2015) claims that public service delivery and administration have changed their paradigm in the twenty-first century. The UNDP attributes this to globalization and the provision of several public goods and services. Thus, using private-sector management ideas, this New Public Management (NPM) approach was developed to try to make government services more “business-like” and efficient. NPM follows the ideas of effective control of public finances, economical use of public funds, cost-effectiveness, establishing and identifying goals, continuous performance monitoring, as well as assigning responsibility to top management since this theory thrives on and promotes these ideas. NPM advances public sector acceptance and active application of private-sector methodologies. McCourt (2013) says competition, delegation, performance, and responsiveness provide benchmarks for controlling bureaucratic behavior and producing better results. NPM has brought about notable enhancements in government operations. In the government sector, NPM stresses inputs and outputs as well as performance management (Dunleavy & Hood, 1994). Nunberg (1992) claims that a good institutional and political environment determines how effective the NPM strategy is in developing nations. The NPM approach cannot be successful without political goodwill (Peters & Savoie, 1998). The development of public sector capacity depends much on links between non-governmental organizations, private businesses, and the public sector; hence, the development of government capacity to handle complex problems and achieve mutual benefits depends also on these links (Goldsmith & Eggers, 2004).

4.1.3 Theory of Public-Private Partnership

The theory of Public-Private Partnership is the hybrid of some notable corporate improvement and reform concepts. These concepts are inclusive and complement each other in practice to result in this collaborative initiative with far reaching effects on the growth and development of public corporations, effective delivery of goods and services at affordable costs to all stakeholders. Among the improvement concepts include; Strategic alliances (joint ventures, short, medium and long-terms contractual agreements, development of sustainable new products and services based on mutually reinforcing factors, alliance structure, partner selection and alliance management). Sharing of services involving changing roles, by demonstrating a fundamental change in the structure of the established roles of support services and business units, all aimed at creating additional value and provision of quality goods and service. Outsourcing (interfaces with the total quality management concept) involves collaboration based on relative advantage in competence and capacity to jointly improve the performance of existing utilities or grow and develop new infrastructures. Partnership collaboration based on complementary capabilities and competence that are foreign to separate entitles. It enables and empowers the sharing of development costs, risks spread out and cooperation and the applications of scarce resources. Left hand financing; enables lower or reduction of government's cost of capitalization, provides investors with direct ownership or interests (partly or wholly) in the value potentials of assets, effective products and service delivery, through debt financing (using the assets as security) of the improvement of public corporations. These concepts network with other derivatives there-from to deliver effective publicprivate partnership programmes, processes, procedures and frameworks. (Okorie, 2008:106-126).

4.2 Conceptual Framework

A conceptual framework is a structure which the researcher believes can best explain the natural progression of the phenomenon to be studied (Camp, 2011). It is linked with the concepts, empirical research and important theories used in promoting and systemizing the knowledge espoused by the researcher (Peshkin, 2013). The conceptual framework outlined as figure 1 below shows the interaction between the various variables i.e independent variables brought about by strategic leadership and the dependent variable in this study.

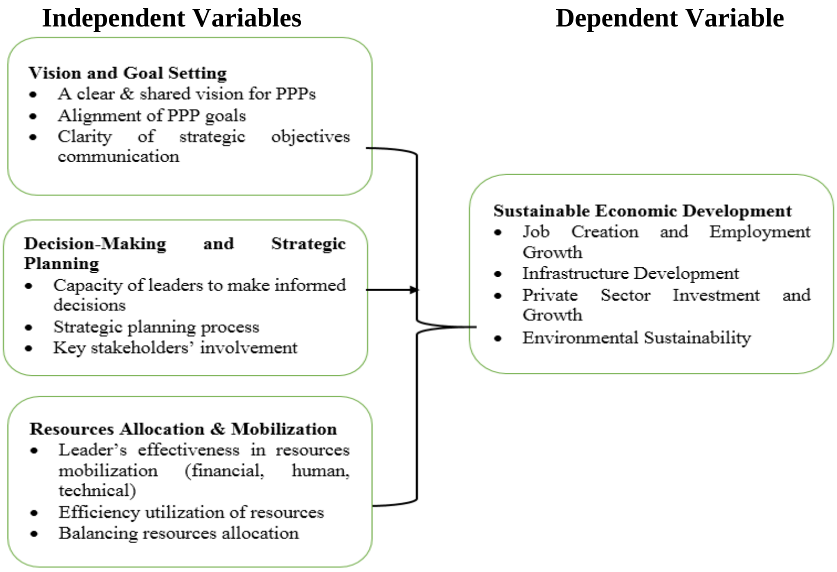

Figure 1: Conceptual Framework

4.3 Literature Review

4.3.1 Public-Private Partnership

Many scholars have given various definitions of PPPs due to the important role this strategy has been playing in global economic recovery since the 2008 rescission period. According to Kazel (2024), the Public-private partnerships involve collaboration between a government agency and a private-sector company that can be used to finance, build, and operate projects, such as public transportation networks, parks, and convention centers. Financing a project through a public-private partnership can allow a project to be completed sooner or make it a possibility in the first place. Public-private partnerships often involve concessions of tax or other operating revenue, protection from liability, or partial ownership rights over nominally public services and property to private sector, for-profit entities. On the other hand, UN Department of Economic Affairs (2024) avers that Public Private Partnership (PPP) means an arrangement between a Government / statutory entity / Government owned entity on one side and a private sector entity on the other, for the provision of public assets and/or public services, through investments being made and/or management being undertaken by the private sector entity, for a specified period of time, where there is well defined allocation of risk between the private sector and the public entity and the private entity who is chosen on the basis of open competitive bidding, receives performance linked payments that conform (or are benchmarked) to specified and pre-determined performance standards, measurable by the public entity or its representative.

According to Zafar (2024), Public-private partnerships (PPPs) are essential for economic growth and raising living standards for several reasons: Shared Risks and Resources: PPPs involve sharing the risks and resources between the public and private sectors. This sharing of resources helps to reduce the financial burden on the public sector and enables the private sector to access public sector resources to develop and deliver projects. Innovation and Efficiency: PPPs can drive innovation and efficiency by bringing together the strengths of both the public and private sectors. Private sector partners can bring in new technologies and management practices, while the public sector can provide policy, regulation, and governance expertise. Infrastructure Development: PPPs can help to bridge the infrastructure gap by enabling the development of infrastructure projects that may not be feasible for the public sector alone due to limited resources. The private sector can bring funding, expertise, and management skills to develop and operate infrastructure projects. Improved Service Delivery: PPPs can enhance the delivery of public services by harnessing the efficiency and innovation of the private sector. This can improve service quality, increase service access, and reduce costs. Job Creation: PPPs can also stimulate job creation and economic growth by creating new private-sector investment and development opportunities. This can lead to new businesses, industries, and jobs, raising living standards and promoting economic growth. In summary, PPPs can help to address infrastructure gaps, drive innovation and efficiency, improve service delivery, stimulate job creation, and promote economic growth. Moreover, by bringing together the strengths of the public and private sectors, PPPs can help to create a more resilient, sustainable, and prosperous future for all.

On the other hand, the World Bank Group (2023) published a report indicating that, several types of contracts can be used for public-private partnerships (PPPs), depending on the nature of the project, the risk allocation, and the parties involved. Some of the most common types of PPP contracts include: Build-Operate-Transfer (BOT): Under a BOT contract, the private sector partner is responsible for financing, designing, constructing, and operating a project for a specified period, after which the ownership and control of the project are transferred to the public sector. Build-Own-Operate (BOO): Under a BOO contract, the private sector partner finances, builds, and owns the project and is responsible for operating and maintaining it for a specified period. The private sector partner receives revenues from the project during the operating period, after which ownership of the project is transferred to the public sector. Design-Build-Operate (DBO): Under a DBO contract, the private sector partner is responsible for financing, designing, constructing, and operating the project for a specified period. The private sector partner receives revenues from the project during the operating period, after which ownership of the project is transferred to the public sector. Operations and Maintenance (O&M): Under an O&M contract, the private sector partner is responsible for the day-to-day operations and maintenance of an existing public asset, such as a road or a building, for a specified period. Concession: Under a concession contract, the private sector partner is granted the right to operate a public asset, such as a port or an airport, for a specified period, in exchange for paying a fee or sharing revenues with the public sector.

Each of these contracts has its advantages and disadvantages, and the agreement choice will depend on factors such as the level of risk sharing, the financing structure, and the length of the project term. Therefore, it is essential to carefully consider the risks and benefits of each type of contract before entering into a PPP agreement.

4.3.2 Vision and Goal Setting for Sustainable Economic Development

India being one of the fastest growing economies of the world has faced a number of challenges among them being high population which has put a lot of pressure on the existing infrastructure forcing the country to adopt various development strategies that are sustainable among them being the adoption of the PPPs. However, the adoption the PPPs has attracted a number of challenges also like strategic leadership that shall see these programs meet the current demands and continuity. In a study by Patil et al. (2022) on the topic, Infrastructure Development through PPPs: Framework of Guiding Principles for Sustainability Assessment did indicate that the strategic leader plays a crucial role in ensuring that the programs run under the PPPs are successful. The study used a grounded theory qualitative approach by using interviews and literature as primary and secondary data sources, respectively, to develop the framework of guiding principles to achieve goals of sustainable infrastructure development through PPPs. In this study, besides other roles played by the strategic leader, vision and goal setting for the strategic leader played a crucial. In details, this element included: how effectively leaders set a clear and shared vision for PPPs; the alignment of PPP goals with Rwanda’s long-term economic development objectives; and the clarity of communication regarding strategic objectives within the partnership.

In many African countries, the role of strategic leadership in setting a clear vision and goals has been crucial to the success of public-private partnerships (PPPs) in driving sustainable economic development. A notable example is South Africa, where strong leadership in vision and goal setting has played a pivotal role in advancing PPPs, particularly in infrastructure development. South Africa’s National Development Plan (NDP), led by strategic government leadership, provided a long-term vision that aligned both public and private sector efforts towards shared goals of economic growth and infrastructure expansion. Leaders in the public sector used the NDP to clearly outline objectives in sectors such as energy, transportation, and education, allowing private investors to align their resources and expertise accordingly (Fourie, 2020). The vision was integral to fostering collaboration, attracting private sector investment, and ensuring that PPP projects not only addressed immediate needs but also contributed to long-term, sustainable economic growth. This demonstrates that strategic leadership, through effective vision and goal setting, can create an enabling environment for PPPs to thrive, ultimately contributing to the country's overall economic development.

Strategic leadership has been especially important in Rwanda in the quest of sustainable economic development in particular in order to strengthen Public-Private Partnerships (PPPs) by means of efficient vision and goal setting. Strategic leadership offers PPPs a clear road map, as seen by the Vision 2050 of the Rwandan government, which seeks to turn the nation into an upper-middle-income nation by 2035. Vision 2050 presents long-term objectives in fields including energy, infrastructure, and agriculture, so providing both public and private sector players with a common framework for cooperation. By lowering uncertainty and coordinating stakeholders' efforts toward shared goals, this strategic vision has helped draw private investment (Republic of Rwanda, 2020). In sectors like energy, for example, Rwanda has teamed with private companies to advance solar and hydropower projects, so supporting environmental sustainability as well as economic development.

Fueled by Public Private Partnerships, the first concession in Rwanda was the Kigali Bulk Water Supply Project. Such project demonstrates how far leadership can go in articulating specific goals and fostering an enabling environment for private sector participation. Through strategic leadership, the government did not merely identify a pressing need-clean water for all, but set out to ensure that the targets of the project were consistent with the aspirations of the Rwandan people in relation to their economic and social development. Rwanda, in turn, was able to convince the private sector to invest and share knowledge, by creating a case based on the benefits of working with the private sector, which ensured the realization and guarantees the maintenance of the project. Evidence such as this case provides shows how national objectives of economic growth can be achieved through the use of PPPs when strategic leadership is in place to set appropriate targets and facilitate public and private sector integration allowing the realisation of the sustainable economic vision of Rwanda (World Bank, 2021).

4.3.3 Decision-Making and Strategic Planning For Sustainable Economic Development

Decision making and having a strategic plan is the most crucial determinant of an organization’s success. This is due the fact that failing to plan by the strategic leader and failing to make decisions whether critical or normal decisions affects the direction activities in any given sector takes. In Pakistan, majority of the projects fail to achieve economic development not because there is poor partnerships through the PPPs but due to poor decision making process and the poor planning stages by the various leaders entrusted with this. This has led to the massive failure of projects aimed at steering economic development funded under the PPPs up to the tune of 50% while sustainability fall short of 75% (Asian Development Bank, 2022). Similarly, Bakhtaware et al. (2022) looked at the Sustainable Public–Private Partnership Delivery in Pakistan; Evolution, Barriers, and Way Forward and found out that poor decision making and strategic planning are key determinants of massive PPT projects failure.

Elsewhere, Faisal (2023) dwelt in Asian countries with a comparative study of Pakistan and India. According to Faisal, public–private partnerships attained global attention for public service delivery in perspective of market liberalization, rise of new public management and global financial crises. It became popular in developing countries like Pakistan and India amidst recent economic growth, low financial capabilities, and infrastructure deficits. However, little knowledge exists on the current generalized implementation framework of PPP in most countries like Pakistan and leadership seems to be poorly prepared for the same. In conclusion, comprehensive insights into the hindrances in efficient and sustainable PPP project delivery were obtained from experts from diverse backgrounds. Poor strategic leadership, poor stakeholder identification and engagement, planning fallacies, contextual understanding of risk, corruption exposure, political and security fluctuations, and lack of focus on long-term project success are among the leading barriers for successful PPP delivery in the country for which remedies are suggested by experts.

Across Africa, Nigeria has been fronted as one of the largest economies across Africa whose majority of the population is missing basic infrastructure due to population pressure and insurgence of militia groups like the Boko Haram (Otundo, 2022). However, the country has been in the ladder of adopting a number of strategies aimed at addressing the welfare of the citizens by ensuring that essential projects are implemented; a number of them being funded through the PPPs strategy (Ogolo, 2023). However, studies have indicated that the sustainable economic development is challenged due to a number of issues including poor strategic leadership that has been coupled with endless corruption, poor decision making, and poor planning; leading to massive stalling of for development PPPs projects. A study by Habeeb & Eyupoglu (2024), which looked at PPPs initiatives implemented in the higher education sector in Nigeria did hit a 56% success mark due to a number of issues among them poor strategic leadership that is ridden on poor strategic planning and independence decision making that is informed by expertise and facts.

The decision-making and strategic planning of strategic leadership have been very instrumental in Kenya in the area of enabling Public-Private Partnerships for sustainable economic development to be strengthened. Most of the pillars of the Kenyan government's Vision 2030, which aim to turn Kenya into an industrialized middle-income nation, depend on PPPs in energy, infrastructure, and education, among other areas. Strategic leaders need to make wise decisions if we are to match private sector investment with national development objectives. A flagship PPP project in Kenya is the Nairobi-Nakuru-Mau Summit Highway project, which, through planning and a well-thought-out strategic decision from the leadership, has been able to drive economic development. In this respect, the government attracted investment in the private sector to undertake the venture through proper planning, where it was in need of developing transport infrastructure to increase trade and regional integration. Under the National Treasury, Kenya's strategic leaders have also created the PPP Unit to offer a legal and regulatory framework, so guaranteeing that procedures of decision-making are open, effective, and fit for long-term alliances (Republic of Kenya, 2020). This systematic approach to strategic planning and decision-making has, in effect, not only cemented the PPPs but also ensured that those alliances make very valuable contributions toward the attainment of sustainable economic growth through addressing important infrastructure gaps that impede economic growth.

Strategic leadership has been a major factor guiding decisions and strategic planning in Rwanda to foster and expand PPPs for sustainable economic development. By means of the clear setting of regulatory frameworks and matching private sector goals with national development priorities, the Rwandan government has created an enabling environment for PPPs so ensuring careful decision-making. The creation of the PPP Law in 2016, for example, guaranteed that the procedures followed for decision-making are open and inclusive of the input of the private sector by means of a legal framework that negotiated and executed public-private initiatives in a disciplined manner. This has been very helpful in offering a suitable legal framework for efficient decision-making, so enabling the government to balance the demands of the public interest with the requirements of private investment. The Kigali Convention Centre is the best illustration of this: a significant PPP investment designed to strategically support the tourism sector and generally help Rwanda's development by drawing international conferences that would support local businesses, so enabling the PPP investment.

Strategic planning in Rwanda has also given long-term sustainability top priority, particularly in those public-private alliances involving sectors essential to the country's growth, including infrastructure and energy. The strategic leadership has matched PPP projects with Vision 2050 so that the decision-making process is pushed to materialize the long-term economic goals of the country. For example, in the energy sector, good strategic planning targeted at raising the nation's energy capacity to satisfy the rising demand drove the development of REG via a PPP model. Focused on renewable energy sources, the initiative not only addressed immediate infrastructure needs but also strengthened Rwanda's commitment to sustainable development by supporting ecologically friendly solutions (African Development Bank, 2021). Rwanda constantly advances public-private partnerships (PPRs) by means of efficient planning and governance, so ensuring their alignment with the national economic sustainability goals and so fulfilling the country's developmental aspirations.

4.3.4. Resources Allocation and Mobilization for Sustainable Economic Development

Evidently, resources make the most critical part of strategic leadership which influences the implementation, performance, delivery and output mechanism of any given undertaking that is aimed at achieving sustainable economic development. In Brazil, a study was conducted by Dvorak & Mishenina (2022) looking at Public–Private Partnership as a Form of Ensuring Sustainable Development of the Forest Management Sphere. The research methodology was based on the critical analysis of the scholarly literature. Strategic documents, political reports and programs relevant to the forestry sector were also examined. In summary, it can be said that based on the findings, strategic leadership element of resources allocation and mobilization is crucial for PPP projects implementation and PPP models are a significant addition to other types of cooperation, such as more formal, top-down initiatives. PPP forestry projects can enable the accomplishment of otherwise impossible tasks; leading to economic development and sustainability. The study however was a desktop which didn't rely on credible primary data source.

-The processes by which resources are allocated and utilized, especially through strategic leadership, have been a pillar in the success of Public Private Partnerships in addressing infrastructure challenges in Zimbabwe. The need for public and private sector players to pool together resources and expertise has become paramount given the degree of the economic challenges that Zimbabwe has gone through. For example, on the other hand, the Beitbridge Border Post modernization project has emerged and remains in the country as one of the country's flagship projects – that of Public Private Partnerships. The project demonstrated vividly the essence of mobilising resources for a given project in that the government was able to attract funding from the private sector for this important project which improved infrastructure and reduced congestion at Zimbabwe's busiest border post (Chigudu, 2019). This phenomenon highlights the importance of resource allocation for enabling such PPPs which contribute to long economic development even when the public exchequer is very low. Another instance is where strategic leadership has been effective in mobilizing resources to influence the growth of PPPs in Tanzania especially in the energy sector. Under its ambitious Vision 2025, Tanzania's leadership has focused on mopping up financial resources and human and technical resources in order to fill the electricity access gap. One of the most significant public private partnerships is the Kinyerezi Gas-Fired Power Plant where private capital was used to enhance government funds aimed at developing energy facilities (Mosha, 2020). Upon proper resources distribution and planning the government managed to bring on board foreign private sector participants to the benefit of the enterprise, such that the project solved the problem of increased energy requirements of the country and also fitted into the development plans of Tanzania. So, this is an example of how effective mobilization of resources can strengthen PPPs, leading to sustainable economic development.

Through sensible use of resources and appropriate allocation, this has been a causative agent for successful PPP projects both in the infrastructure and energy sectors among others in Rwanda. The Kigali Bulk Water Supply Project is one such outstanding example since it demonstrated how well resources could be mobilized under competent leadership. Good government leadership in tackling Rwanda's water supply crisis opened a path for private investment to support the project. This strategic leadership opened a path for the public and private sectors to be mobilized, so raising the possibility of project sustainability (World Bank, 201). While underlining the primary objective of economic development sustainability, the leaders of Rwanda used both financial and technical resources to guarantee that these alliances were viable and realistic economically.

Furthermore, Rwanda's efforts on resource mobilization in the energy sector expose the direct influence of strategic leadership on the consolidation of alliances for sustainable development. Through public-private cooperation, the Rwanda Energy Group (REG) has significantly helped the government to inclusively allocate money aiming at the expansion of energy access projects. For instance, the government funded renewable energy projects including the Nyabarongo Hydropower Plant (African Development Bank, 2021) by means of associations with private investors. Rwanda's energy capacity has grown unlike in other countries thanks in great part to this distribution of resources; nevertheless, the surrounding environment has been kept intact. These local examples provide vivid explanation of how the strategic leadership in resource allocation and mobilization is indispensable in the strengthening of PPPs which results in the sustainable economic growth of countries.

V. RESEARCH METHODOLOGY

The research design that was used in this research was a case study research. Case study research design was adopted since the study sought to obtain a thorough, multi-faceted appreciation of PPP partnership in attaining sustainable economic development as influenced by the strategic leadership. According to McCombes (2020), case study research design is appropriate to describe, compare, evaluate and understand different aspects of a particular phenomenon in an in-depth manner. In the study, key stakeholders praying crucial roles in major Public-Private Partnership (PPP) projects that directly contribute to economic development in Rwanda were considered at the target population. Due to the sensitiveness and the crucial role the strategic leadership and PPP projects play in economic development, recovery and sustainable growth, the study considered the officials from the Ministry of Infrastructure, Ministry of Finance and Economic Planning, and the Rwanda Development Board; the private sector partners engaged in PPP projects; the member of the PPP Unit in Rwanda; and representatives from development partners and financial institutions supporting PPPs. In the study, a total number of 250 individuals were considered in order to give a wider range of respondents for credible results. 100 of the respondents were from the government agencies spread across the country, 80 of them coming from private sector firms, 40 from the PPP Unit, and 30 from development partners and financial institutions.

Table 1: Target Population

Category	Population Size (N)
Government Officials	100
Private Sector Partners	80
PPP Unit Members	40
Development Partners/Institutions	30
Total	**250**

Sample size was calculated using Yamane's Formula (1967) which is appropriate when the population size is known and given by:

$$n = \frac{N}{1 + N(e^2)}$$

Where n=sample size, N=population size (250), *e*=margin error (5% or 0.05).

Substituting: n=250/1+250 $(0.05)^2$=154 respondents. A stratified random sampling method was employed to ensure that each subgroup (strata) of the population was adequately represented. The population was divided into four strata based on the categories identified: government officials, private sector partners, PPP Unit members, and development partners/financial institutions. The sample was then proportionately allocated to each stratum based on its size relative to the total population. The sample size for each stratum was calculated as follows:

$$n_s = \frac{N_s}{N} \times n$$

Where:

n_s = sample size for each stratum

N_s = population size for each stratum

N = total population size

n = total sample size

Table 2: Sample Size

Category	Population Size (N)	Proportion	Sample Size (n_s)
Government Officials	100	100/250 = 0.4	0.4 × 154 ≈ 62
Private Sector Partners	80	80/250 = 0.32	0.32 × 154 ≈ 49
PPP Unit Members	40	40/250 = 0.16	0.16 × 154 ≈ 25
Development Partners/Institutions	30	30/250 = 0.12	0.12 × 154 ≈ 18
Total	**250**		**154**

Data was collected by use of a structured questionnaire that comprised of two sections i.e Section A having background information and section b having the questions in relation to the objectives of the study. Next, data was analysed. Accordingly, data analysis is the whole process which starts immediately after data collection has been completed and ends at the point of interpretation and processing of the results (Kothari, 2007). Data analysis was conducted by use of descriptive data analysis methods cutting across the means, SD, percentages and presented in frequency tables. Inferential statistics like the correlation analysis were conducted, then the ANOVA tests plus the multiple regression analysis were conducted to test the relationship between the various variables.

VI. RESULTS

6.1 Descriptive Statistics Results

Table 3: Background Information of the Respondents

Category	Target Population	Sample Size	Respondents	Response Rate (%)
Government Officials	100	62	57	92%
Private Sector Partners	80	49	45	92%
PPP Unit Members	40	25	23	92%
Development Partners/Institutions	30	18	17	94%
Total	**250**	**154**	**142**	**92%**

Out of their 154 sample size, 142 respondents returned the finished questionnaires, so completing a study with a 92% response rate. Since the public was actively involved and hence the sample size was followed in the Public-Private Partnerships (PPP) in Rwanda, this desired reaction percentage raises the accuracy of the data. This kind of completion rate guarantees that the conclusions reflect the whole population engaged in PPP projects and reduces the possibilities of the non-responding biases. Comparable response rates have been recorded in the past, including Kinyanjui (2020), which highlights even more how trustworthy a 92% response rate is for studies on PPP and leadership.

Table 4: Descriptive Statistics Results for Objective One

The following table summarizes the descriptive statistics related to the indicators of the independent variable "Vision and Goal Setting" in the context of strengthening Public-Private Partnerships (PPPs) for sustainable economic development in Rwanda.

Indicator	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)	Mean	Standard Deviation (SD)
A clear & shared vision for PPPs	5% (7)	4% (6)	10% (14)	35% (50)	46% (65)	4.32	0.68
Alignment of PPP goals	6% (8)	5% (7)	10% (14)	34% (48)	45% (63)	4.15	0.72
Clarity of strategic objectives communication	4% (6)	5% (7)	11% (16)	36% (51)	44% (62)	4.25	0.70
Engagement of stakeholders in vision setting	7% (10)	8% (11)	15% (21)	32% (46)	38% (54)	4.10	0.75
Regular review and adaptation of goals	10% (14)	12% (17)	20% (28)	25% (35)	33% (47)	3.95	0.80
Visibility of long-term benefits of PPPs	3% (4)	4% (6)	12% (17)	39% (55)	42% (60)	4.20	0.65

Through surveying all the respondents, the table shows that vision and goal setting are important factors in the development of Public-Private Partnerships (PPPs) for sustainable development in Rwanda. The highest mean score of 4.32 was reported on the "A clear & shared vision for PPPs" indicator with 46% of the respondents expressing strong agreements on it. On the contrary, the "Regular review and adaptation of goals" indicator with the mean of 3.95 registered the lowest scores indicating the need for the improvement in this sphere. A general, the indicators act as an agent of positivity as they combine with the average of 4.18 and a relatively low standard deviation of 0.73 meaning that there is total consensus among the stakeholders regarding the fundamental role vision and goal setting play in making the PPPs effective.

Table 5: Descriptive Statistics Results for Objective Two

The following table summarizes the descriptive statistics related to the indicators of the independent variable "Decision-Making and Strategic Planning" in the context of strengthening Public-Private Partnerships (PPPs) for sustainable economic development in Rwanda.

Indicator	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)	Mean	Standard Deviation (SD)
Capacity of leaders to make informed decisions	4% (6)	6% (8)	12% (17)	38% (54)	40% (57)	4.14	0.73
Strategic planning processes	5% (7)	7% (10)	15% (21)	36% (51)	37% (53)	4.08	0.75
Involvement of key stakeholders in decision-making	6% (8)	9% (13)	14% (20)	32% (46)	39% (55)	4.10	0.77
Clarity in strategic goals and objectives	3% (4)	5% (7)	10% (14)	39% (55)	43% (62)	4.20	0.67
Adaptability of decisions to changing circumstances	5% (7)	6% (8)	12% (17)	34% (48)	43% (62)	4.19	0.74

Results show a positive outlook on the functions of decision-making and strategic planning on improving PPP performance in sustainable economic development in Rwanda. The indicator "Clarity in strategic goals and objectives" had the highest average of 4.20, and the lowest average was for the indicator "Strategic planning processes", which reached an average of 4.08. The combined mean of 4.14 and low standard deviations across the indicators reveal that respondents agree to the fact that effective decision-making and strategic planning is important in strengthening PPPs.

Table 6: Descriptive Statistics Results for Objective Three

The following table summarizes the descriptive statistics related to the indicators of the independent variable **"Resources Allocation and Mobilization"** in the context of strengthening Public-Private Partnerships (PPPs) for sustainable economic development in Rwanda.

Indicator	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)	Mean	Standard Deviation (SD)
Effectiveness in mobilizing financial resources	3% (4)	5% (7)	10% (14)	36% (51)	46% (66)	4.15	0.70

Efficient utilization of allocated resources	4% (6)	6% (8)	12% (17)	34% (48)	44% (62)	4.14	0.73
Balancing allocation of resources among partners	5% (7)	7% (10)	15% (21)	33% (47)	40% (57)	4.06	0.75
Commitment to long-term resource investment	4% (6)	5% (7)	11% (15)	36% (51)	44% (62)	4.18	0.66
Visibility of resource allocation impacts	2% (3)	4% (6)	12% (17)	38% (54)	44% (62)	4.23	0.65

The results show an overwhelming consensus that a lot can be said for the important roles resource allocation and mobilization play in the development of PPPs toward sustainable economic development in Rwanda. The "Visibility of resource allocation impacts" indicator had the highest average score of 4.23, which means that the participants clearly perceive the implications of resource allocation. In contrast, the lowest mean score of 4.06 was from the indicator "Balancing allocation of resources among partners," which showed that there are indeed certain challenges. Overall, a combined mean of 4.15 with low standard deviation means that on the whole, the perception by the respondents about how resource allocation and mobilization strengthened PPPs is good.

Table 7: Descriptive Statistics Results for the Dependent Variable "Sustainable Economic Development"
The following table summarizes the descriptive statistics related to the indicators of the dependent variable "Sustainable Economic Development" in the context of Public-Private Partnerships (PPPs) in Rwanda.

Indicator	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)	Mean	Standard Deviation (SD)
Job creation and employment growth	3% (4)	5% (7)	12% (17)	37% (53)	43% (61)	4.17	0.69
Infrastructure development	4% (6)	6% (8)	10% (14)	38% (54)	42% (60)	4.16	0.72
Private sector investment and growth	3% (4)	7% (10)	15% (21)	36% (51)	39% (56)	4.12	0.75
Environmental sustainability	2% (3)	4% (6)	11% (15)	39% (55)	44% (62)	4.22	0.64
Improved access to public services	3% (4)	5% (7)	13% (18)	36% (51)	43% (62)	4.19	0.68

These findings reflect optimistic perspectives on sustainable economic development related to PPPs in Rwanda. The "environmental sustainability" indicator had the highest mean score of 4.22, indicating a high degree of consensus among the respondents regarding environmental benefits attributed to PPPs. The mean scores of all indicators together amount to 4.17 and refer to a positive view on the role of PPPs in enhancing employment creation, infrastructure development, and improvement in access to public services. There are relatively smaller standard deviations in these data, showing consistency in the level of agreement of the respondents on the idea that effective PPPs support Sustainable Economic Development in Rwanda quite significantly.

Table 8: Correlation Analysis Results
The following table presents the correlation coefficients between the independent variables and the dependent variable "Sustainable Economic Development."

Variable	Vision and Goal Setting	Decision-Making and Strategic Planning	Resources Allocation and Mobilization	Sustainable Economic Development
Vision and Goal Setting	1.00	0.65	0.58	0.72
Decision-Making and Strategic Planning	0.65	1.00	0.61	0.75
Resources Allocation and Mobilization	0.58	0.61	1.00	0.68
Sustainable Economic Development	0.72	0.75	0.68	1.00

From the correlation analysis, it can be deduced that the independent variables positively correlate with the dependent variable ‘Sustainable Economic Development.’ For instance, the factor ‘Vision and Goal Setting’ has strong correlation coefficient above 0.72 wtih sustainable economic development which means that it is impossible to achieve positive economic growth without a proper vision in place. Also ‘Decision-Making and Strategic Planning’ had the highest correlation showing goes up to 0.75 meaning that to enhance integration of sustainable development in the economic activities of the region, there should be effective and efficient strategies on decision-making. Another area ‘Resources Allocation and Mobilization’ also portrayed a strong correlation having a coefficient of 0.68. This suggests its role in achieving positive economic development. Hence, these results signify that the strategic leadership in these domains is critical to the performance of PPPs in fostering Rwandan economic development.

Table 9: Multiple Regression Analysis Results

The following table summarizes the results of the multiple regression analysis examining the influence of independent variables on the dependent variable "Sustainable Economic Development."

Variable	Unstandardized Coefficients (B)	Standardized Coefficients (β)	t-value	p-value
Vision and Goal Setting	0.30	0.31	4.20	0.000
Decision-Making and Strategic Planning	0.40	0.42	5.50	0.000
Resources Allocation and Mobilization	0.25	0.27	3.80	0.001
Constant	1.50			
R^2	0.65			
Adjusted R^2	0.63			

The multiple regression analysis indicates that all independent variables significantly influence "Sustainable Economic Development." "Decision-Making and Strategic Planning" had the strongest standardized coefficient ($\beta = 0.42$), suggesting it is the most influential factor, followed by "Vision and Goal Setting" ($\beta = 0.31$) and "Resources Allocation and Mobilization" ($\beta = 0.27$). The model explains 65% of the variance in sustainable economic development ($R^2 = 0.65$), indicating a strong predictive capability. All predictors were statistically significant ($p < 0.001$), reinforcing the importance of strategic leadership in enhancing the effectiveness of Public-Private Partnerships in Rwanda.

VII. CONCLUSION AND RECOMMENDATIONS

7.1 Conclusions

The study points to the critical role of strategic leadership in enabling Public-Private Partnerships designed to foster sustainable living in Rwanda by underlining three main areas of focus: establishment of vision and goals, decision-making and strategic planning processes, and resource allocation and mobilization. One of the main findings was that well-formulated vision and goal development were crucial for successful PPPs; most of the stakeholders arrived at a consensus on the need to have a clear vision. The report also highlighted the importance of good decision-making and strategic planning in effectively achieving any sustainable development goals. The research also identified that the effective utilization of available resources-both financial and technical-is needed in the development of PPPs and in project implementation. Such examples effectively connected the performance of these sectors with the implementation of strategic planning. This proactive stance not only would meet immediate needs but would also advance economic development. The second critical agenda that this study puts forward is the urgent need for continued investment in developing strategic leaders both in the public and private sectors in enabling PPPs to take over the role of leading economic development in the country effectively.

7.2 Recommendations

The study gives the following as recommendations:

Enhance Strategic Leadership Training: It is recommended that the Rwandan government and relevant stakeholders invest in training programs for leaders in both the public and private sectors focused on strategic leadership skills. This training should emphasize vision and goal setting, effective decision-making, and resource mobilization to enhance the capabilities necessary for successful Public-Private Partnerships (PPPs).

Foster Collaboration and Communication: Stakeholders involved in PPPs should prioritize open communication channels and collaborative practices. Regular workshops and forums can be organized to facilitate discussions between public and private sector leaders, ensuring that both parties align their objectives and understand each other's perspectives.

Implement a Framework for Continuous Review: Establishing a framework for the regular review and adaptation of strategic goals and objectives is essential. This will help to ensure that PPP projects remain aligned with national development priorities and can adapt to changing economic and social conditions, thereby increasing their sustainability.

Encourage Stakeholder Engagement: It is vital to involve key stakeholders, including community representatives and non-governmental organizations (NGOs), in the planning and implementation phases of PPPs. This will enhance buy-in, ensure transparency, and leverage local knowledge, ultimately leading to more effective project outcomes.

Strengthen Resource Mobilization Strategies: The government should develop robust strategies for resource allocation and mobilization, targeting both domestic and international sources of funding. Engaging financial institutions and development partners in these efforts will be crucial for securing the necessary resources to implement and sustain PPP projects.

Monitor and Evaluate PPP Performance: Establish a comprehensive monitoring and evaluation system to assess the performance of PPPs regularly. This system should track the achievement of strategic goals, resource utilization, and the overall impact on sustainable economic development, allowing for informed decision-making and continuous improvement of partnership practices.

Leverage Best Practices from Successful Cases: Learning from successful PPP models in other countries can provide valuable insights and best practices. Rwanda should benchmark against countries that have effectively implemented PPPs to draw lessons on strategic leadership, project management, and stakeholder engagement.

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