Rwanda’s public service commission says 329 government employees have been dismissed for misconduct since 2022, highlighting continued concerns over ethics and service delivery in the public sector.

A report released Tuesday by the National Public Service Commission shows that 1,056 public servants were disciplined between 2022 and 2026, with dismissals accounting for 31.1% of all cases.

The findings were presented during a May 13 meeting between the commission and other government institutions reviewing professional conduct among public workers.

The report breaks down disciplinary cases by fiscal year. In 2022/23, 257 employees were disciplined, including 58 dismissals. In 2023/24, 182 workers faced sanctions, with 73 dismissed. In 2024/25, cases rose to 278, including 96 dismissals.

In the first three quarters of the 2025/26 fiscal year, 339 employees had already been disciplined, including 102 dismissals.

Angelina Muganza, executive secretary of the commission, said misconduct among public servants undermines service delivery and creates financial losses for government.

She said the state loses money invested in recruiting, training and employing workers who are later dismissed, while affected employees also suffer job and income loss.

Muganza called for stronger ethics and professional conduct training from the start of employment, noting that many workers receive limited guidance on values and workplace behavior beyond job duties.

Separately, Raymond Murenzi of the Rwanda Standards Board said the government has introduced public service quality standards known as R600 to improve accountability and service delivery across institutions.

He said many public institutions still lack written procedures outlining how services should be delivered, leading to inconsistency when staff or leadership changes.

Rwanda’s Vision 2050 strategy targets raising public service delivery performance to 90%, up from the current 73%, officials said.