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RGB
Rwanda Governance Board

Rwanda

GOVERNANCE SCORECARD 10th EDITION

THE STATE OF GOVERNANCE IN RWANDA

2023

Rwanda

Governance Scorecard 10th Edition

THE STATE OF GOVERNANCE IN RWANDA

2023

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2023

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Preface

The Rwanda Governance Board (RGB) is delighted to present the Rwanda Governance Scorecard (RGS) 10th edition. RGS is a home-grown quantifiable index that consistently gauges the state of governance in Rwanda. It places global governance standards and home-grown indicators at the centre of its method which makes it uniquely relevant to both the international and national contexts.

Like the previous editions, the current RGS assesses the state of governance based on the following eight pillars: Rule of Law; Political Rights and Civil Liberties; Participation and Inclusiveness; Safety and Security; Investing in Human and Social Development; Anti-corruption, Transparency and Accountability; Quality of Service Delivery as well as Economic and Corporate Governance.

RGB is an institution with legal personality, administrative and financial autonomy and enjoys independence in the exercise of its mandate. Part of its mandate is to monitor governance practices and service delivery in all sectors. In this framework, RGB annually publishes the Rwanda Governance Scorecard.

RGB is Rwanda's Governance Council within the framework of the African Peer Review Mechanism. RGS underscores Rwanda's commitment to good governance that is understood as accountability, transparency and efficiency in Rwanda's context.

In the current edition of RGS, Safety and Security remains the highest performing pillar with a score of 93.63% while Investing in Human and Social Development is the lowest performing pillar with a score of 75.51% as in the previous edition.

We take this opportunity to appreciate the role played by different stakeholders and partners in the production of RGS 10th edition. We have no doubt that you will find this edition a source of valuable information on Rwanda's governance.

Dr. KAITESI Usta
Chief Executive Officer

1 Introduction

The Rwanda Governance Scorecard (RGS) is a national index published by the Rwanda Governance Board (RGB) to consistently assess the state of governance in Rwanda. RGS objectives are to generate credible and reliable data on governance, to serve as an evidence-based source to inform policy, decision making and implementation. It contributes to current scientific and contextualised knowledge about economic, social and political governance in Rwanda.

RGS is a crucial tool that tracks the country's performance in relation to the national, regional and global governance commitments. RGS places global governance standards and home-grown approaches at the centre of its method which makes it uniquely relevant to both the international and national contexts.

The performance of every RGS edition is comparable with the previous editions to allow the trend analysis of each pillar. Additionally, RGS is continuously refined and strengthened by adjusting its methods of assessment. The eight pillars of RGS and 35 indicators were maintained but the number of variables increased from 144 in RGS 9th edition to 151 variables in RGS 10th edition. RGS uses both primary and secondary data from various sources. Its methods are grounded in international standards as well as in in-depth understanding of the Rwandan context. Each RGS edition presents a section of the implementation status of the recommendations from the previous edition in order to track their progress. As a result, the 10th edition of RGS presents the implementation status of the recommendations of RGS 9th edition to ascertain the extent to which issues raised were addressed.

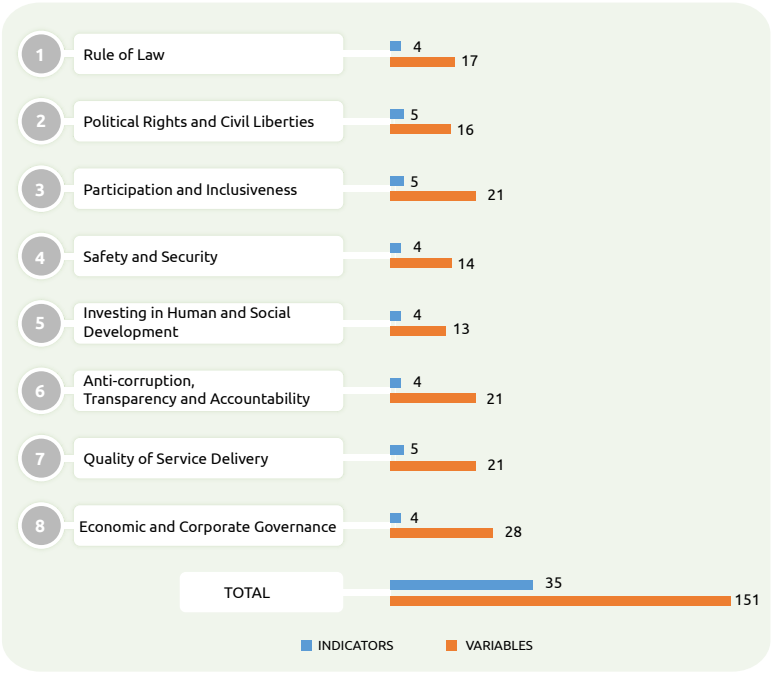
2 Methodology

RGS employs advanced research methods in global governance contextualised to national realities. It builds on global indicators customised to local context and relies on a wealth of new local data, including citizen's surveys, and secondary data.

The uniqueness of RGS is that, it generates data from a wide range of recent country-specific data sources. The RGS 10th edition data is derived from secondary sources set for the period of 2019-2023 and the scoring of the pillars based on targets from NST1 and sector strategic plans. Due to the nature and periodicity of some of the data sources, some data can be used for more than one year for example data from EICV, RDHS, RPHC, results from elections and other studies with periodicity of more than one year.

The collected data is analysed using scoring methods in which pillar values are compiled based on performance of relevant indicators and variables. Throughout the data gathering and scoring processes, RGB ensures that data quality is maintained.

Figure 1: Number of indicators and variables



As earlier stated, the 10th edition of RGS is composed of eight (8) pillars, thirty-five (35) indicators and 151 variables. Adjustment was made to accommodate new variables for better assessment.

Under Rule of Law, a slight change was made on the indicator of Performance of the legislature, where a new variable of performance of the Senate in monitoring application of fundamental principles was introduced. On the other hand, the variable of "percentage of cases processed by the courts against all cases in courts" under performance of the judiciary indicator was removed. Two variables "percentage of criminal cases processed" and "percentage of gender-based violence cases processed" were merged to form "Percentage of cases processed" variable.

Under Participation and Inclusiveness, two variables were introduced "Central government transfer to the decentralised entities (Block grant)" under "Decentralisation" indicator and "Performance in closing the gender gap" under "Gender equality in leadership" indicator.

Under Safety and Security, three new variables: absence of civil conflict, absence of violent redress, and absence of armed conflict were introduced while Terrorism incidence variable was removed.

Under Anti-corruption, Transparency and Accountability, the following five variables were introduced: control of corruption, absence of corruption in public sector, absence of corruption in private sector, absence of corruption in public procurement procedures, and anti-corruption mechanisms. On the other hand, "percentage of citizens reporting personal experience of corruption" variable was removed while "proportion of bribe demanded and paid among the business community in Rwanda during the 12 previous months" was renamed "status of corruption in business community".

2.1. Development of pillars, data identification, collection and scoring

RGS draws data from diverse sources to construct pillars, indicators and variables based on the following three contexts:

- International frameworks
- International indices
- Home-grown solutions

Some of the International frameworks and indices consulted include: Africa SDGs index, World Bank's Doing Business, Global Competitiveness Report, Gallup, Global Open Data Index, Human Development Index, Africa Visa Openness Index, Mo Ibrahim Index of African Governance, Corruption Perception Index, Global Peace Index, Global Gender Gap Report, Rule of Law Index, Chandler Good Government Index, Human Capital Index, Legatum Prosperity Index and Worldwide Governance Indicators.

2.1.1. Sources of data

In compiling the RGS, RGB relies on various data sources capturing institutional and sectorial performance, governance assessments, civil society organisations as well as public and private sector organisations. Similar to the previous editions, the RGS 10th edition uses two types of data namely primary data/surveys, and secondary/administrative data.

2.1.1.1. Primary data

To ensure that RGS is firmly rooted into the realities of Rwanda, data collected from various surveys - perception and experience surveys were utilised. These include but are not limited to the Citizen Report Card 2023,[1] the Rwanda Media Barometer 2021,[2] Rwanda Civil Society Barometer 2023[3] and Service Delivery Monitoring Report 2023.[4] Perception surveys are of paramount importance due to the fact that, perception data have particular significance in the measurement of governance. First, perceptions reflect views of citizens to inform decision-making. Secondly, in many areas of governance, there are very few alternatives to perception survey data. For instance, in the case of measuring corruption, there are no other measures to easily gather information about it. All the surveys that informed RGS are based on relatively sufficient big samples that guarantee statistically significant results.

2.1.1.2. Secondary and Administrative data

The data collected consist mainly of published research, assessments and sector strategic plan reports as well as administrative documents from concerned institutions.

2.1.2. Development of pillars

As mentioned earlier, RGS is built on eight pillars covering broad dimensions of governance in Rwanda, namely Rule of Law; Political Rights and Civil Liberties; Participation and Inclusiveness; Safety and Security; Investing in Human and Social Development; Anti-corruption, Transparency and Accountability; Quality of Service Delivery; as well as Economic and Corporate Governance. Relevant national institutions, private sector and civil society organisations with requisite expertise were consulted for input in the process of developing pillars, indicators and variables based on their applicability in measuring governance performance trends.

From the 7th edition of RGS, details of all components that make up variables are provided unlike in the previous editions where they were grouped into what was called composite variables. However, the analysis of findings is limited to three levels (pillars, indicators and variables).

2.1.3. Data analysis and scoring

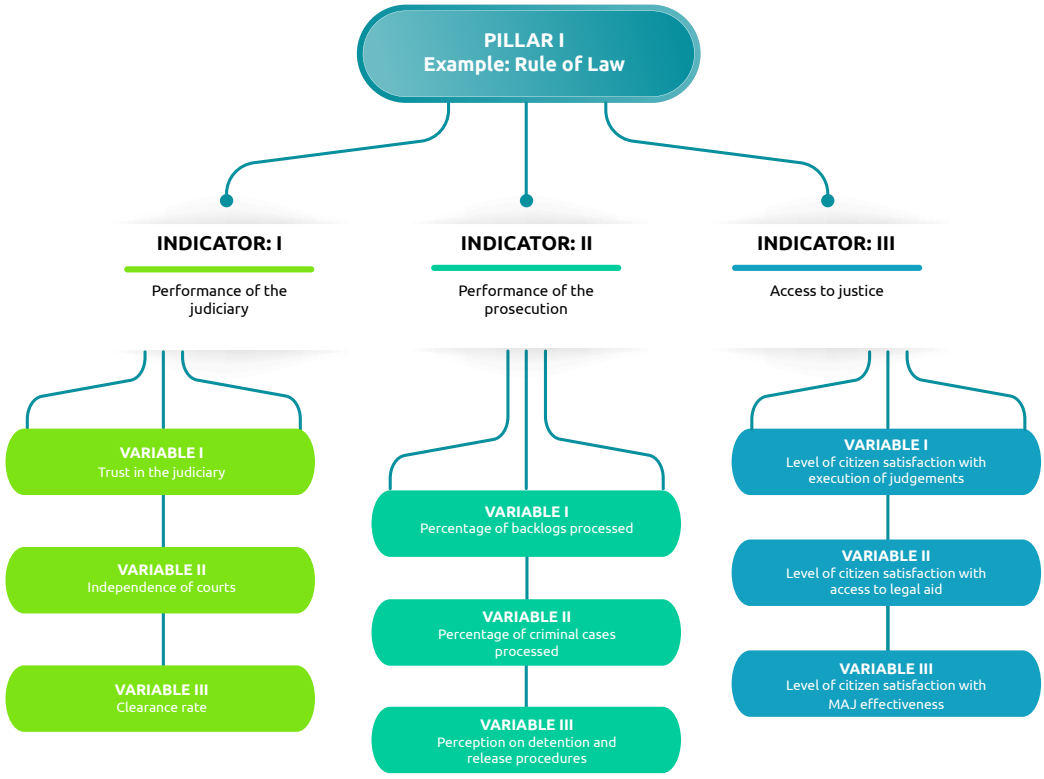
Once data identification, collection and verification process are concluded, confirmation of the validity of the data is done after which scoring is carried out using standard statistical methods for analysis and interpretation. Hard data obtained

1. Conducted by RGB,
2. Conducted by RGB,
3. Conducted by RGB,
4. Conducted by RGB,

from relevant institutions together with data from a wide variety of surveys are organised into eight clusters corresponding to the eight pillars. For each cluster, a statistical method is used to: (i) standardise the data from the diverse sources into comparable units, using targets from regional and global agendas, NST1 as well as sector strategic plans; (ii) construct an aggregate indicator as a weighted average of the underlying source variables.

All variables are weighted equally and averaged to form an indicator score where indicators under each pillar are also weighted equally and averaged to generate an overall score for the pillar. The scoring scale ranges from 0 to 100, where 0 is the lowest and 100 the highest performance score. The figure below illustrates the RGS scoring methods.

Figure 2: An illustration of RGS scoring methods



The details of the scoring methods are provided below:

a. Scoring using existing percentages

In most cases, primary data are captured automatically as percentages and are scored as they are, except where NST1 or Sector strategic plans targets exist.

b. Scoring against national and international targets or standards

In some cases, percentages have been calculated against national and international targets or standards. The achievement or overachievement of a target results in a full score (100%) while partial achievement of a target yields a corresponding relative score in percentage points. Due to the nature of indicators or variables, the scoring against national targets is either based on annual targets from NST1, Sector strategic plans or from the end targets of these two frameworks. In a few circumstances, the scoring is based on institutional annual targets in the absence of the targets from NST1 or Sector strategic plans. Where all targets exist, the first priority is given to NST1 followed by Sector strategic plans, institutional targets and lastly to the international target.

c. Performance scoring

Hard or administrative data related to performance are either expressed as percentages or nominal figures and their scoring is also based on NST1, Sector strategic plans, institutional as well as international targets where applicable.

d. Scoring variables on gender equality

Regarding gender equality, a variable with parity of men and women of 50% scores 100% as an ideal gender balance in a given sub-domain. In some cases, where women representation exceeds 50%, this particular variable is still scoring 100% due to the historical under-representation of women in decision making organs.

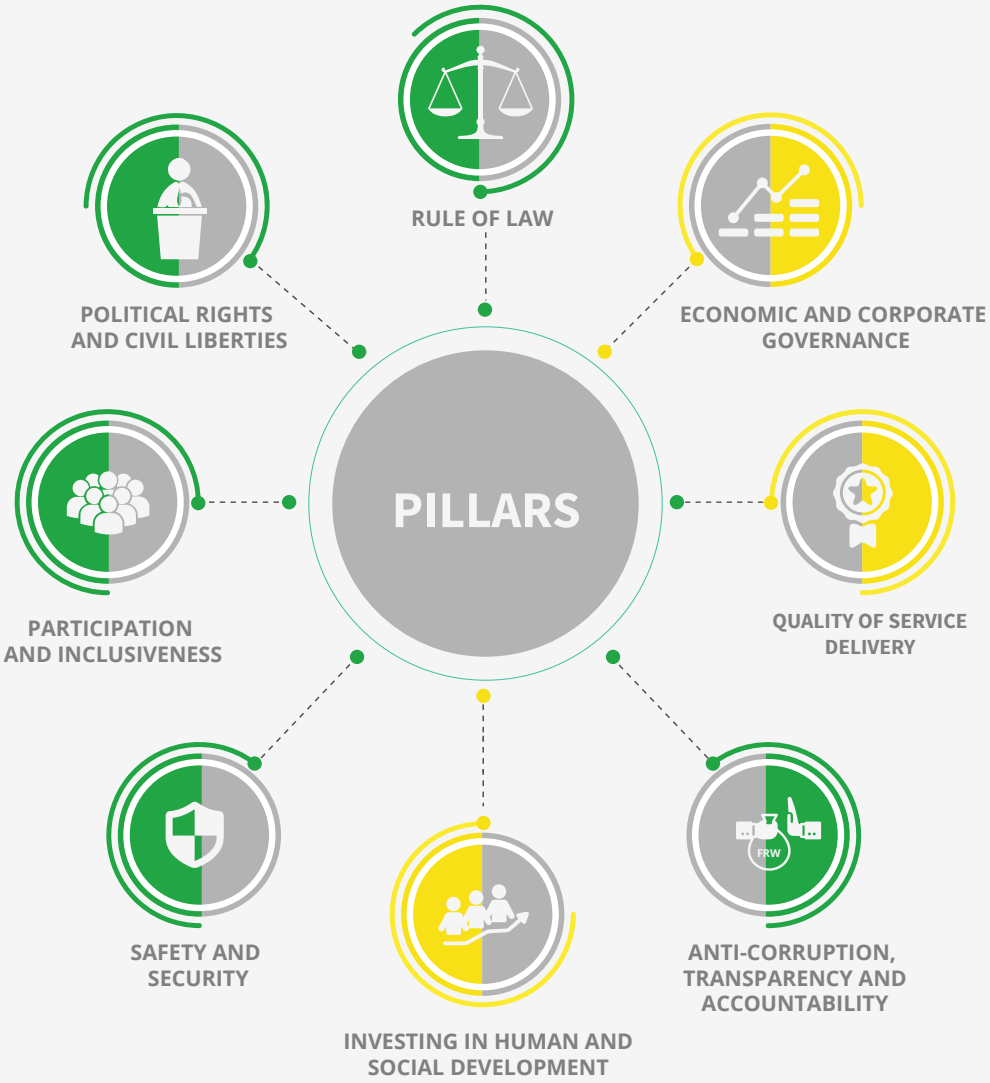
e. Scoring based on forecasting methods

In case a measurement does not have an annual target, forecasting method is applied based on the performance of the previous RGS.

OVERALL SCORES OF RWANDA GOVERNANCE SCORECARD 10th EDITION

Score intervals	Rate (In colours)	
[80-100%]		GREEN
[60-80%[		YELLOW
[40-60%[		AMBER
[0-40%[		RED

NOTE: Scores are based on a scale of 0-100. RGS scores should be interpreted with the understanding that the higher the score, the better the performance.


PILLARS
RULE OF LAW
POLITICAL RIGHTS AND CIVIL LIBERTIES
ECONOMIC AND CORPORATE GOVERNANCE
PARTICIPATION AND INCLUSIVENESS
QUALITY OF SERVICE DELIVERY
SAFETY AND SECURITY
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT
ANTI-CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY

OVERALL SCORES OF THE RWANDA GOVERNANCE

SCORECARD (RGS) 10th EDITION

3 Highlights of the Rwanda Governance Scorecard 10th Edition

3.1. Rating system

The rating of pillars, indicators and variables is derived from their respective scores. The colour-coded rating system is interpreted as indicated below:

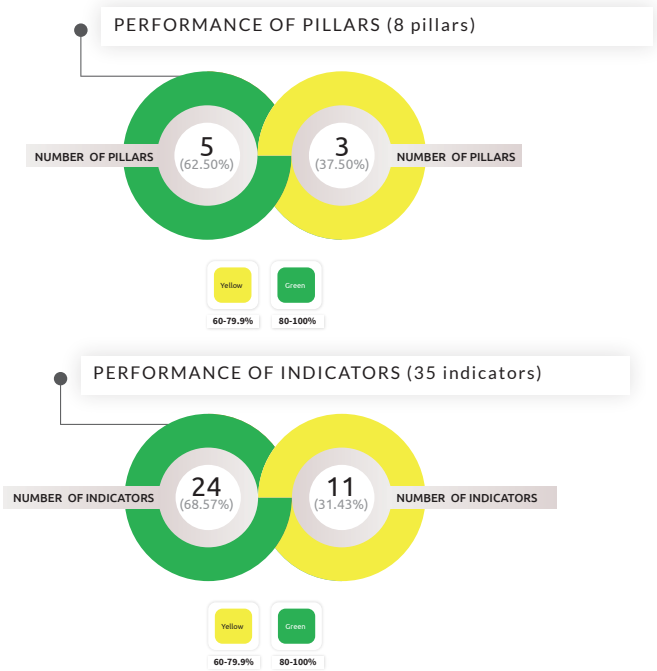
A score of [80%-100%] is rated green, a score of [60%-80% [is rated yellow, a score of [40%-60% [is rated amber while a score of [0%-40% [is rated red.

Table 2: Rating System

Score intervals	Rate (In colours)
[80-100%]	GREEN
[60-80%[	YELLOW
[40-60%[	AMBER
[0-40%[	RED

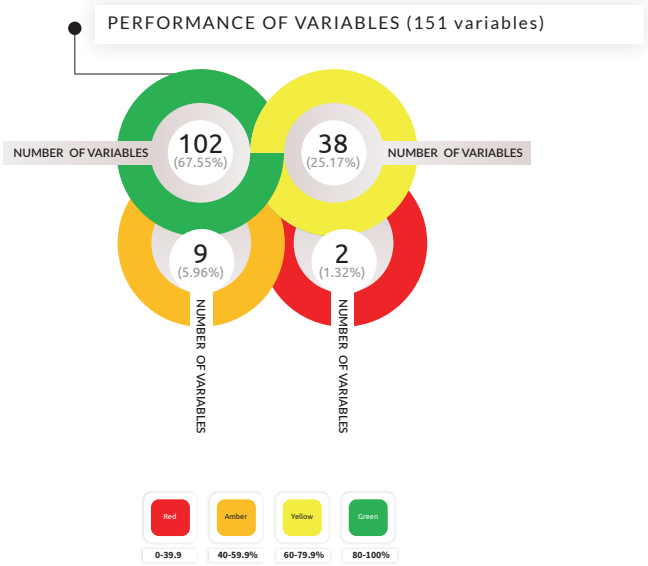
3.2. Summary of performance of pillars, indicators and variables

Figure 3: Performance of pillars, indicators and variables



In RGS 10th edition, five pillars namely; Safety and Security, Rule of Law, Political Rights and Civil Liberties, Anti-corruption, Transparency and Accountability, as well as Participation and Inclusiveness, are in green while the remaining three pillars are in yellow.

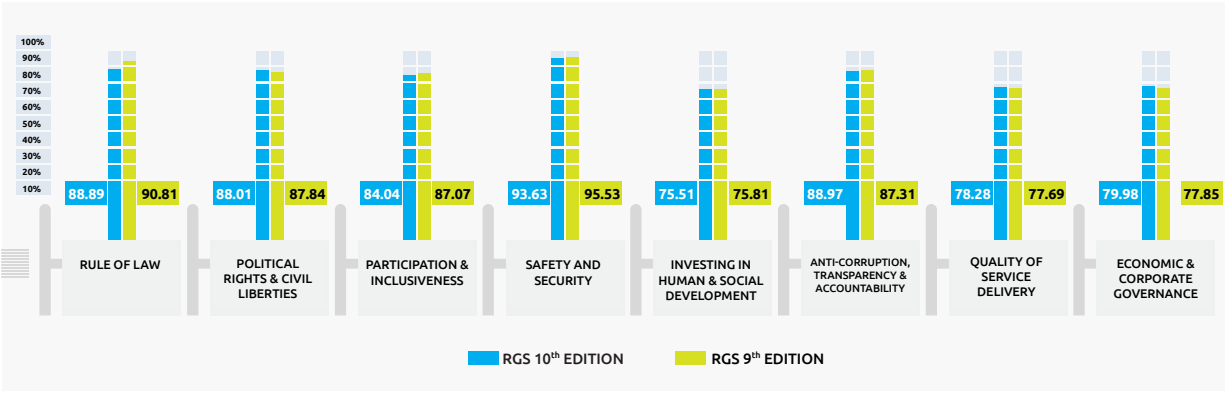
Out of 35 indicators, 24 are in green while 11 are in yellow. All the indicators of Political Rights and Civil Liberties, and Safety and Security are in green.



Out of 151 variables, 102 are in green compared to 91 in the previous edition while 38 variables are in yellow compared to 43 in the previous edition. Nine variables are in amber as in previous edition. Two variables are in red compared to one variable in RGS 9th edition.

3.3. Highlights of the pillars and indicators

Figure 4: A comparison of pillar performance of the RGS 10th and 9th editions



In RGS 10th edition, four pillars out of eight recorded a slight improvement. Safety and Security continues to lead other pillars in performance with a score of 93.63%.

Economic and Corporate Governance pillar attained the highest rate of improvement of 2.13%. This improvement is attributed to the good performance of "Foreign trade and industrialisation" indicator which scores 85.95% compared to 70.25% in the previous edition.

Participation and Inclusiveness pillar recorded a high decrease of 3.03% compared to other pillars. This is attributed to the weak performance of the variable of "Central government transfer to the decentralised entities (Block grant)" under Decentralisation indicator with a score of 60%.

Table 3: The RGS pillar performance (ranking) from the 1st to the 10th edition

PILLARS	1st EDITION	2nd EDITION	3rd EDITION	4th EDITION	5th EDITION	6th EDITION	7th EDITION	8th EDITION	9th EDITION	10th EDITION
SAFETY AND SECURITY	1st	1st	1st	1st	1st	1st	1st	1st	1st	1st
ANTI-CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY	3rd	3rd	4th	2nd	3rd	4th	3rd	3rd	4th	2nd
RULE OF LAW	6th	7th	2nd	4th	4th	3rd	2nd	2nd	2nd	3rd
POLITICAL RIGHTS AND CIVIL LIBERTIES	5th	6th	5th	3rd	2nd	2nd	4th	5th	3rd	4rd
PARTICIPATION AND INCLUSIVENESS	4th	4th	6th	6th	6th	6th	5th	4th	5th	5th
ECONOMIC & CORPORATE GOVERNANCE	N/A	5th	7th	5th	5th	5th	7th	8th	6th	6th
QUALITY OF SERVICE DELIVERY	7th	8th	8th	8th	8th	7th	6th	6th	7th	7th
INVESTING IN HUMAN & SOCIAL DEVELOPMENT	2nd	2nd	3rd	7th	7th	8th	8th	7th	8th	8th

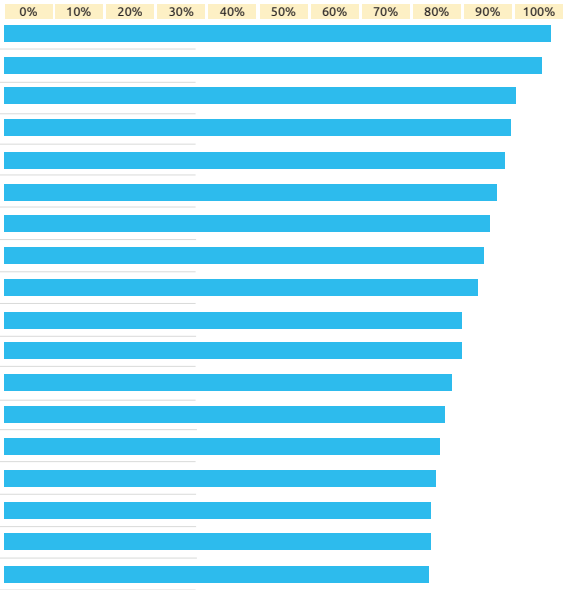
0-39.9
40-59.9
60-79.9
80-100

Since the inception of RGS in 2010, Safety and Security has been the highest performing pillar. This confirms the government commitment of considering security as a foundation for social economic transformation.

In the last five years Investing in Human and Social Development has been the lowest performing pillar.

Figure 5: Highest performing indicators (above 85%)

HIGHEST PERFORMING INDICATOR (ABOVE 85%)	
Transparency	98.40%
Maintaining security	96.92%
Performance of the legislature	95.86%
National security	95.57%
Reconciliation, social cohesion and unity	95.22%
Political organisations	94.85%
Performance of the prosecution	94.34%
Power sharing and inclusiveness	94.25%
Accountability	92.89%
Respect for human rights and core international conventions	92.38%
Service delivery in transformational governance	87.56%
Access to public information	87.23%
Personal and property safety	86.81%
Citizen participation	86.58%
Health	86.42%
Incidence of corruption	86.29%
Foreign trade and industrialisation	85.95%
Access to justice	85.81%

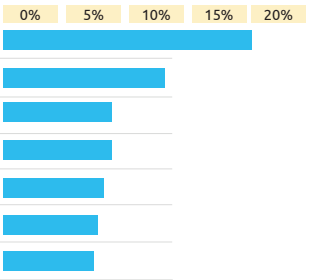


Out of 35 indicators in the current edition, 18 scored 85% and above. The 18 indicators are:

- Safety and Security pillar: four indicators (maintaining security: 96.92%, national security: 95.57%, reconciliation, social cohesion and unity: 95.22%, personal and property safety: 86.81%);
- Rule of Law pillar: three indicators (performance of the legislature: 95.86%, performance of the prosecution: 94.34%, and access to justice: 85.81%);
- Political Rights and Civil Liberties pillar: three indicators (political organisations: 94.85%, respect for human rights and core international conventions: 92.38%, and access to public information: 87.23%);
- Anti-corruption, Transparency and Accountability pillar: three indicators (transparency: 98.40%, accountability: 92.89%, and incidence of corruption 86.29%);
- Participation and Inclusiveness pillar: two indicators (power sharing and inclusiveness: 94.25%, and citizen participation: 86.58%);
- Economic and Corporate Governance pillar: one indicator (foreign trade and industrialisation: 85.95%);
- Quality of Service Delivery pillar: one indicator (service delivery in transformational governance: 87.56%);
- Investing in Human and Social Development pillar: one indicator (health: 86.42%).

Figure 6: The most improved indicators (above 3%)

N°	MOST IMPROVED INDICATORS (ABOVE 3%)	
1	Foreign trade and industrialization	15.70%
2	Transparency	7.88%
3	Social protection	5.89%
4	Role of non-state actors in governance	5.12%
5	Accountability	5.06%
6	Service delivery in economic transformation	4.32%
7	Power sharing and inclusiveness	3.50%



There are seven (7) most improved indicators in the RGS 10th edition against eleven (11) in previous edition with the indicator of foreign trade and industrialisation recording the highest improvement of 15.70% emanating from the improvement in performance of its three variables namely: Exports growth (44.71%), export as percentage of imports (17.60%) and informal cross border trade balance - exports as percentage of imports - (11.59%).

3.4. Highlights of the variables

Figure 7: Performance of variables

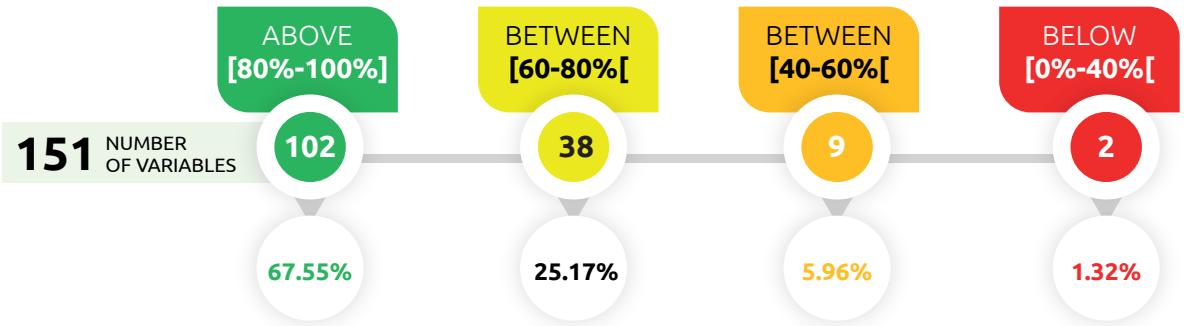
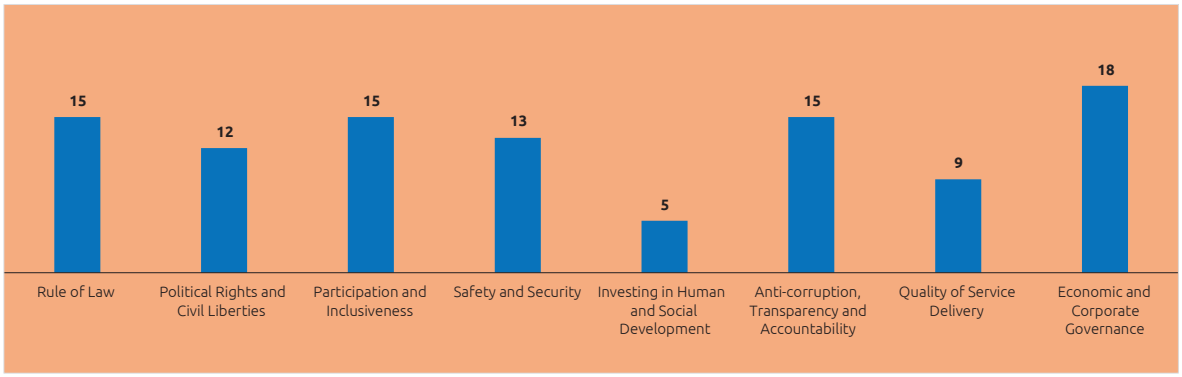


Figure 7 above shows that, out of 151 variables, 102 are in green; 38 are in yellow; nine are in amber while two are in red.

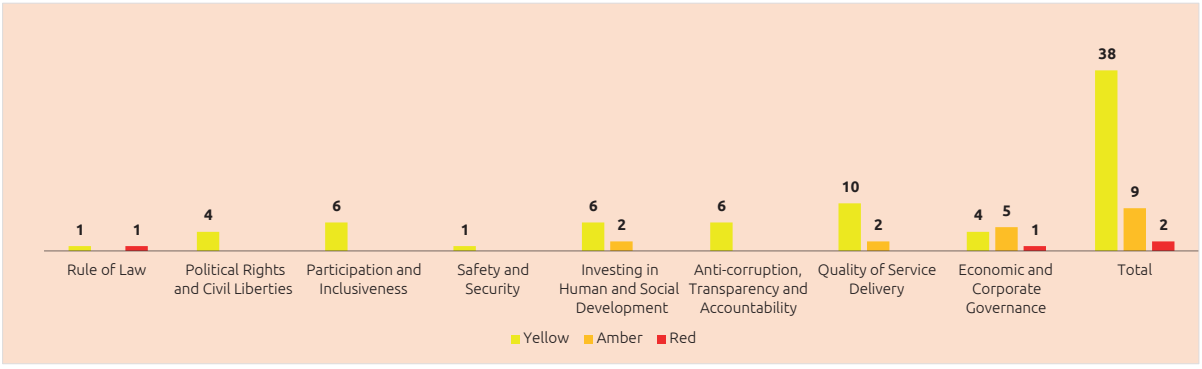
The table below shows detailed performance of variables under the eight pillars.

Figure 8: Number of the highest performing variables per pillar



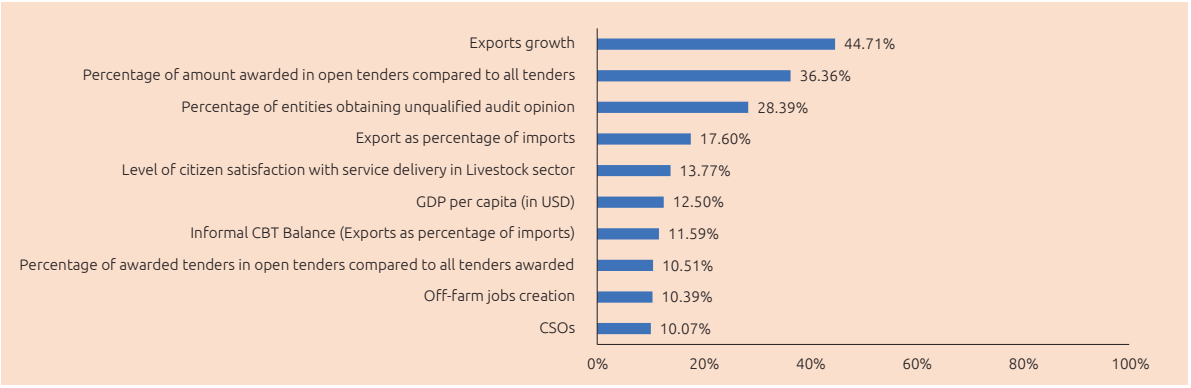
As indicated in the figure 8 above, 102 variables are in green with a score of 80% and above. Economic and Corporate Governance pillar has 18 variables which scored 80% and above. On the other hand, the pillar of Investing in Human and Social Development has only five variables scoring 80% and above.

Figure 9: Number of the lowest performing variables per pillar



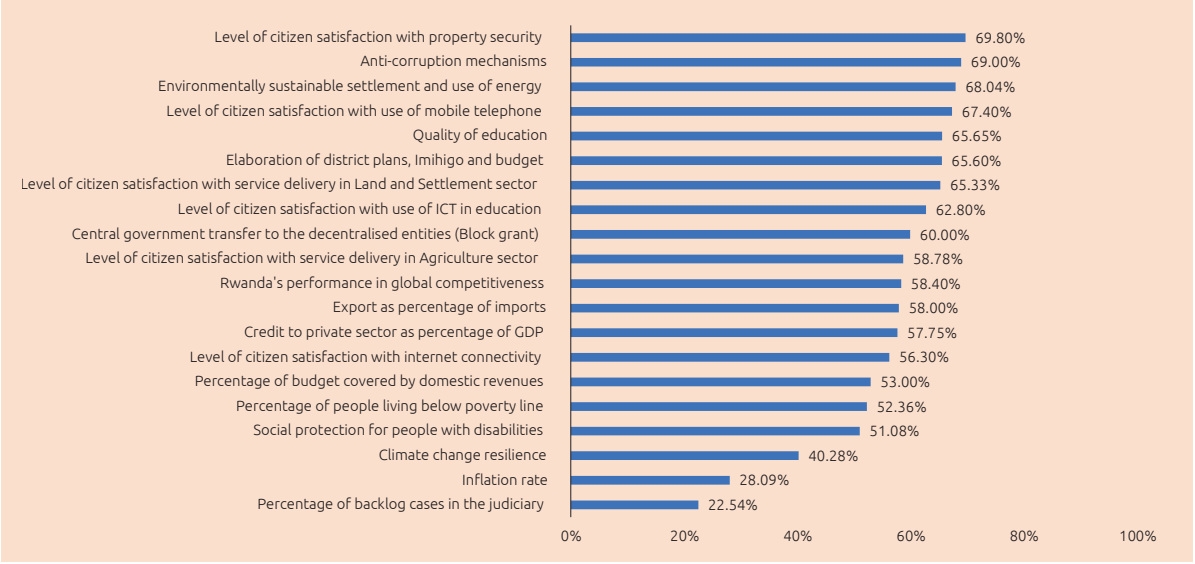
As indicated in figure 9, there are four pillars with the lowest performing variables - that is those that scored below 60%. The four pillars are Economic and Corporate Governance; Investing in Human and Social Development, Quality of Service Delivery as well as Rule of Law. Two pillars, Economic and Corporate Governance, and Rule of Law each has one variable in red.

Figure 10: The most improved variables (above 10%)



In this edition, ten variables have an improvement of 10% and above. Exports growth is the most improved variable with an improvement rate of 44.71%. Although this variable reached the NST1 target, the country is still experiencing trade imbalance where the percentage of exports to imports is 58%.

Figure 11: Variables with performance below 70%

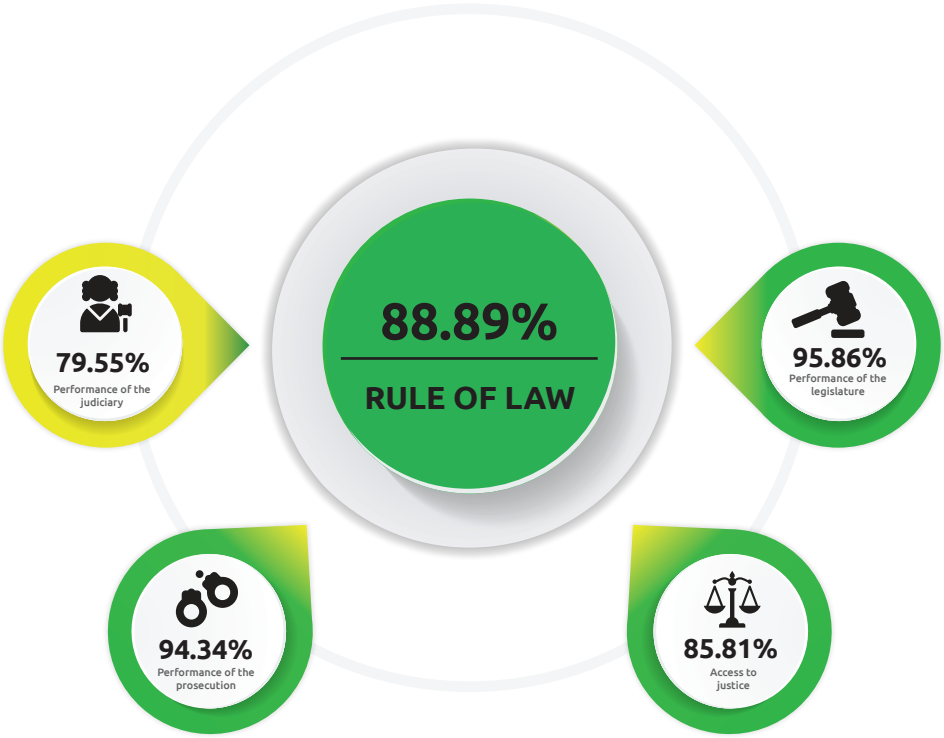


As shown in the figure 11 above, twenty variables scored below 70% where two variables, inflation rate and percentage of backlog cases in the judiciary are the lowest performing variables scoring below 30%. It is important to highlight that the Economic and Corporate Governance pillar has more (6) variables scoring below 70%.

PERFORMANCE OF PILLARS

RULE OF LAW

0-39.9	40-59.9	60-79.9	80-100



4 Rule of Law

The rule of law is the principle of governance in which the supremacy of the law prevails. All institutions of the state and citizens are accountable to laws that have been publicly enacted, fairly and equally administered, where justice is delivered independently, ethically, timely and by competent personnel. The state and its institutions protect fundamental and core human rights, provide security of persons and property.

The pillar of Rule of Law is composed of four (4) indicators and seventeen (17) variables. The four indicators are: Performance of the judiciary; performance of the prosecution; access to justice and performance of the legislature. In this edition, a slight change was made on the indicator of "performance of the legislature" where a new variable of "performance of Senate in monitoring application of fundamental principles" was introduced. The overall performance of the Rule of Law pillar is 88.89% against 90.81% in the 9th edition implying a decrease of 1.92%.

Table 4: Indicators and variables of the Rule of Law pillar

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
RULE OF LAW	**1.**	**Performance of the judiciary**				**79.55%**	
	1.1.	Trust in the judiciary	90.70%		CRC, 2023	90.70%	
	1.2.	Percentage of backlog cases in the judiciary	59.00%	13.30%	Supreme court, 2023	22.54%	
	1.3.	Independence of courts	95.50%		CRC, 2023	95.50%	
	1.4.	Percentage of cases filed online in courts	100%	100%	Supreme court, 2023	100%	
	1.5.	Clearance rate	89.00%		Supreme court, 2023	89.00%	
	2.	**Performance of the prosecution**				**94.34%**	
	2.1.	Percentage of backlogs processed	100%	100%	NPPA, 2023	100%	
	2.2.	Percentage of cases processed				100%	
	2.2.1.	Criminal cases	99.40%	99.00%	NPPA, 2023	100%	
	2.2.2.	Gender based violence	99.20%	99.00%	NPPA, 2023	100%	
	2.3.	Percentage of convicted cases against cases submitted to courts	90.70%	94.00%	NPPA, 2023	96.49%	
	2.4.	Perception on detention and release procedures	72.80%	90.00%	CRC, 2023	80.89%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
RULE OF LAW	3.	**Access to justice**				**85.81%**	
	3.1.	Level of citizen satisfaction with execution of judgements	75.20%	90.00%	CRC, 2023	83.56%	
	3.2.	Level of citizen satisfaction with access to legal aid	81.40%	90.00%	CRC, 2023	90.44%	
	3.3.	Level of citizen satisfaction with MAJ effectiveness	72.70%		CRC, 2023	72.70%	
	3.4.	Level of citizen satisfaction with Abunzi performance	86.90%	90.00%	CRC, 2023	96.56%	
	4.	**Performance of the legislature**				**95.86%**	
	4.1.	Performance in the oversight of the government actions				87.12%	
	4.1.1.	Senate				74.24%	
	4.1.1.1.	Engagement with citizens as per parliamentary standards	9	11	Senate, 2023	81.82%	
	4.1.1.2.	Field visit for standing committees and parliamentary network and forum	10	15	Senate, 2023	66.67%	
	4.1.2.	Chamber of Deputies				100%	
	4.1.2.1.	Engagement with citizens as per parliamentary standards	100%		Chamber of Deputies, 2023	100%	
	4.1.2.2.	Field visit for standing committees and parliamentary network and forum	100%	100%	Chamber of Deputies, 2023	100%	
	4.1.2.3.	Number of analysed reports of institutions as provided by the constitutions, 2021/2022	100%	100%	Chamber of Deputies, 2023	100%	
	4.2.	Performance in legislative matters				100%	
	4.2.1.	Senate	100%		Senate, 2023	100%	
	4.2.2.	Chamber of Deputies	100%	100%	Chamber of Deputies, 2023	100%	
	4.3.	Performance in monitoring application of fundamental principles (Senate)	100%	100%	Senate, 2023	100%	
	4.4.	Independence of the parliament	96.30%		CRC, 2023	96.30%	
Pillar Overall Score						**88.89%**	

4.1 Summary of indicators and variables

Figure 12 : Summary of indicators and variables of the Rule of Law pillar

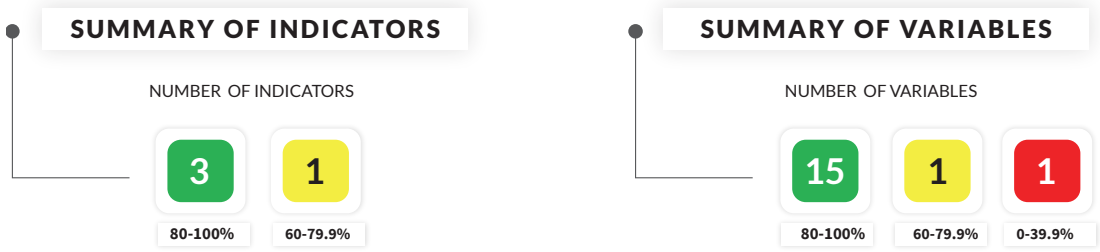
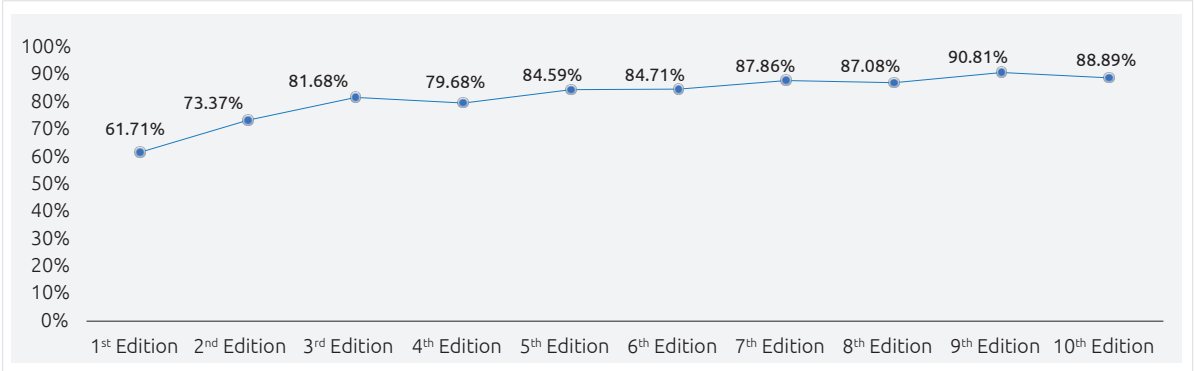


Figure 13: Performance of the Rule of Law pillar since the 1st RGS edition



The Rule of Law pillar has had an improvement since the first edition of the RGS in 2010 with a score of 61.71% to 88.89% in the current edition.

4.2. Recommendations specific to the Pillar

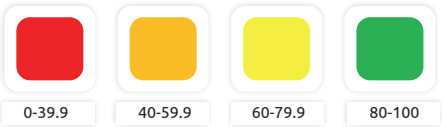
01

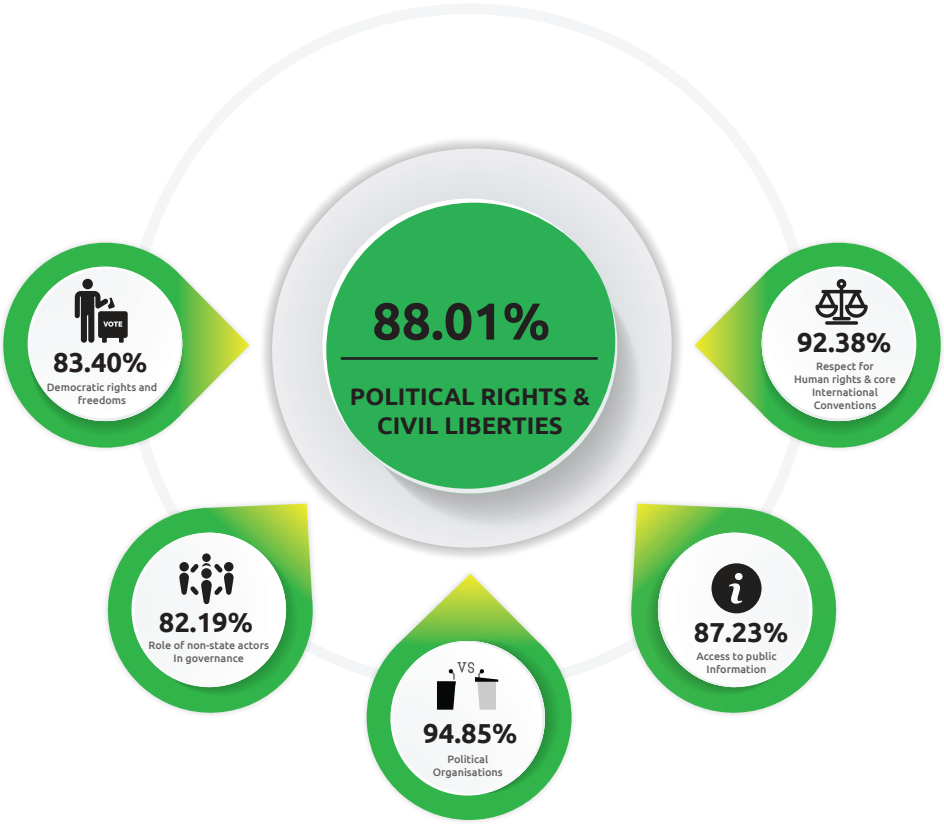
The Judiciary needs to continuously devise strategies to expedite the processing of court cases;

Justice sector to put in place mechanisms to sustain improvements achieved.

02

POLITICAL RIGHTS AND CIVIL LIBERTIES





5 Political Rights and Civil Liberties

Political rights and civil liberties refer to citizenship status where individuals freely take part in the civil and political life of the society and state without any kind of discrimination or subjugation, exercise all kinds of freedoms accorded by the Law.

The pillar of Political Rights and Civil Liberties is composed of five (5) indicators and sixteen (16) variables. Its overall performance is 88.01% from 87.84% in the previous edition.

Table 5: Indicators and variables of the Political Rights and Civil Liberties pillar

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
POLITICAL RIGHTS AND CIVIL LIBERTIES	**1.**	**Democratic rights and freedoms**				**83.40%**	
	1.1.	**Democratic rights**				**91.79%**	
	1.1.1.	Independence of National Electoral Body (National Electoral Commission- NEC)	95.20%		CRC, 2023	95.20%	
	1.1.2.	Universal suffrage				90.07%	
	1.1.2.1.	Legislative elections	93.00%		NEC, 2023	93.00%	
	1.1.2.2.	Local government elections	77.21%		NEC, 2023	77.21%	
	1.1.2.3.	Presidential elections	100%		NEC, 2023	100%	
	1.1.3.	Respect for the principles of democracy	90.10%		CRC, 2023	90.10%	
	1.2.	Democratic freedoms				82.97%	
	1.2.1.	Freedom of adherence to political organisations	76.50%		CRC, 2023	76.50%	
	1.2.2.	Freedom of speech	86.00%		CRC, 2023	86.00%	
	1.2.3.	Freedom of expression	86.40%		RMB, 2021	86.40%	
	1.3.	Media rights and freedoms				75.43%	
	1.3.1.	Journalists and media satisfaction with access to information	46.00%		RMB, 2021	46.00%	
	1.3.2.	Editorial independence	87.00%		RMB, 2021	87.00%	
	1.3.3.	Journalist's right to confidentiality of their sources	93.30%		RMB, 2021	93.30%	
	2.	**Role of non-state actors in governance**				**82.19%**	
	2.1.	Civil society organisations	81.07%		RCSB, 2023	81.07%	
	2.2.	Media	88.00%		RMB, 2021	88.00%	
	2.3.	Academia	77.50%		CRC, 2023	77.50%	
	3.	**Political organisations**				**94.85%**	
	3.1.	Compliance with laws	100%		Ombudsman, 2023	100%	
	3.2.	Level of citizen satisfaction with political organisations in promoting governance	79.40%		CRC, 2023	79.40%	
	3.3.	Number of representations of political organisations in parliament	11	11	NEC, 2022	100%	
	3.4.	Financial accountability of political organisations	100%		Ombudsman, 2023	100%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
POLITICAL RIGHTS AND CIVIL LIBERTIES	**4.**	**Access to public information**				**87.23%**	
	4.1.	Level of citizen satisfaction with access to information	89.40%		CRC, 2023	89.40%	
	4.2.	Existence of legal framework on access to information	100%		Access to information law, 2013, penal code, 2018	100%	
	4.3.	Promotion of pluralistic media	86.40%		RMB, 2021	86.40%	
	4.4.	Media as source of information to the public (Media coverage)	73.10%		RMB, 2021	73.10%	
	5.	**Respect for human rights and core international conventions**				**92.38%**	
	5.1.	Respect for human rights				88.46%	
	5.1.1.	Complaints processed by NCHR against those reported	100%	100%	NCHR, 2023	100%	
	5.1.2.	Complaints investigated by NCHR against those processed	71.30%	92.00%	NCHR, 2023	77.50%	
	5.1.3.	Level of citizen satisfaction with respect of human rights	87.40%		CRC, 2023	87.40%	
	5.1.4.	Level of citizen satisfaction with performance of NCHR	84.80%		CRC, 2023	84.80%	
	5.1.5.	Proportion of children aged 1-17 years who experienced any physical punishment and/or psychological aggression by caregivers in the past month	15.00%		CRC, 2023	85.00%	
	5.1.6.	Proportion of victims of violence in the previous 12 months who reported their victimisation to competent authorities or other officially recognised conflict resolution mechanisms	7.30%		CRC, 2023	92.70%	
	5.1.7.	Proportion of young women and men aged 18-29 years who experienced sexual violence by age 18				91.80%	
	5.1.7.1.	Young women	11.10%		CRC, 2023	88.90%	
	5.1.7.2.	Young men	5.30%		CRC, 2023	94.70%	
	5.2.	Implementation of ratified international human rights conventions				96.30%	
	5.2.1.	Number of core international human rights conventions ratified against total number of conventions to be ratified	8	9	NCHR, 2023	88.89%	
	5.2.2.	Number of core international human rights conventions domesticated against those ratified	8	8	NCHR, 2023	100%	
	5.2.3.	Number of AU human rights conventions ratified against total number of conventions to be ratified	5	5	NCHR, 2023	100%	
Pillar Overall Score						**88.01%**	

5.1 Summary of indicators and variables

Figure 14: Summary of indicators and variables of the Political Rights and Civil Liberties pillar

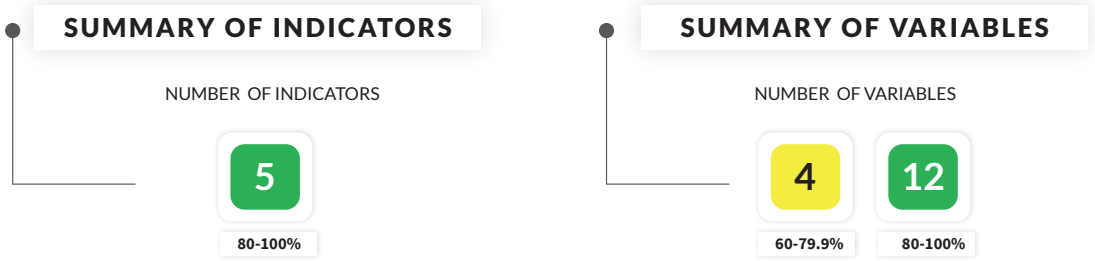
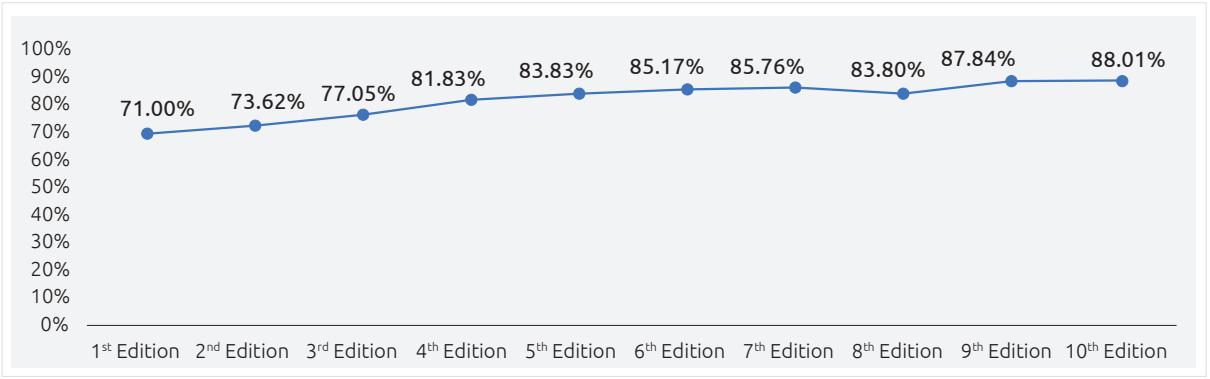


Figure 15: Performance trend of the Political Rights and Civil Liberties pillar since RGS 1st edition



The pillar of Political Rights and Civil Liberties has recorded a positive trend since its inception with a score of 71% in the first edition to 88.01% in the current edition.

5.2. Recommendations specific to the pillar

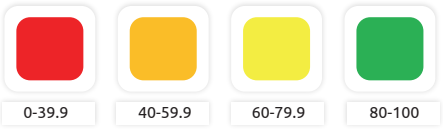
01

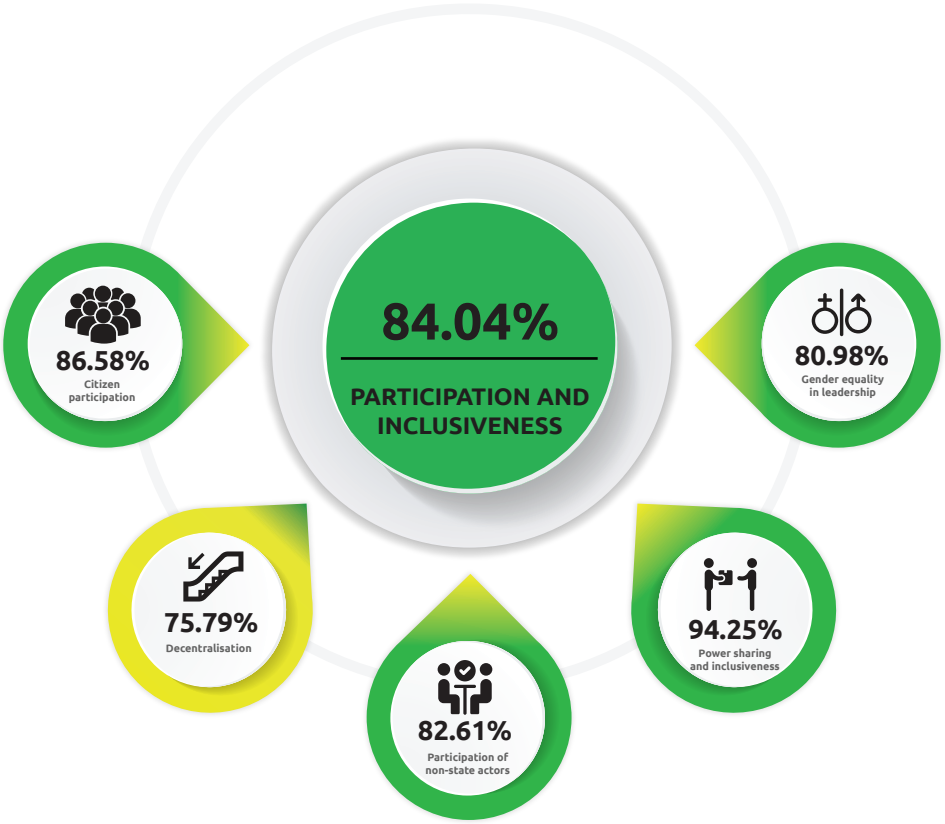
Enhance the role of non-state actors especially the civil society and academia in governance and other initiatives that contribute to national transformation;

Mobilise leaders to ease access to information for journalists in accordance with the law.

02

PARTICIPATION AND INCLUSIVENESS





6 Participation and Inclusiveness

Participation and inclusiveness refer to citizens' involvement in public decision-making at the same time ensuring that no one is left behind in the national social, political and economic development.

The pillar of Participation and Inclusiveness is composed of five (5) indicators and twenty-one (21) variables. The number of variables increased from 19 to 21 where two new variables: "Central government transfer to the decentralised entities (Block grant)" and "Performance in closing the gender gap" were introduced.

The overall performance of this pillar is 84.04% in RGS 10th edition down from 87.07% in the 9th edition indicating a decrease of 3.03%.

Table 6: Indicators and variables of the Participation and Inclusiveness pillar

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
PARTICIPATION AND INCLUSIVENESS	**1.**	**Citisen participation**				**86.58%**	
	1.1.	Elaboration of district plans, Imihigo and budget	65.60%		CRC, 2023	65.60%	
	1.2.	Participation in elections	94.00%		CRC, 2023	94.00%	
	1.3.	Participation in community security	95.40%		CRC, 2023	95.40%	
	1.4.	Participation in citizens forums	94.90%		CRC, 2023	94.90%	
	1.5.	Participation in community works (Umuganda)	95.70%		CRC, 2023	95.70%	
	1.6.	Participation in problem solving	93.90%		CRC, 2023	93.90%	
	1.7.	Participation in volunteerism	94.30%		CRC, 2023	94.30%	
	1.8.	Participation in social protection programs	75.50%		CRC, 2023	75.50%	
	1.9.	Participation in decision making	84.00%		CRC, 2023	84.00%	
	1.10.	Level of citizen satisfaction with community policing committees (CPCs)	72.50%		CRC, 2023	72.50%	
	2.	**Decentralisation**				**75.79%**	
	2.1.	Performance of local government				82.76%	
	2.2.1.	Performance of decentralised entities (District - Village)	77.60%		CRC, 2023	77.60%	
	2.2.2.	Level of citizen satisfaction with service delivery in decentralised entities	77.30%	90.00%	CRC, 2023	85.89%	
	2.2.3.	Level of citizen satisfaction with local leaders' sensitisation on government programs	84.80%		CRC, 2023	84.80%	
	2.2.	Districts own revenue	74.9 billion	88.5 billion	RRA, 2023	84.60%	
	2.3.	Central government transfer to the decentralised entities (Block grant)	3.0%	5.0%	MINECOFIN, 2023	60.00%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
PARTICIPATION AND INCLUSIVENESS	**3.**	**Participation of non-state actors**				82.61%	
	3.1.	CSOs and FBOs participation				80.83%	
	3.1.1.	CSOs in governance	76.10%		CRC, 2023	76.10%	
	3.1.2.	CSOs against corruption	70.50%		CRC, 2023	70.50%	
	3.1.3.	FBOs in governance	89.30%		CRC, 2023	89.30%	
	3.1.4.	FBOs against corruption	87.40%		CRC, 2023	87.40%	
	3.2.	Media participation				84.40%	
	3.2.1.	Advocacy for respect of human rights	95.40%		RMB, 2021	95.40%	
	3.2.2.	Promotion of anti-corruption practices	64.10%		RMB, 2021	64.10%	
	3.2.3.	Promotion of good governance	92.00%		CRC, 2023	92.00%	
	3.2.4.	Promotion of gender	72.80%		RMB, 2021	72.80%	
	3.2.5.	Promotion of social welfare	97.70%		RMB, 2021	97.70%	
	4.	**Power sharing and inclusiveness**				**94.25%**	
	4.1.	Compliance with constitutional requirements of power sharing				100%	
	4.1.1.	The President of the Republic and Speaker of Chamber of Deputies are from different political organisations	100%		Parliament, 2019	100%	
	4.1.2.	Representation of various categories in Chamber of Deputies	100%		NEC, 2023	100%	
	4.1.3.	Representation of various categories in the Senate	100%		NEC, 2023	100%	
	4.2.	Level of citizen satisfaction with power sharing	88.50%		CRC, 2023	88.50%	
	5.	**Gender equality in leadership**				**80.98%**	
	5.1.	The Executive				72.60%	
	5.1.1.	Percentage of women in ministerial positions	45.40%	50.0%	GMO, 2023	90.80%	
	5.1.2.	Percentage of women heading public institutions	34.15%	50.0%	GMO, 2023	60.60%	
	5.1.3.	Percentage of women permanent Secretaries	22.20%	50.0%	GMO, 2023	66.60%	

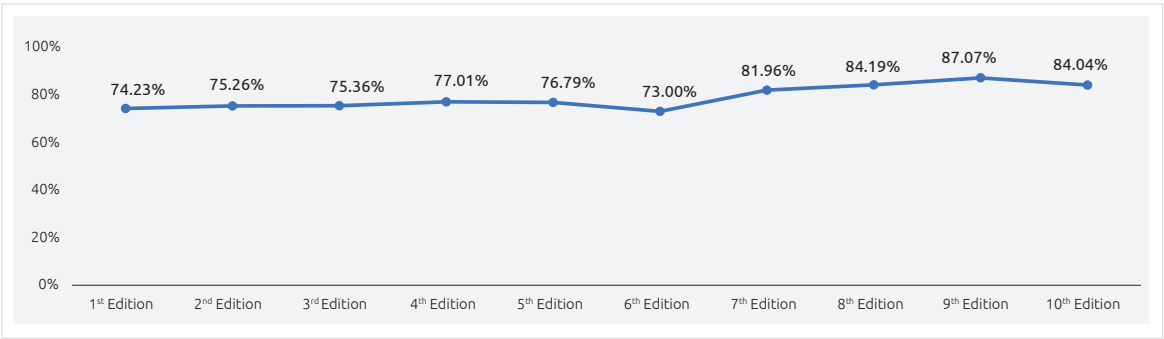
PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
PARTICIPATION AND INCLUSIVENESS	5.1.4.	Percentage of women in local government leadership				72.40%	
	5.1.4.1.	Mayors	30.00%	50.0%	MINALOC, 2023	60.00%	
	5.1.4.2.	V/Mayors social affairs	77.80%	50.0%	MINALOC, 2023	100%	
	5.1.4.3.	V/Mayors economic affairs	14.80%	50.0%	MINALOC, 2023	29.60%	
	5.1.4.4.	Women district councillors	46.00%	50.0%	MINALOC, 2023	100%	
	5.2.	The Legislature				92.30%	
	5.2.1.	Percentage of women senators	34.60%	50.00%	Senate, 2023	69.20%	
	5.2.2.	Percentage of women in Senate bureau	66.60%	50.00%	Senate, 2023	100%	
	5.2.3.	Percentage of women in the Chamber of Deputies	64.00%	50.0%	Chamber of Deputies, 2023	100%	
	5.2.4.	Percentage of women in bureau of Chamber of Deputies	66.00%	50.0%	Chamber of Deputies, 2023	100%	
	5.3.	The Judiciary				77.90%	
	5.3.1.	Percentage of women in Judiciary Leadership				91.20%	
	5.3.1.1.	Supreme Court	50.00%	50.00%	Supreme court, 2023	100%	
	5.3.1.2.	Court of Appeal	50.00%	50.00%	Supreme court, 2023	100%	
	5.3.1.3.	High Court	50.00%	50.00%	Supreme court, 2023	100%	
	5.3.1.4.	Intermediate Courts	37.50%	50.00%	Supreme court, 2023	75.00%	
	5.3.1.5.	Primary Courts	31.70%	50.00%	Supreme court, 2023	63.40%	
	5.3.1.6.	Commercial High Court	50.00%	50.00%	Supreme court, 2023	100%	
	5.3.1.7.	Commercial Court	50.00%	50.00%	Supreme court, 2023	100%	
	5.3.2.	Percentage of women judges in Supreme Court (SC)	43.00%	50.00%	Supreme court, 2023	86.00%	
	5.3.3.	Percentage of women judges in Court of Appeal (CoA)	46.00%	50.00%	Supreme court, 2023	92.00%	
	5.3.4.	Percentage of women judges in High Court (HC)	28.00%	50.00%	Supreme court, 2023	56.00%	
	5.3.5.	Percentage of women judges in Intermediate Courts (IC)	41.00%	50.00%	Supreme court, 2023	82.00%	
	5.3.6.	Percentage of women judges in Primary Courts (PC)	57.00%	50.00%	Supreme court, 2023	100%	
	5.3.7.	Percentage of women judges in Commercial High Court (CHC)	29.00%	50.00%	Supreme court, 2023	58.00%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
PARTICIPATION AND INCLUSIVENESS	5.3.8.	Percentage of women judges in Commercial Court (CC)	29.00%	50.00%	Supreme court, 2023	58.00%	
	5.4.	Performance in closing the gender gap				81.10%	
	5.4.1.	Economic participation and opportunity	0.747	1	WEF, Global Gender Gap report, 2022	74.70%	
	5.4.2.	Educational attainment	0.960	1	WEF, Global Gender Gap report, 2022	96.00%	
	5.4.3.	Health and survival	0.974	1	WEF, Global Gender Gap report, 2022	97.40%	
	5.4.4.	Political empowerment	0.563	1	WEF, Global Gender Gap report, 2022	56.30%	
Pillar Overall Score						84.04%	

6.1 Summary of indicators and variables

Figures 16: Summary of indicators and variables of the Participation and Inclusiveness pillar

Figure 17: Performance trend of Participation and Inclusiveness pillar since RGS 1st edition

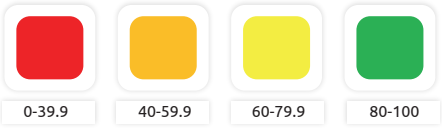


The Participation and inclusiveness pillar has had a positive trend since its inception with a score of 74.23% in the first edition to 84.04% in the current edition.

6.2. Recommendation specific to the pillar

Improve the role of media and CSOs in fighting corruption and promoting gender equality.

SAFETY AND SECURITY



7 Safety and Security

Safety and security refer to personal and property security, reconciliation, social cohesion and national unity as well as how national security is safeguarded.

This pillar is composed of four (4) indicators and fourteen (14) variables. The indicators are: maintaining security; national security; personal and property safety as well as reconciliation, social cohesion and unity. The number of variables increased from twelve to fourteen. Three new variables: Absence of civil conflict, Absence of violent redress, and Absence of armed conflict were introduced while Terrorism incidence variable was removed.

The overall performance of this pillar in the RGS 10th edition is 93.63% down from 95.53% in the previous edition. The Safety and Security pillar remains the highest performing pillar since the introduction of the RGS. In the 10th edition, Safety and Security registered a slight decrease of 1.90%.

Table 7: Indicators and variables of Safety and Security pillar

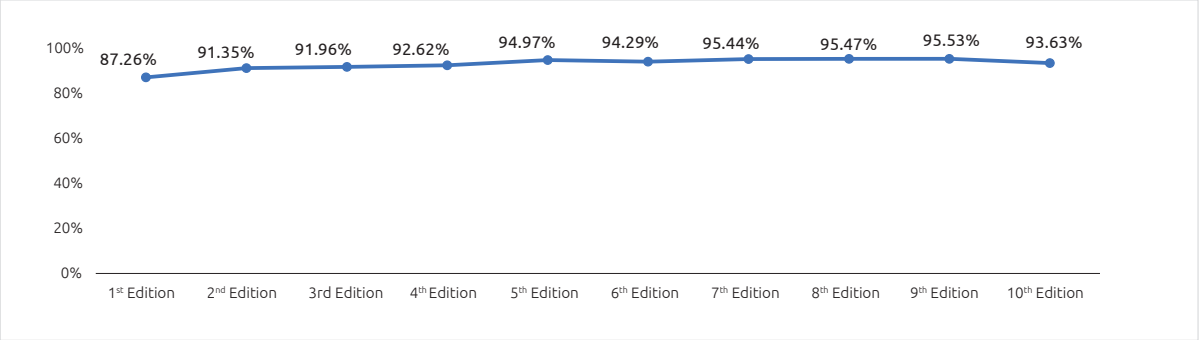
PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
SAFETY AND SECURITY	**1.**	**Maintaining security**				**96.92%**	
	1.1.	Confidence level in Rwanda Defence Force	99.60%		CRC, 2023	99.60%	
	1.2.	Confidence and reliability of Rwanda National Police				94.23%	
	1.2.1.	Confidence level in Rwanda National Police	97.50%		CRC, 2023	97.50%	
	1.2.2.	Law enforcement	85.20%	100%	Mo Ibrahim Foundation, Ibrahim Index of African Governance, 2022	85.20%	
	1.2.3.	Ratio of police officer to persons	1/663	1/687	RNP, 2023	100%	
	2.	**National security**				**95.57%**	
	2.1.	Percentage of internally displaced persons (IDP)	0.06%	0	MINEMA, 2023	99.94%	
	2.2.	Absence of civil conflict	1.00	1	World Justice Project, Rule of Law Index, 2022	100%	
	2.3.	Absence of violent redress	0.81	1	World Justice Project, Rule of Law Index, 2022	81.00%	
	2.4.	Absence of armed conflict	99.10%	100%	Mo Ibrahim Foundation, Ibrahim Index of African Governance, 2022	99.10%	
	2.5.	Level of citizen satisfaction with security at the national level	97.80%		CRC, 2023	97.80%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
SAFETY AND SECURITY	**3.**	**Personal and property safety**				**86.81%**	
	3.1.	Homicides rates (per 100,000)	3/100000	0/100000	RIB, 2023	99.70%	
	3.2.	Percentage of population who feel safe walking alone at night in the city or area where they live	80.00%	92.00%	SDSN, Sustainable development report, 2022	86.96%	
	3.3.	Level of citizen satisfaction with property security	69.80%		CRC, 2023	69.80%	
	3.4.	Level of citizen satisfaction with personal security	90.80%		CRC, 2023	90.80%	
	4.	**Reconciliation, social cohesion and unity**				**95.22%**	
	4.1.	Citizens' trust in country's leadership				94.80%	
	4.1.1.	Presidency	99.80%		CRC, 2023	99.80%	
	4.1.2.	Parliament	93.90%		CRC, 2023	93.90%	
	4.1.3.	Judiciary	90.70%		CRC, 2023	90.70%	
	4.2.	Cohesion and mutual trust			RRB, 2020	97.77%	
	4.2.1.	Level of mutual trust among Rwandans	95.60%	98.00%	RRB, 2020	97.55%	
	4.2.2.	Level of reconciliation among Rwandans	94.70%	96.00%	RRB, 2020	98.65%	
	4.2.3.	Social cohesion	97.10%		RRB, 2020	97.10%	
	4.3.	Adherence to Rwandanness (Ndi Umunyarwanda)	93.10%		CRC, 2023	93.10%	
Pillar Overall Score						**93.63%**	

7.1 Summary of indicators and variables

Figure 18: Summary of Indicators and variables of the Safety and Security pillar

Figures 19: Performance of the Safety and Security pillar since the RGS 1st edition



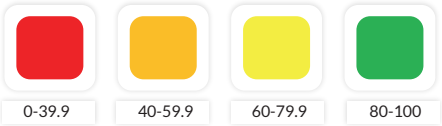
The pillar of Safety and Security has sustained the highest performance since the first edition.

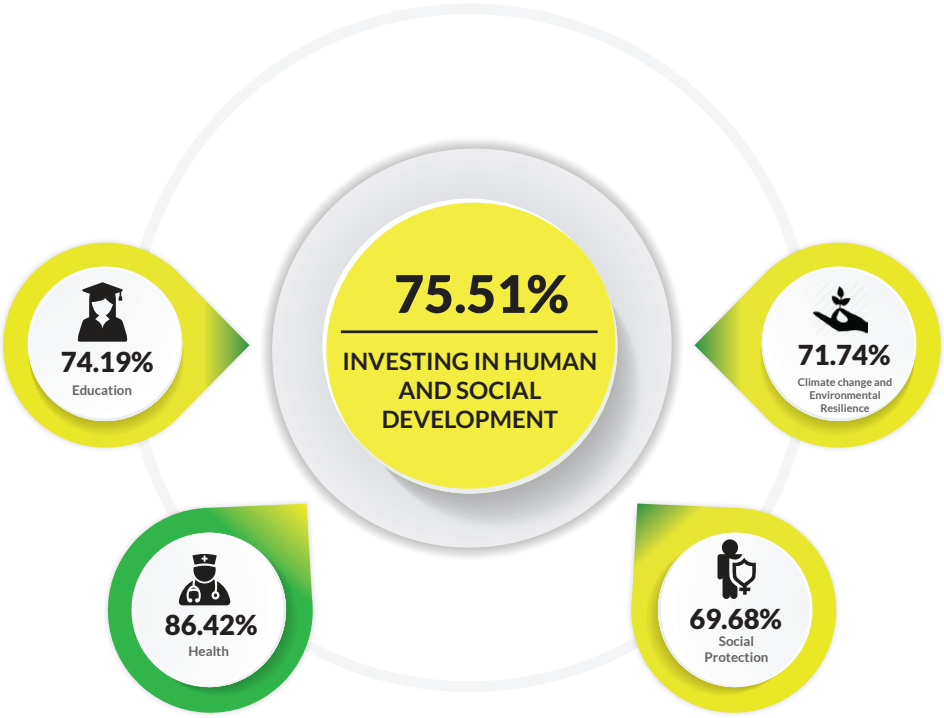
7.2. Recommendations specific to the Pillar

01

Enhance collaboration between citizens and security organs to ensure personal and property safety.

INVESTING IN HUMAN AND SOCIAL DEVELOPMENT





8 Investing in Human and Social Development

According to the United Nations Development Programme (UNDP), human development is the process of enlarging people's choices that allow them to lead a long and healthy life, be educated, enjoy a decent standard of living and political freedom, various ingredients of self-respect as well as other guaranteed human rights.[5]

In the context of RGS, the pillar of Investing in Human and Social Development measures the level of achievement in fundamental aspects of human development which are Education; Health; Social protection, and Climate change and Environmental resilience.

This pillar is composed of four (4) indicators and thirteen (13) variables. Its overall score in this edition is 75.51% down from 75.81% in the previous edition.

Table 8: Indicators and variables of Investing in the Human and Social Development pillar

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	**1.**	**Education**				**74.19%**	
	1.1.	Access to education				73.39%	
	1.1.1.	Net enrolment rate				66.53%	
	1.1.1.1.	Pre-primary	24.20%	38.00%	MINEDUC, 2023	63.68%	
	1.1.1.2.	Primary education	87.30%	98.70%	MINEDUC, 2023	88.45%	
	1.1.1.3.	Secondary education			MINEDUC, 2023	47.45%	
	1.1.1.3.1.	Secondary (Lower)	12.80%	47.10%	MINEDUC, 2023	27.18%	
	1.1.1.3.2.	Secondary (Upper)	5.70%	47.00%	MINEDUC, 2023	12.13%	
	1.1.1.3.3.	Percentage of learners enrolled in STEM subjects (upper secondary)	64.10%	60.70%	MINEDUC, 2023	100%	
	1.1.1.3.4.	Percentage of students enrolled in TVET in relation to total students (in basic education)	26.10%	51.70%	MINEDUC, 2023	50.48%	
	1.1.1.4.	Gender parity index in education				95.81%	
	1.1.1.4.1.	Primary education (Net enrolment rate)	1.02	1.02	MINEDUC, 2023	100%	
	1.1.1.4.2.	Secondary education (Net enrolment rate)			MINEDUC, 2023	99.50%	
	1.1.1.4.2.1.	Secondary education in lower secondary education (Net enrolment rate)	1.00	1.01	MINEDUC, 2023	99.01%	
	1.1.1.4.2.2.	Secondary education in upper secondary education (Net enrolment rate)	1.45	1.03	MINEDUC, 2023	100%	
	1.1.1.4.3.	TVET (enrolment)	1.38	1.03	MINEDUC, 2023	100%	
	1.1.1.4.4.	Tertiary (enrolment)	0.72	0.86	MINEDUC, 2023	83.72%	
	1.1.2.	Drop out rate				36.99%	
	1.1.2.1.	Primary	7.10%	3.20%	MINEDUC, 2023	45.07%	
	1.1.2.2.	Secondary (Lower)	12.50%	4.00%	MINEDUC, 2023	32.00%	

5. United Nations Development Programme (1997). Human Development Report 1997. Human Development Report. p. 15.]

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	1.1.2.3.	Secondary (Upper)	5.90%	2.00%	MINEDUC, 2023	33.90%	
	1.1.3.	Gross intake rate in the last grade				77.75%	
	1.1.3.1.	Primary education (P6)	72.50%	86.90%	MINEDUC, 2023	83.43%	
	1.1.3.2.	Secondary (S3)	36.40%	50.50%	MINEDUC, 2023	72.08%	
	1.1.4.	Net intake rate				72.32%	
	1.1.4.1.	Primary (P1)	39.60%	88.70%	MINEDUC, 2023	44.64%	
	1.1.4.2.	Secondary (S1)	2.80%	27.90%	MINEDUC, 2023	100%	
	1.1.5.	Transition rate				86.75%	
	1.1.5.1.	Primary (Primary to lower secondary)	66.80%	84.60%	MINEDUC, 2023	78.96%	
	1.1.5.2.	Secondary (Lower to upper)	73.80%	90.80%	MINEDUC, 2023	81.28%	
	1.1.5.3.	Tertiary (Upper secondary to tertiary)	45.10%	55.8%	MINEDUC, 2023	100%	
	1.1.6.	Percentage of learners enrolled in STEM in related courses in relation to all students in Higher education and TVETs	49.70%	44.30%	MINEDUC, 2023	100%	
	1.2.	Education system strengthening				83.53%	
	1.2.1.	Infrastructure				94.07%	
	1.2.1.1.	Percentage of schools with water				90.05%	
	1.2.1.1.1.	Primary	80.10%	71.70%	MINEDUC, 2023	80.10%	
	1.2.1.1.2.	Secondary	86.30%	74.50%	MINEDUC, 2023	100%	
	1.2.1.2.	Percentage of schools with electricity				98.09%	
	1.2.1.2.1.	Primary	78.20%	81.30%	MINEDUC, 2023	96.19%	
	1.2.1.2.2.	Secondary	88.80%	87.00%	MINEDUC, 2023	100%	
	1.2.2.	Percentage of secondary schools with computers and internet connectivity				81.63%	
	1.2.2.1.	Secondary schools with computers	83.20%	86.10%	MINICT, 2023	96.63%	
	1.2.2.2.	Secondary schools with internet connectivity	53.30%	80.00%	MINICT, 2023	66.63%	
	1.2.3.	Level of citizen satisfaction with school feeding program	74.90%		CRC, 2023	74.90%	
	1.3.	Quality of education				65.65%	
	1.3.1.	Pupils, student/trained teacher Ratio				80.90%	
	1.3.1.1.	Primary	57	55	MINEDUC, 2023	96.49%	
	1.3.1.2.	Secondary	49	32	MINEDUC, 2023	65.31%	
	1.3.2.	Repetition rate				36.51%	
	1.3.2.1.	Primary	24.6%	8.7%	MINEDUC, 2023	35.37%	
	1.3.2.2.	Secondary				37.65%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	1.3.2.2.1.	Secondary (Lower)	14.00%	5.00%	MINEDUC, 2023	35.71%	
	1.3.2.2.2.	Secondary (Upper)	4.80%	1.90%	MINEDUC, 2023	39.58%	
	1.3.3.	Harmonised test scores	358	625	MINEDUC, WB, HCI 2018	57.28%	
	1.3.4.	Years of schooling adjusted to years of quality of learning	3.90	6.90	MINEDUC, WB, HCI 2018	56.52%	
	1.3.5.	Level of citizen satisfaction with the role of parents in education	72.70%		CRC, 2023	72.70%	
	1.3.6.	Literacy rate (people aged between 15-24 years)	90.00%		NISR, 2023	90.00%	
	2.	**Health**				**86.42%**	
	2.1.	Maternal and child health				82.17%	
	2.1.1.	Percentage of women aged 15-45 using modern contraceptives	58.00%	60.00%	MoH, RDHS 2019/2020	96.67%	
	2.1.2.	Immunisation rate (Full coverage)	96.00%	>93%	MoH, RDHS, 2019/2020	100%	
	2.1.3.	Under 5 mortality rate (per 1,000 live births)	45.00%	35.00%	MoH, RDHS, 2019/2020	77.8%	
	2.1.4.	Maternal mortality rate (deaths per 100,000 live births)	203	126	MoH, RDHS 2019/2020	62.07%	
	2.1.5.	Percentage of assisted delivery in health facilities	94.00%	95.00%	MoH, RDHS 2019/2020	98.95%	
	2.1.6.	Stunting rate (Children under 5 years)	33.0%	19.00%	MoH, RDHS 2019/2020	57.58%	
	2.2.	Diseases prevention and control				93.22%	
	2.2.1.	Patients under antiretroviral treatment	94.00%	90.00%	MoH, HIV/AIDS (UNAIDS) 2022	100%	
	2.2.2.	Malaria prevalence (women aged 15-45)	5.00%		MoH, RDHS, 2019/2020	95.00%	
	2.2.3.	Malaria prevalence (Children under 5 years)	7.00%		MoH, RDHS, 2019/2020	93.00%	
	2.2.4.	Percentage of households with at least one insecticide treated net (ITN)	66.40%	85.00%	MoH, RDHS, 2019/2020	78.12%	
	2.2.5.	HIV prevalence rate	3.00%	3.00%	MoH, RPHIA 2018/2019	100%	
	2.2.6.	Preventative interventions	81.00%		Legatum Prosperity Index, 2023	81.00%	
	2.3.	Health system strengthening				83.88%	
	2.3.1.	Life expectancy at birth (years)	69.7	73.0	NISR, 2023	95.48%	
	2.3.2.	Percentage of population who are covered by health insurance schemes	93.30%	100%	MoH, 2023	93.30%	
	2.3.3.	Ratio of nurses per population (per 1,000 habitants)	1/1170	1/800	MoH, 2023	68.38%	
	2.3.4.	Ratio of medical doctor per population (per 10,000 habitants)	1/6793	1/7000	MoH, 2023	100%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	2.3.5.	Level of citizen satisfaction with community based health insurance (CBHI)	84.20%		CRC, 2023	84.20%	
	2.3.6.	Level of citizen satisfaction with community health workers (CHWs)	88.90%		CRC, 2023	88.90%	
	2.3.7.	Number of health posts in all cells	1222	2148	MoH, 2023	56.89%	
	3.	**Social protection**				**69.68%**	
	3.1.	Investment in social protection programs				78.07%	
	3.1.1.	Number of under-five children with acute and chronic malnutrition supported with milk	4508	4508	NCDA, 2023	100%	
	3.1.2.	Number of extremely poor mothers and infants in the first 1000 days benefiting from nutrition-sensitive direct support	153,156	153,156	LODA, 2023	100%	
	3.1.3.	Number of formal partnerships between districts and CSOs on social protection	12	30	LODA, 2023	40.00%	
	3.1.4.	Percentage of extremely poor households who are members of a community savings group/VSLA	33647	35000	LODA, 2023	96.13%	
	3.1.5.	Percentage of people living in extreme poverty	16.00%	5.70%	NISR, EICV5	35.6%	
	3.1.6.	Number of beneficiaries (Households) of GIRINKA Program	145021	189000	RAB, 2023	76.73%	
	3.1.7.	Efficiency level of payment for VUP program				98.00%	
	3.1.7.1.	Classic public works	97.00%	100%	LODA, 2023	97.00%	
	3.1.7.2.	Extended public works	98.00%	100%	LODA, 2023	98.00%	
	3.1.7.3.	Direct support	99.00%	100%	LODA, 2023	99.00%	
	3.2.	Social protection for people with disabilities				51.08%	
	3.2.1.	Number of People with Disabilities (PwD) covered by social protection	35,679	73,000	NCPD, 2023	48.88%	
	3.2.2.	Number of PwD categorised	154,236	391,775	NCPD, 2023	39.4%	
	3.2.3.	Percentage of children with disabilities with access to inclusive education	65.00%		RPHC, 2022	65.00%	
	3.3.	Level of citizens satisfaction with social protection programs				79.89%	
	3.3.1.	Level of citizen satisfaction with VUP program	75.40%	90.00%	CRC, 2023	83.78%	
	3.3.2.	Level of citizen satisfaction with GIRINKA program	69.50%	90.00%	CRC, 2023	77.22%	
	3.3.3.	Level of citizen satisfaction with Shelter program	70.80%	90.00%	CRC, 2023	78.67%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	**4.**	**Climate change and environmental resilience**				**71.74%**	
	4.1.	Land management and protection				100%	
	4.1.1.	Area of land under erosion control measures used optimally				100%	
	4.1.1.1.	New radical terraces constructed (ha)	135344	130000	MINAGRI, 2023	100%	
	4.1.1.2.	New progressive terraces constructed (ha)	986276	979604	MINAGRI, 2023	100%	
	4.1.2.	Percentage of area covered by forest	30.40%	30.00%	MoE, 2023	100%	
	4.2.	Climate change resilience				40.28%	
	4.2.1.	Adaptive capacity (index of coping measures)				40.28%	
	4.2.1.1.	City of Kigali	0.391		REMA, 2023	39.10%	
	4.2.1.2.	Southern province	0.354		REMA, 2023	35.40%	
	4.2.1.3.	Western province	0.409		REMA, 2023	40.90%	
	4.2.1.4.	Northern province	0.472		REMA, 2023	47.20%	
	4.2.1.5.	Eastern province	0.388		REMA, 2023	38.80%	
	4.3.	Environmentally sustainable settlement and use of energy				68.04%	
	4.3.1.	Sustainable use of Energy				54.23%	
	4.3.1.1.	Percentage of households using firewood for cooking	76.10%	42.00%	MININFRA, 2023	55.19%	
	4.3.1.2.	Percentage of households using charcoal for cooking	17.30%	42.00%	MININFRA, 2023	41.19%	
	4.3.1.2.	Percentage of households with access to electricity	66.30%	100%	MININFRA, 2023	66.30%	
	4.3.2.	Sustainable settlement				81.86%	
	4.3.2.1.	Percentage of households living in planned rural settlement	65.40%	80.00%	MININFRA, 2023	81.75%	
	4.3.2.2.	Percentage of population living in urban area	27.80%	35.00%	MININFRA, 2023	79.43%	
	4.3.2.3.	Level of citizen satisfaction with living in planned rural settlement	84.40%		CRC, 2023	84.40%	
	4.4.	Environment protection and mainstreaming				78.62%	
	4.4.1.	Percentage of area of land protected to maintain biological diversity	10.30%	10.30%	MoE, 2023	100%	
	4.4.2.	Level of prohibition of non-biodegradable polythene bags (Plastic bag)	100%	100%	MoE, 2023	100%	
	4.4.3.	Percentage of implementation of environment and climate change indicators in different sectors	69.10%		REMA, 2023	69.10%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
	4.4.4.	Percentage of implementation of environment and climate change indicators in local government performance contracts	24.00%		REMA, 2023	24.00%	
	4.4.5.	Number of Inspections	438	260	REMA, 2023	100%	
Pillar Overall Score						75.51%	

8.1 Summary of indicators and variables

Figure 20: Summary of indicators and variables of Investing in Human and Social Development pillar

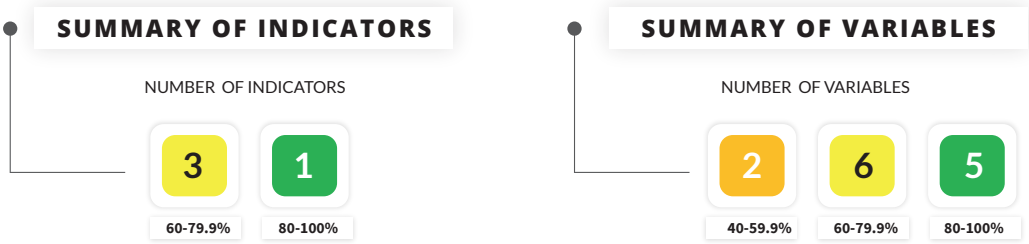
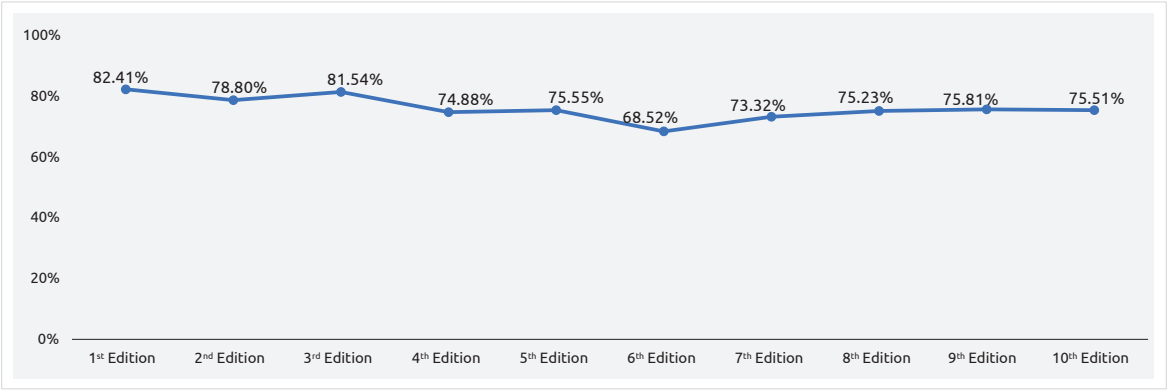


Figure 21: Performance of Investing in Human and Social Development since the RGS 1st Edition



As indicated in figure 21 above, the pillar of Investing in Human and Social Development showed a negative trend in performance since the 1st edition.

8.2. Recommendations specific to the Pillar

01

Strengthen the education system and improve quality of education to contribute to human development;

02

Enhance efficiency in the implementation of social protection programs;

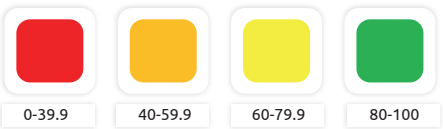
03

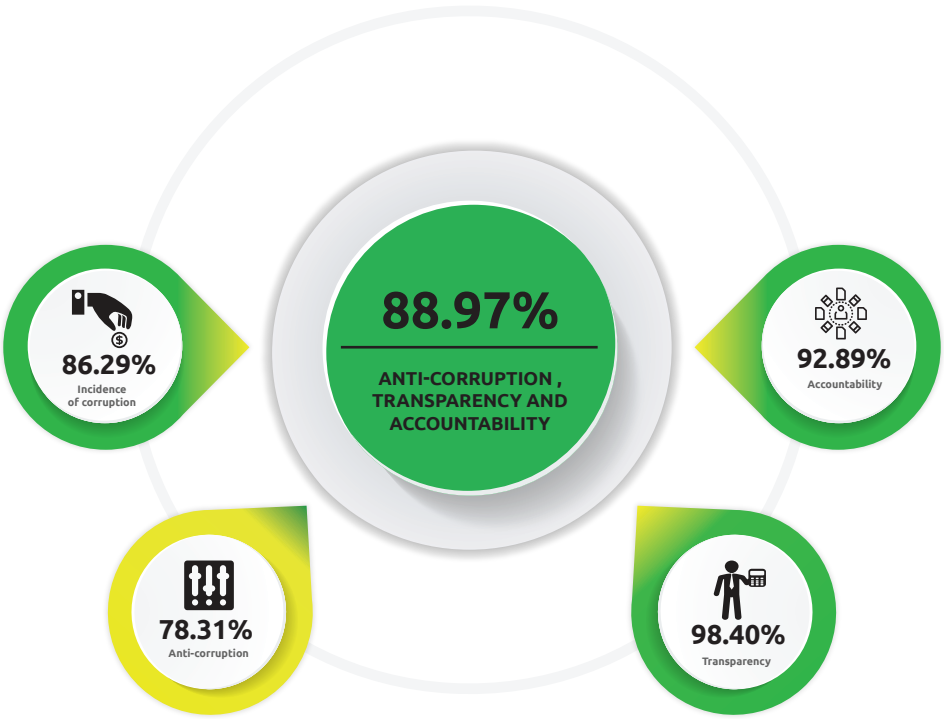
Fast track the completion of categorisation of persons with disability to increase their access to essential services such as health and education;

04

Strengthen national adaptive capacity measures to mitigate the consequences of climate change.

ANTI-CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY





9 Anti-corruption, Transparency and Accountability

Anti-corruption, transparency and accountability pillar assesses the level at which measures against corruption are enforced, the perception and incidence of corruption. It also gauges the availability and clarity of information provided to the general public about public officials' integrity, processes and actions as well as how they are answerable for their decisions and actions.

This pillar is comprised of four (4) indicators and twenty-one (21) variables. The number of variables increased from seventeen to twenty-one. The following five new variables were introduced: Control of corruption, Absence of corruption in public sector, Absence of corruption in private sector, Absence of corruption in public procurement procedures, and Anti-corruption mechanisms. On the other hand, one variable "Percentage of citizens reporting personal experience of corruption" was removed. The variable of "Proportion of bribe demanded and paid among the business community in Rwanda during the 12 previous months" was renamed "Status of corruption in business community". The overall performance of the pillar is 88.97% up from 87.31% in the nineth edition.

Table 9: Indicators and variables of the Anti-corruption, Transparency and Accountability pillar

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
ANTI-CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY	**1.**	**Incidence of corruption**				**86.29%**	
	1.1.	Percentage of citizens who have encountered corruption while interacting with service providers	29.10%		RBI, 2022	70.90%	
	1.2.	Percentage of citizens who were asked corruption by public servants	2.90%		CRC, 2023	97.10%	
	1.3.	Status of corruption in business community				81.85%	
	1.3.1.	Proportion of bribe demanded against business community during the 12 previous months	23.50%		RBI, 2022	76.50%	
	1.3.2.	Proportion of bribe paid against those who were asked for it in business community during the 12 previous months	12.80%		RBI, 2022	87.20%	
	1.4.	Percentage of citizens who experienced corruption in last twelve months	4.70%		CRC, 2023	95.30%	
	2.	**Anti-corruption**				**78.31%**	
	2.1.	Control of corruption	80.80%		Worldwide Governance Indicators, 2021	80.80%	
	2.2.	Level of citizen satisfaction with fighting corruption and injustice	81.00%		CRC, 2023	81.00%	
	2.3.	Level of citizen satisfaction with government commitment to fight corruption	70.20%		RBI, 2022	70.20%	
	2.4.	Level of citizen satisfaction with performance of institutions in fighting corruption at local level	72.70%		CRC, 2023	72.70%	
	2.5.	Absence of corruption in public sector	79.50%		Mo Ibrahim Foundation, Ibrahim Index of African Governance 2022	79.50%	
	2.6.	Absence of corruption in private sector	90.00%		Mo Ibrahim Foundation, Ibrahim Index of African Governance 2022	90.00%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
ANTI-CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY	2.7.	Absence of corruption in public procurement procedures	83.30%		Mo Ibrahim Foundation, Ibrahim Index of African Governance, 2022	83.30%	
	2.8.	Anti-corruption mechanisms	69.00%		Mo Ibrahim Foundation, Ibrahim Index of African Governance, 2022	69.00%	
	3.	**Transparency**				**98.40%**	
	3.1.	Percentage of amount awarded in open tenders compared to all tenders	79.00%	80.00%	RPPA, 2023	98.75%	
	3.2.	Percentage of awarded tenders in open tenders compared to all tenders awarded	75.00%	80.00%	RPPA, 2023	93.75%	
	3.3.	Application of e-procurement	100%	**100%**	RPPA, 2023	100%	
	3.4.	Application of e-recruitment	100%		MIFOTRA, 2023	100%	
	3.5.	Percentage of high ranked officials and civil servants who declared their assets in time against those required to declare to the Office of Ombudsman	99.50%	100%	Ombudsman, 2023	99.50%	
	4.	**Accountability**				**92.89%**	
	4.1.	Percentage of cases recommended by OAG processed by PAC	100%		Chamber of Deputies, 2023	100%	
	4.2.	Percentage of annual national budget audited by Office of the Auditor General	95.00%	95.00%	OAG, 2023	100%	
	4.3.	Percentage of entities obtaining unqualified audit opinion				98.57%	
	4.3.1.	Percentage of entities with unqualified financial statement	68.00%	70.00%	OAG, 2023	97.14%	
	4.3.2.	Percentage of entities with unqualified compliance with laws and regulations	61.00%	45.00%	OAG, 2023	100%	
	4.4.	Local administration accountable to the citizens	73.00%		CRC, 2023	73.00%	
Pillar Overall Score						**88.97%**	

9.1. Summary of indicators and variables

Figure 22: Summary of Indicators and variables of the Anti-corruption, Transparency and Accountability pillar

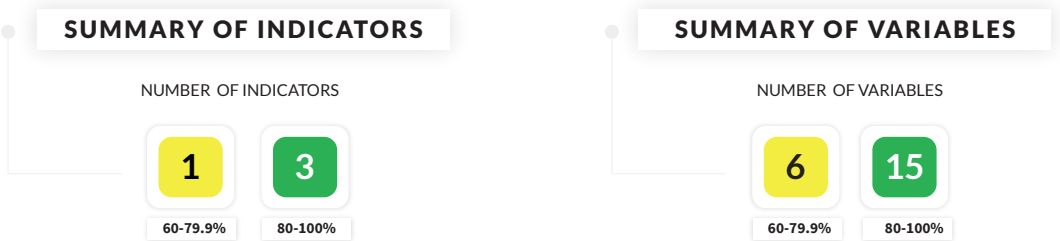
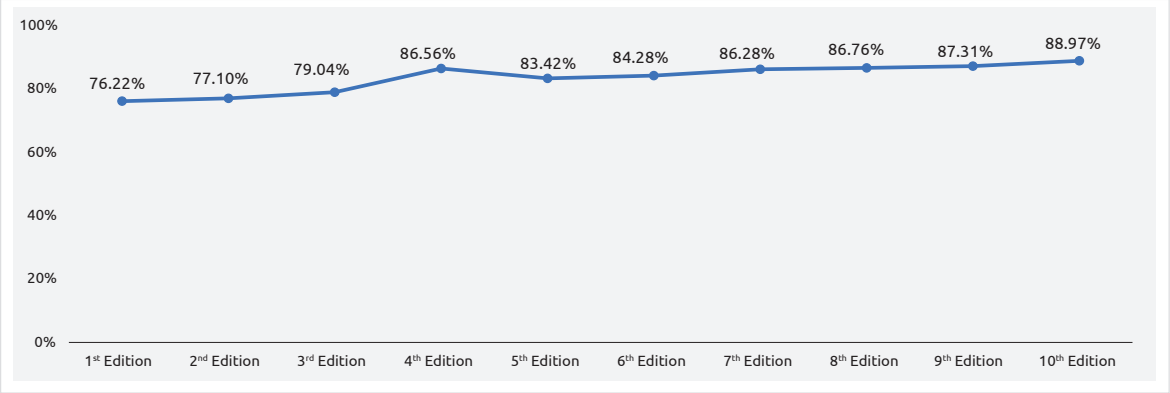


Figure 23: Performance of Anti-corruption, Transparency and Accountability pillar since the RGS 1st edition

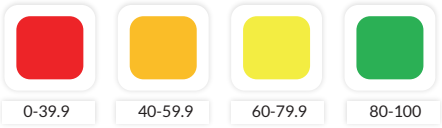


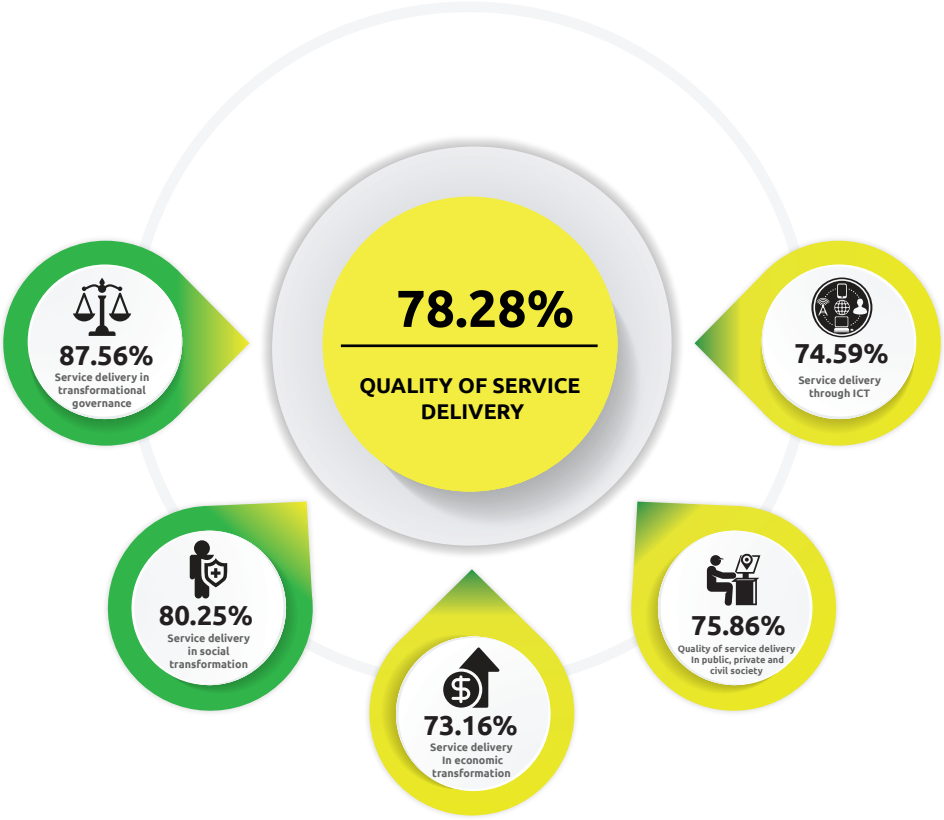
The pillar of Anti-corruption, Transparency and Accountability shows a positive trend since the first edition.

9.2. Recommendation specific to the Pillar

Enhance strategies to fight corruption in all institutions and across all sectors.

QUALITY OF SERVICE DELIVERY





10 Quality of Service Delivery

The quality of service delivery refers to a customer's comparison of service expectations as it relates to actual performance. Institutions that offer high quality services endeavour to match or exceed customer expectations.

The quality of service delivery pillar emphasises the need for efficiency and effectiveness in meeting the needs of citizens. Ensuring effective service delivery is a fundamental obligation of all service providers. The National Strategy for Transformation (NST1) targets the level of citizen satisfaction to be at 90% by 2024.

This pillar is composed of five (5) indicators and twenty-one (21) variables. The overall performance of this pillar in this edition is 78.28% up from 77.69% in the 9th edition.

Table 10: Indicators and variables of Quality of Service Delivery pillar

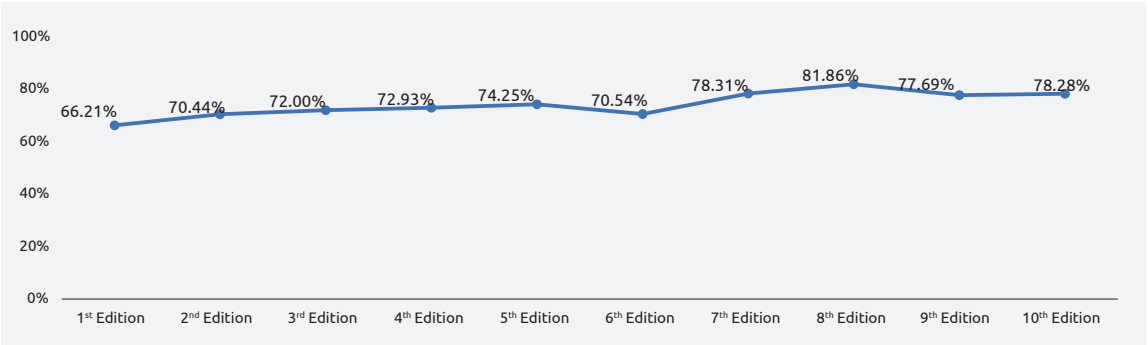
PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
QUALITY OF SERVICE DELIVERY	**1.**	**Service delivery in transformational governance**				**87.56%**	
	1.1.	Level of citizen satisfaction with service delivery performance in Local Administration	76.90%	90.00%	CRC, 2023	85.44%	
	1.2.	Level of citizen satisfaction with service delivery in Justice sector	80.70%	90.00%	CRC, 2023	89.67%	
	2.	**Service delivery in Social Transformation**				**80.25%**	
	2.1.	Level of citizen satisfaction with service delivery in Health sector	76.70%	90.00%	CRC, 2023	85.22%	
	2.2.	Level of citizen satisfaction with service delivery in Education sector	76.10%	90.00%	CRC, 2023	84.56%	
	2.3.	Level of citizen satisfaction with service delivery in Social Welfare sector	71.30%	90.00%	CRC, 2023	79.22%	
	2.4.	Level of citizen satisfaction with service delivery in Hygiene and Sanitation sector	64.80%	90.00%	CRC, 2023	72.00%	
	3.	**Service delivery in economic transformation**				**73.16%**	
	3.1.	Level of citizen satisfaction with service delivery in Agriculture sector	52.90%	90.00%	CRC, 2023	58.78%	
	3.2.	Level of citizen satisfaction with service delivery in Livestock sector	66.00%	90.00%	CRC, 2023	73.33%	
	3.3.	Level of citizen satisfaction with service delivery in Infrastructure sector	73.70%	90.00%	CRC, 2023	81.89%	
	3.4.	Level of citizen satisfaction with service delivery in Land and Settlement sector	58.80%	90.00%	CRC, 2023	65.33%	
	3.5.	Level of citizen satisfaction with service delivery in Private sector	77.80%	90.00%	CRC, 2023	86.44%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
QUALITY OF SERVICE DELIVERY	**4.**	**Quality of service delivery in public, private and civil society**				**75.86%**	
	4.1.	Quality of service delivery in Public sector	71.60%		RGB, 2023	71.60%	
	4.2.	Quality of service delivery in Private sector	80.66%		RGB, 2023	80.66%	
	4.3.	Quality of service delivery in Civil Society sector	75.31%		RGB, 2023	75.31%	
	5.	**Service delivery through ICT**				**74.59%**	
	5.1.	Level of citizen satisfaction with IREMBO services	91.70%	100%	CRC, 2023	91.70%	
	5.2.	Level of citizen satisfaction with online cases filed in courts	72.60%	100%	CRC, 2023	72.60%	
	5.3.	Level of citizen satisfaction with use of mobile telephone	67.40%	100%	CRC, 2023	67.40%	
	5.4.	Level of citizen satisfaction with use of ICT in education	62.80%	100%	CRC, 2023	62.80%	
	5.5.	Level of citizen satisfaction in payment transaction electronically with Mobile Money, Airtel Money, and Internet banking	94.50%	100%	CRC, 2023	94.50%	
	5.6.	Level of citizen satisfaction with radio communication	76.80%	100%	CRC, 2023	76.80%	
	5.7.	Level of citizen satisfaction with internet connectivity	56.30%	100%	CRC, 2023	56.30%	
Pillar Overall Score						**78.28%**	

10.1. Summary of indicators and variables

Figure 24: Summary of indicators and variables of Quality of Service Delivery pillar

Figure 25: Performance of Quality of Service Delivery since the RGS 1st edition



Quality of Service Delivery pillar has maintained a positive trend but experienced a slight drop in performance in the 6th and 9th editions.

10.2. Recommendations specific to the Pillar

01

Improve service delivery in the agriculture sector particularly post-harvest management and market for agriculture produce;

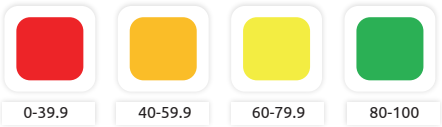
02

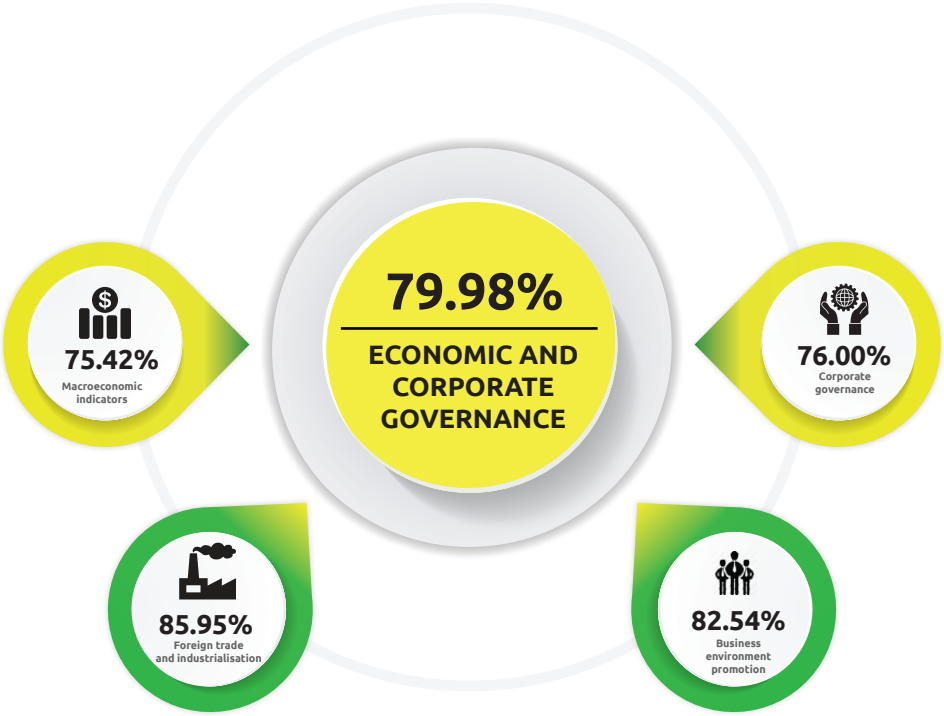
Improve the quality of land services specifically acquisition and transfer of land documents as well as putting in place basic infrastructures in areas designated for settlement;

03

Increase ICT literacy particularly for teachers in primary and secondary schools.

ECONOMIC AND CORPORATE GOVERNANCE





11 Economic and Corporate Governance

Economic and corporate governance refer to the systems, structures and procedures established to guide institutions and their leadership with the aim of achieving effectiveness, efficiency, accountability and economic benefits.

The Economic and Corporate Governance pillar measures the macroeconomic stability, business environment and corporate governance that are prerequisites for sustainable socio-economic development.

This pillar is composed of four (4) indicators and twenty-eight (28) variables. The indicators are: Macroeconomic indicators, foreign trade and industrialisation, business environment promotion as well as corporate governance.

The overall performance of the pillar is 79.98% up from 77.85% in the 9th edition representing an improvement of 2.13%.

Table 11: Indicators and variables of Economic and Corporate Governance pillar

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
ECONOMIC AND CORPORATE GOVERNANCE	**1.**	**Macroeconomic indicators**				**75.42%**	
	1.1.	Economic growth rate	8.20%	9.10%	NISR, 2023	90.11%	
	1.2.	Inflation rate	17.80%	5.00%	BNR, 2023	28.09%	
	1.3.	GDP per capita (in USD)	1004	1200	NISR, 2023	83.67%	
	1.4.	Percentage of budget covered by domestic revenues	53.00%		MINECOFIN, 2023	53.00%	
	1.5.	Income distribution (Gini Coefficient)	0.429	0.35	NISR, EICV5	81.59%	
	1.6.	Percentage of people living below poverty line	38.20%	20%	NISR, EICV5	52.36%	
	1.7.	Tax revenue as percentage of GDP	15.80%	15.90%	RRA, 2023	99.37%	
	1.8.	Saving rate as percentage of GDP	14.40%	18.00%	MINECOFIN, 2023	80.00%	
	1.9.	National investment as percentage of GDP	24.50%	30.10%	MINECOFIN, 2023	81.40%	
	1.10.	Off-farm jobs creation	186455	214300	NISR, 2023	87.01%	
	1.11.	Financial inclusion	93.00%	100%	MINECOFIN, 2023	93.00%	
	2.	**Foreign trade and industrialisation**				**85.95%**	
	2.1.	Export as percentage of imports	58.00%		BNR, 2023	58.00%	
	2.2.	Exports growth	25.70%	17.00%	BNR, 2023	100%	
	2.3.	Industry as share of GDP	21.00%	21.70%	NISR, 2023	96.77%	
	2.4.	Informal CBT Balance (Exports as percentage of imports)	100%	100%	BNR, 2023	100%	
	2.5.	Trading across borders	Rwanda scores 75.00% worldwide	100%	World Bank's 2020 doing business Report	75.00%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
ECONOMIC AND CORPORATE GOVERNANCE	**3.**	**Business environment promotion**				**82.54%**	
	3.1.	Rwanda's rank in doing business report	76.50%	100%	World Bank's 2020 doing business Report	76.50%	
	3.2.	Visa openness	0.868	1	AfDB, Africa Visa Openness Index 2021	86.80%	
	3.3.	Time for processing visitor's visa	3 days	3 days	Rwanda Directorate General of Immigration and Emigration, 2023	100%	
	3.4.	Starting business	93.20%		World Bank's 2020 doing business Report	93.20%	
	3.5.	Registering property	93.70%		World Bank's 2020 doing business Report	93.70%	
	3.6.	Paying taxes	84.60%		World Bank's 2020 doing business Report	84.60%	
	3.7.	Rwanda's performance in global competitiveness	58.40%		WEF, Global Competitiveness Report, 2020	58.40%	
	3.8.	Business environment through ICT				91.90%	
	3.8.1.	Payment transaction done electronically as percentage of GDP	146.50%	80.00%	BNR, 2023	100%	
	3.8.2.	Percentage of VAT registered taxpayers/ taxpayers registered to EBM	97.40%	95.00%	RRA, 2023	100%	
	3.8.3.	Online business registration	100%		RDB, 2023	100%	
	3.8.4.	Mobile phone penetration rate	85.15%	95.00%	RURA, 2023	89.63%	
	3.8.5.	Internet penetration rate	62.86%	90.00%	RURA, 2023	69.84%	
	3.9.	Credit to private sector as percentage of GDP	23.10%	40.00%	BNR, 2023	57.75%	
	4.	**Corporate governance**				**76.00%**	
	4.1.	Shareholder governance	80.00%	100%	WEF, Global Competitiveness Report, 2019	80.00%	
	4.2.	Conflict of interest regulation	73.00%	100%	WEF, Global Competitiveness Report, 2019	73.00%	
	4.3.	Gender equality in private sector leadership				75.00%	
	4.3.1.	Percentage of women in executive committee at national level	33.30%	50%	GMO, 2023	66.60%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
	4.3.2.	Percentage of women in executive committee at provincial level	47.80%	50%	GMO, 2023	95.60%	
	4.3.3.	Percentage of women in executive committee at district level	31.40%	50%	GMO, 2023	62.80%	
Pillar Overall Score						79.98%	

11.1. Summary of indicators and variables

Figure 26: Summary of indicators and variables of Economic and Corporate Governance pillar

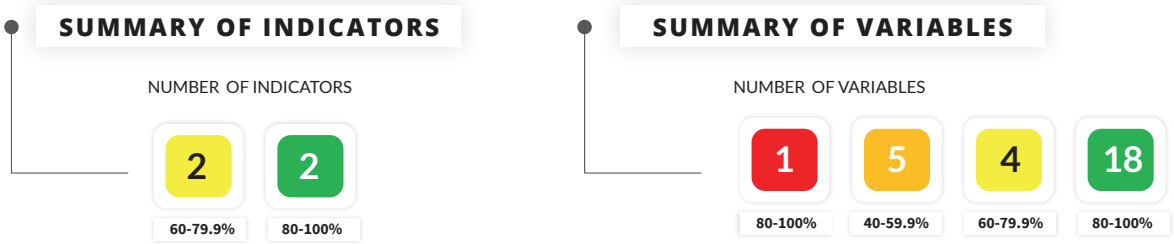
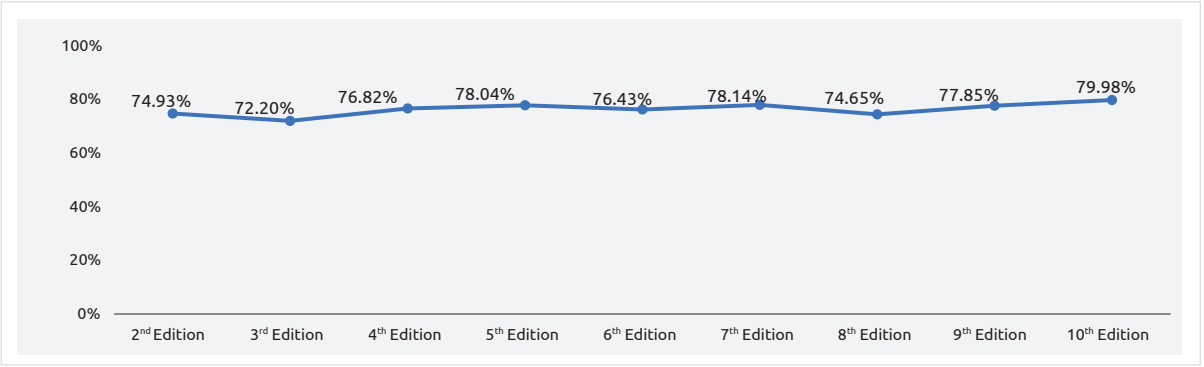


Figure 27: Performance of Economic and Corporate Governance pillar since the RGS 2nd edition



The Economic and Corporate Governance pillar has maintained a positive trend but experienced a slight drop in performance in the 3rd and 8th editions.

11.2. Recommendations specific to the pillar

01

Promote the production of high value goods and services for export to reduce trade imbalance;

02

Strengthen corporate governance especially in private sector to promote accountability and gender equality;

03

To mobilise financial institutions to ease access to credit.

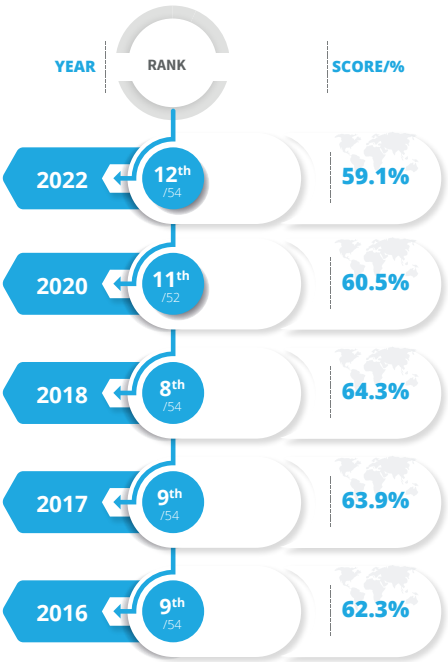
AN OVERVIEW OF RWANDA'S RANKING IN GLOBAL INDICES

12 An overview of Rwanda's ranking in Global indices

In the fiscal year 2022/2023, seven global indices were analysed to indicate Rwanda's regional and global trends in key areas of governance. They include Ibrahim Index of African Governance, Corruption Perception Index, Global Peace Index, Global Gender Gap Report, Africa Visa Openness Index, Rule of Law Index as well as Chandler Good Government Index.

I. IBRAHIM INDEX OF AFRICAN GOVERNANCE

Rwanda's overall ranking in the last five editions

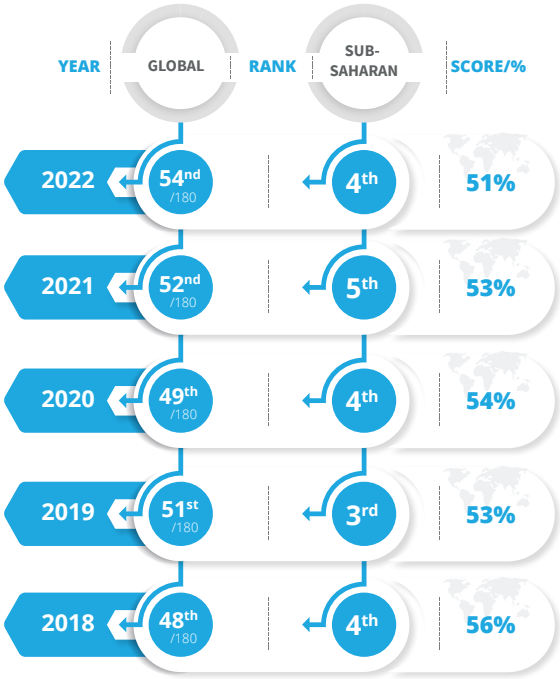


Source: Mo Ibrahim Foundation

Ibrahim index aims at measuring and monitoring governance performance in all 54 African countries. It is built on four categories which are: Security and Rule of Law, Participation Rights and Inclusion, Foundations for Economic Opportunity as well as Human Development. It is an annual publication of Mo Ibrahim Foundation.

II. CORRUPTION PERCEPTION INDEX

Rwanda's overall ranking in the last five editions

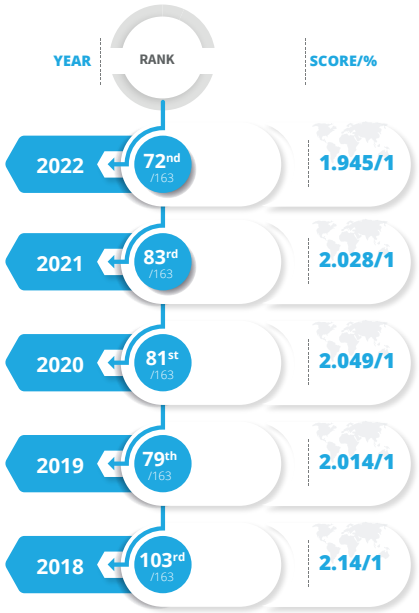


Source: Transparency International.

Corruption perception index measures the perception of corruption in the public sector from 180 countries around the world. It is an annual publication of Transparency International.

III. GLOBAL PEACE INDEX

Rwanda's overall ranking in the last five editions

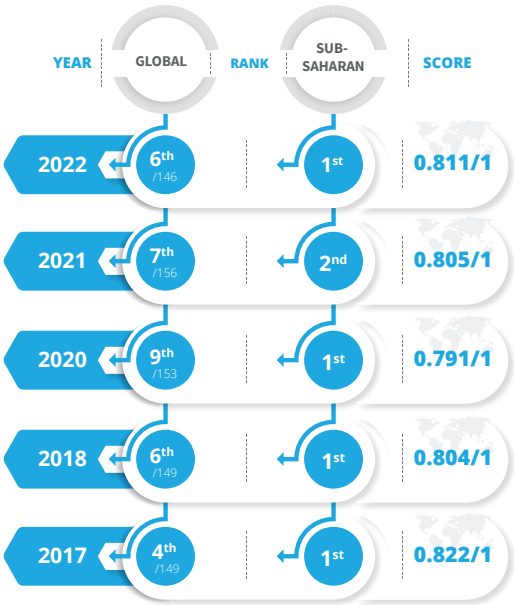


Source: Transparency International

Global peace index measures the levels of peacefulness in 163 countries across the globe. It is built on three domains which are: Safety and Security, Ongoing Conflict as well as Militarisation. It is an annual publication of the Institute for Economics and Peace (IEP).

IV. GLOBAL GENDER GAP REPORT

Rwanda's overall ranking in the last five editions

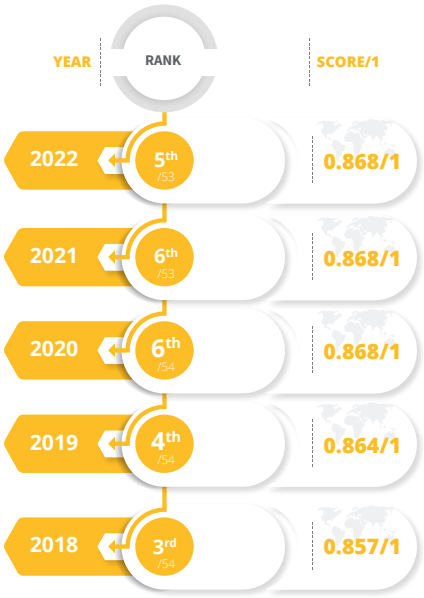


Source: World Economic Forum.

It is a framework for capturing the magnitude of gender-based disparities and tracking their progress over time. It is built on four sub-indices namely; Economic Participation and Opportunity, Educational Attainment, Health and Survival as well as Political Empowerment. It is an annual publication of the World Economic Forum.

V. AFRICA VISA OPENNESS REPORT

Rwanda's overall ranking in the last five editions

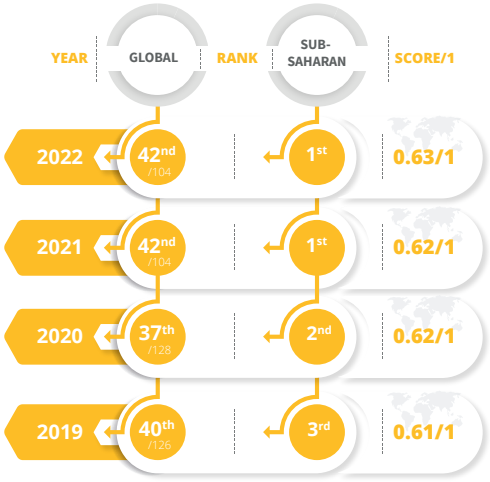


Source: African Development Bank.

The Index measures how open African countries are when it comes to visas by looking at what they ask of citizens from other countries in Africa when they travel. It is built on three categories namely; No Visa, Visa on Arrival, and Visa Required (a visa must be obtained before departure). It is an annual publication of the African Development Bank.

VI. RULE OF LAW INDEX

Rwanda's Performance on Rule of Law Index

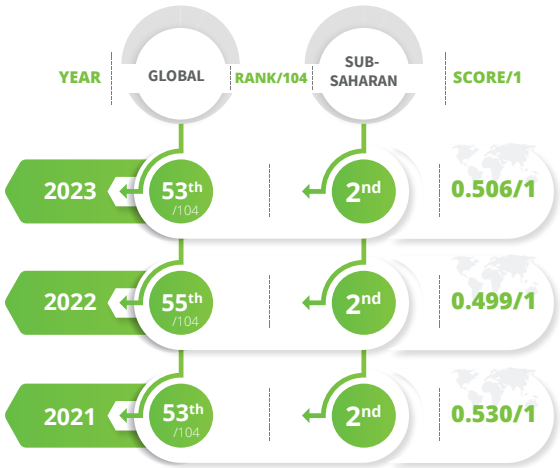


Source: World Justice Project

The Rule of Law Index measures countries' performance across Constraints on Government Powers, Absence of Corruption, Open Government, Fundamental Rights, Order and Security, Regulatory Enforcement, Civil Justice, and Criminal Justice. It is an annual publication of the World Justice Project.

VII . CHANDLER GOOD GOVERNMENT INDEX

Rwanda's overall ranking in the last three editions



Source: Chandler Institute

The Chandler Good Government Index measures the effectiveness and capabilities across seven pillars in 104 countries around the world. The seven pillars are: Leadership and Foresight, Robust Laws, Strong Institutions, Financial Stewardship, Attractive Market Place, Global Influence and Reputation as well as Helping People Rise. It is an annual publication of the Chandler Institute.

13 Implementation status of the policy recommendations for RGS 9th Edition

N°	POLICY RECOMMENDATION	POLICY FRAMEWORK	CURRENT STATUS OF IMPLEMENTATION
1.	Design and operationalise a multi-year nationwide strategy for mainstreaming climate change into development planning	NST1, Priority 7 of Economic Transformation: Sustainable Management of natural resources and environment to transition Rwanda towards a carbon Neutral Economy	**MINISTRY OF ENVIRONMENT (MoE) AND RWANDA ENVIRONMENT MANAGEMENT AUTHORITY (REMA):** ► Rwanda's Green Growth and Climate Resilience Strategy 2050 was developed and approved by the cabinet. This strategy is aligned with the vision 2050 and mainstreams environment and Climate Change in various sectors at central and local levels. ► **Environment Checklist** Every year, the Ministry of Environment in collaboration with key economic sectors and districts agree on a list of indicators that will be included in their annual plans to mainstream environment and climate change. These indicators are selected in line with the key national strategic documents. The check list is designed, approved, and then shared as a separate annex during the 1st planning and budgeting call circular. Sectoral institutions and local Government are then trained on its integration and adoption in their sectoral plans and programs. ► **Monitoring and evaluation** Inspection is regularly carried out to assess the level of implementation of the agreed activities in these sectoral and district plans. ► **Environment and climate change monitoring statement** For effective monitoring of how sectors consider environment and climate change areas into their plans, the Ministry of Finance and Economic Planning (MINECOFIN) and the Ministry of Environment (MoE) agreed to introduce the use of environment and climate change monitoring statement that captures key indicators that are integrated into sectoral and districts annual plans to accompany the environment and climate change checklist for every fiscal year. This tool is key in monitoring districts and sectoral annual plans. ► **Climate change budget tracking** A feasibility study to have a climate change budget tracking of funds injected in environment and climate change related interventions was completed. This involves capturing climate change related spending in public financial systems. For private sector and Civil Society Organisations, necessary tools will be developed to facilitate the tracking of climate change related investments in their financial systems. ► **Awareness and advocacy** In 2022, awareness campaigns and advocacy for Environment and Climate Change mainstreaming through the celebration of International environmental events such as World Wetlands Day (celebrated on 2nd February), World Water Day (22nd March), World Environment Day (5th June), Ozone Layer Day (16th September); Engagements were held through different media platforms (Radio, TV, socio-media) to raise public awareness of the linkages between environment natural resources & climate change and sustainable development & poverty reduction

N°	POLICY RECOMMENDATION	POLICY FRAMEWORK	CURRENT STATUS OF IMPLEMENTATION
2.	Ensure quality of education to support the attainment of a knowledge-based economy	NST1, Priority 4 of Social Transformation: Enhancing the demographic dividend through improved access to quality education.	**MINISTRY OF EDUCATION (MINEDUC):** **The following interventions were implemented in response to the recommendations:** ► Government increased its contribution to school feeding from 56 Frw to 135 Frw per child per meal for pre-primary and primary learners, to enhance students' retention; ► Trained school feeding implementers (30 district directors of education, 542 sector education officers and deans of head teachers as well as 3,617 cooks) to improve effectiveness in implementation of school feeding program; ► 28,202 inclusive classrooms, 38,290 latrines, 2,922 kitchens and 108 TVET schools have been constructed since 2017 to reduce long distance and overcrowding in schools. Additionally, 543 classrooms and 762 latrines constructed since 2017 to increase pre-primary access; ► 9,142 teachers were trained in English proficiency; ► 187 teachers were trained in examinable subjects; ► 1,260 senior teachers were trained in order to train other teachers; ► 102,244 pre-primary teachers were trained; ► In TVET schools, the number of recruited teachers increased from 1,250 in 2021/2022 to 2,221 in 2022/2023; ► 3,101 pre-primary teachers, 3,947 primary teachers and 3,855 secondary teachers were recruited in academic year 2023/2024 to fulfil the teaching vacant positions and reduce the teacher-student ratio; ► In the Academic Year 2022/2023, 794,409 textbooks were distributed in primary and secondary schools while 622,313 textbooks are now being distributed in the same school levels to facilitate effective teaching and learning activities; ► 6,060 laptops were provided in primary and secondary schools; ► 10,502 laptops were provided to teachers.mendations adopted to improve the efficiency of the programs.
3.	Enhance efficiency and effectiveness in the management of social protection programs for persons with disabilities.	NST1, Priority 6 of Transformational Governance: Increase citizens' participation, engagement and partnerships in Development	**MINISTRY OF LOCAL GOVERNMENT (MINALOC)** ► Disability Management Information System (DMIS) a system under development aimed at screening, and categorisation of PwD. This will improve the efficiency and effectiveness of social protection programs for persons with disability by targeting those with severe disabilities and also more vulnerable.

N°	POLICY RECOMMENDATION	POLICY FRAMEWORK	CURRENT STATUS OF IMPLEMENTATION
4.	Devise measures to reduce backlogs cases in courts	NST1, Priority Area 4: Strengthen Justice, Law and Order	**JUDICIARY** In order to reduce case backlog in courts; the Judiciary has set the following measures: ► Short term measure: Hired contractual Judges and Registrars. ► Long term measures: • Carrying out reform to increase the number of judges, registrars and other court staff; • Reviewing the remuneration policy to attract and retain competent and experienced judges; • Institutionalise the use of precedent to enhance consistency and predictability of court decisions; • Sustain the use of court annexed mediation; • Enhance the use Small Claim Procedure; • Enhance the use of plea-bargaining in criminal cases.
5.	Improve the role of non-state actors, specifically CSOs in promoting good governance and the fight against corruption	NST1, Priority Area 6: Increase citizens' participation, engagement and partnerships in development	**RWANDA CIVIL SOCIETY PLATFORM (RCSP)** ► CSOs are involved in fighting corruption and every year RCSP submits a report of the achievements to the Office of the Ombudsman; ► CSOs play a role in promoting citizens participation, accountability and service delivery; ► CSOs as members of the Joint Action Development Forum (JADF) play a role in the implementation of districts Imihigo; ► 14 CSOs members were trained on anti-corruption and corruption risk assessment; ► A workshop to empower journalists and CSOs members to effectively engage anti-corruption stakeholders to curb corruption and injustice.
6.	Strengthen measures to control inflation to the minimum level possible	NST1, Priority Area 3: Establish Rwanda as a Globally Competitive Knowledge-based Economy	**NATIONAL BANK OF RWANDA (BNR)** The National Bank of Rwanda's primary and overriding objective for Monetary Policy is price stability. However, in 2022 Rwanda faced rising Inflationary pressures, primarily driven by lower domestic agricultural production and global economic challenges namely; the increase in international commodity prices exacerbated by the war in Ukraine. In implementing the recommendation, the National Bank of Rwanda increased its Central Bank rate by a cumulative 250 basis points, from 4.5 percent in February 2022 to 7.0 percent in February 2023. Additionally, the reserve requirement was reinstated to the pre-covid level of 5% from 4% effective in January 2023.

N°	POLICY RECOMMENDATION	POLICY FRAMEWORK	CURRENT STATUS OF IMPLEMENTATION
7.	Strengthen efforts related to revitalisation of exports promotion	NST1, Priority Area 4: Promote Industrialisation and Attain a Structural Shift in the Export Base to High-value Goods and Services with the aim of growing exports by 17% Annually	**MINISTRY OF TRADE AND INDUSTRY (MINICOM)** ► **Regular monitoring of Joint export Imihigo** The achievements made are grouped under the following areas of Environment and Climate Change (ECC) mainstreaming strategy for Rwanda (2018-2024): Agro-processing exports increased by 13.49%, driven by exports of animal and vegetable oils exports (246%), beverages and spirits (173%), and products of the milling industry (24%). Re-exports to neighbouring states also performed well, re-emphasising Rwanda's attractiveness as a regional logistics hub. In 2022, re-exports increased by 16% to reach USD $542 million in value terms. The informal exports rose by 13.4%, due to simplifying small scale trading on the DRC side, despite political and security challenges, and to the reopening of borders with Burundi and Uganda and the resumption of economic activity following the COVID-19 slowdown. As per NISR report 2022, Rwanda's trade balance deficit with EAC countries decreased by 3.2 percent standing at USD -342 million in the period from 2021 to 2022, from USD -402.53 million registered a year earlier. ► **Development of the packaging strategy** To ensure that affordable and quality packaging materials are availed to the manufacturing sector, the Ministry developed the packaging strategy that provides actions to be undertaken to promote and develop the sector of packaging materials in Rwanda. ► **Access to finance through Export Growth Fund** The Export Growth Facility (EGF) was established in 2015 to address access to finance constraints faced by SME by reducing the cost of finance related to export projects and businesses. In the period of over 6 years, 119 beneficiaries received funding for export promotion. To increase access to the fund and scale up exports, the Ministry plans to conduct awareness campaign among the business community. ► **AfCFTA adjustment facility fund** The AfCFTA adjustment facility fund consists of the tool in place to support the state parties to operationalise the AfCFTA agreement. The Government of Rwanda signed host agreement with AfCFTA secretariat and African exports and import bank. This funding is expected through its credit fund component to provide solution to the Rwanda private companies with capital problems to engage in added value manufacturing that can lead to the diversification of Rwanda exports. ► **Enhance the effectiveness and efficiency of export growth initiative** 570 SME were assessed, trained and coached on quality and safety requirements in food manufacturing towards certification in order to access regional and international markets. ► **Construction and operationalisation of cross border markets** In order to increase regional export growth, the following cross-border markets were constructed: Bugarama and Rusizi 1 in Rusizi District, Rusumo in Kirehe District, Cyanika in Burera District, Rugari in Nyamasheke District, and Ruganda in Karongi District.

N°	POLICY RECOMMENDATION	POLICY FRAMEWORK	CURRENT STATUS OF IMPLEMENTATION
8.	Promote a culture of quality service delivery in land sector so as to meet NSTI target	NST1, Priority Area 5: Strengthen Capacity, Service Delivery and Accountability of Public Institutions	**NATIONAL LAND AUTHORITY (NLA)** Land services are delivered by different actors at different levels including NLA, districts and sector staff, private notaries and land surveyors. The established client charter distinguishes timeline dedicated to each level. Staff operating at each level are responsible of delivering efficient, timely and quality land services. NLA and partners are implementing the RGS 9th edition policy recommendation as follows: ► Involving private land notaries in land services; processing land transactions through Irembo and approval of land titles by the land registrar to improve delivery of land services. Currently 85 private notaries are in place to support land services. ► Integration of Irembo with Land administration information system to help land sector managers access information in the land registry and inform land owners. ► Establishment of electronic land title to enhance efficiency in issuing land documents.
9.	Promote a culture of quality service delivery in Agriculture sector so as to meet NSTI target	NST1, Priority Area 5: Strengthen Capacity, Service Delivery and Accountability of Public Institutions	**MINISTRY OF AGRICULTURE AND ANIMAL RESOURCES (MINAGRI)** ► **Improved service delivery in Agriculture sector** Under the Crop Intensification Program, mobilisation of farmers is carried out through meetings, mass campaigns, Radio talks, spots, training of frontline extension agents and organisation of farmers in small groups to ease access to services. In addition, through the frontline extension agents, the number of farmers reached by advisory services and registered in Smart Nkunganire System (SNS) were 1,174,996 and 824,504 for 2022 A and B seasons respectively. ► **Service to farmers** **SMART Nkunganire System (SKS):** Developed in 2017 SNS is an application that enables famers to register and access subsidised agriculture inputs. It is accessible both offline and online. Farmers self-registration is done through USSD app *774#. More than 1,168,795 million farmers and 1,502 Agro-dealers are registered and use the platform. System web platform: www.smartnkunganire.rw; **National Agricultural Insurance Scheme (NAIS):** Launched in 2019. A system that enables farmers to access financial services and ensure flow of credit to the agriculture sector by de-risking agriculture activities through insurance. It helps mitigate risks and losses incurred by farmers due to unpredictable natural disasters, pests and diseases that affect their livestock and crops. Farmers pay 60% of the insurance premium and GoR covers 40%. It is accessible through android app and Web platform: http://nais.minagn.gov.rw;

N°	POLICY RECOMMENDATION	POLICY FRAMEWORK	CURRENT STATUS OF IMPLEMENTATION
			Call center: Operate MINAGRI and provides information related agriculture and livestock. Call center streamlines interaction between farmers and agricultural officials, provides access to agricultural information and advisory services and link farmers to relevant services. 24,000 calls received since June 2021 and various cases handled: livestock clearance request, irrigation, exports, horticulture, season calendar and other agriculture related issues; SMART Kungahara System (SKS): Developed in 2019, SKS is a joint effort to digitalise the cash crop sector in Rwanda. So far, more than 340,000 farmers and 313 coffee washing stations are registered. **Features:** Value chain stakeholders 'registration, Coffee washing station registration, inputs warehouse management and distribution, mobile/ online payment services and business intelligence reports. The system is accessible through USSD app *774#, android app for CWS/ dry mill and web platform: www.smartkungahara.rw; **Agricultural Land Information System (ALIS):** A web platform that allow us to visually map public land available for investment and private plot with at least 1 hectare, and provides details on plot size, general soil type, proximity to infrastructure and agro-climatic conditions. It also allows MINAGRI to monitor agriculture land use, as well as do planning and management. ALIS1 with 24,000 public plots on 57,000 ha whereas ALIS 2 with 638,821 are on private plots 120,228 ha; **E-Soko:** Launched in 2009, E-soko is an agricultural market price information system providing citizens with the latest commodity prices a major markets in Rwanda. Prices are collected at 62 markets in the country on 78 commodities. Android application set for enumerators and accessed through web platform www.esoko.ov.rw . The system helps farmers and other agriculture players to get access market information using mobile phones. **Improved service delivery in Livestock sector** The livestock sector has become increasingly productive over the past years and the aim is to sustain this growth under PSTA4. Major policy development and investment have been put in place to increase livestock productivity by increasing adoption of improved breeds and better feed and feeding. Cows have been promoted for milk production, while small-stock, poultry, and aquaculture will be raised mostly for meat due to lower feed requirements. **Animal resources production and livestock services** During year 2021/2022 the focus was to increase animal resources production by increased adoption of strong disease control mechanisms, improved breeds, and better feed and feeding. Efforts were deployed in ten (10) main activities related to animal resources. Production and livestock services such as: animal genetic production; animal feeding; disease control; livestock population; small stock distribution; livestock infrastructure development; aquaculture and fisheries as well as capacity building;

N°	POLICY RECOMMENDATION	POLICY FRAMEWORK	CURRENT STATUS OF IMPLEMENTATION
			The focus of animal genetic improvement was on the following: to ensure the availability of quality and genetically superior breeding germplasm; bovine semen collection and processing; liquid nitrogen production and facilitating the availability of artificial; capacity building of artificial insemination stakeholders on bovine artificial insemination, cattle reproductive management, and artificial insemination inputs handling (especially, liquid nitrogen); supervision and facilitation of cattle registration; facilitating and supervising the cattle artificial insemination across the country as well as strengthening the small stock genetic improvement; **Animal feeding:** In partnership with stakeholders, 4,558 ha improved forage grasses and legumes across the country were planted against the target of 4,000 ha. Additionally, 3,183 farmers were trained on forage production, harvesting and conservation as well as general ruminant livestock husbandry; **Disease control:** Animal disease control was carried out through mass vaccination of animals against economically important and zoonotic animal diseases. Awareness campaigns were conducted to ensure timely vaccination against different diseases. A total of 219,024 cows were vaccinated against foot and mouth disease; 777,799 cows against lumpy skin disease; 655,367 cows were vaccinated against black quarter; 61,296 cows were vaccinated against brucellosis and 9,937 dogs were vaccinated against rabies; **Livestock population:** In this fiscal year 2021/2022, the population of cattle has increased by 8.6% compared to the last fiscal year 2020/2021, the population of pigs increased by 4% and 1% for rabbits and poultry. This increase is due to efforts deployed by the Government of Rwanda and CSOs initiatives to support vulnerable families. In that context, 20,800 cows; 12,254 pigs, 17,631 goats, 7,153 sheep, 4,663 rabbits and 142,843 poultry were distributed to poor families in 2021/2022; **Livestock infrastructure development**: In the framework of livestock infrastructure development, the following interventions were carried out: construction of the national animal genetic improvement centre was in progress at 70.4% of its completion at the end of the fiscal year 2021/2022, against 70% planned. The construction of eight (8) out of ten (10) planned solar-powered boreholes was completed in the fiscal year 2021/2022. The construction of twelve (12) new MCPs completed in April 2022 making a total of 150 MCPs countrywide. The construction of fifteen (15) proximity veterinary posts started in April 2022 to support farmers access proximity extension services and the progress is at 60%. The construction of ten (10) pig slaughter slabs to respond to the crucial lack of pig slaughtering facilities in Rwanda, is seen as a response to the major impediment to the development of the value chain. The overall construction works progress was at 50% at the end of the fiscal year 2021/2022. The construction of 15 new district livestock markets started and the progress was at 50% at the end of the fiscal year 2021/2022. The construction of 15 spray races was completed in the Eastern Province to support farmers to fight and prevent tick-borne diseases.

N°	POLICY RECOMMENDATION	POLICY FRAMEWORK	CURRENT STATUS OF IMPLEMENTATION
			► **Aquaculture and fisheries** Lake surveillance was increased in order to control illegal fishers and guide fishing cooperatives to boost Rwandan fish production. In collaboration with RDB, RWB, and MINAGRI/RAB new investors in intensive fish farming in tilapia Hatcheries were mobilised, registered, licensed and have started the implementation of their projects; ► **Capacity building** Livestock-Farmer Field School groups have become a central approach for better service delivery. The Livestock-Farmer Field School is done through Livestock-Farmer Field School facilities. The latter are responsible for training farmer facilities. Currently, the sector accounts 1,065 Livestock-Farmer Field School across the country and 48 Livestock-Farmer Field School Master trainers. The Livestock-Farmer Field School facilitators contributed to the establishment of 2,169 Livestock-Farmer Field School groups with 55,703 members. A total of 21 Poultry master trainers and 205 poultry facilitators (Poultry- Livestock Farmer Field School) were trained on advanced technologies related to poultry sector 95 pig facilitators were trained on pig feeding, breeding, diseases control and prevention, business plan development and 195 fish farmers were trained on Rice Fish integration, Cage Fish Farming, Tilapia Hatchery and Lake guardians. In regard to the beekeeping subsector, proximity coaching of 105 master keepers around Virunga and Nyungwe zone on modern beekeeping techniques was done. To disseminate the technology of pig artificial insemination and their adoption, at least 315 technicians were trained on the importance of pig rearing, pig farming management, semen collection and processing, and technique of artificial insemination, hormones physiology and biosecurity. Each inseminator predicted to reach at least 50 farmer per month, which means that one veterinary can reach 600 pig famers per year.
10	Promote a culture of quality service delivery in public transport sector so as to meet NSTI target	NST1, Priority Area 5: Strengthen Capacity, Service Delivery and Accountability of Public Institutions	**MINISTRY OF INFRASTRUCTURE (MININFRA) AND RWANDA UTILITIES REGULATORY AUTHORITY (RURA)** The major reason of poor service delivery in the transport sector is related to reduction of buses in the city as they get old and not replaced due to financial constraints of operators, exacerbated by Covid-19. ► To mitigate these challenges, the GoR is supporting acquisition of 305 buses as follows: • Phase one: 100 diesel buses to be imported and delivered in October 2023; • Phase two: 205 e-buses (electric buses) to be imported and delivered in February 2024. ► The City of Kigali is tendering to get the eligible contractor through World Bank fund to implement the pilot corridor for dedicated Bus Lane (CBD-Kanogo-Rwandex-Sonatube-Prince House-Remera) to start by 3rd quarter of fiscal year 2023/2024; ► There is an ongoing feasibility study for business model for intercity and rural public transport. The study will review the scheduled routes to enable other places that are not currently connected and inform on the tariff;

N°	POLICY RECOMMENDATION	POLICY FRAMEWORK	CURRENT STATUS OF IMPLEMENTATION
			► Four transport operators with 77 buses were introduced in City of Kigali to decrease the passenger waiting time, However RURA is still encouraging more investors to join the sector; ► 14 underserved feeder roads identified in City of Kigali and 6 roads in provinces are currently served with public transport; ► Lodged complaints and claims of passengers and operators are addressed as required by RURA regulations; ► Daily inspection in City of Kigali is conducted to ensure efficient transport service delivery; ► Monthly inspections in provinces are conducted to ensure the availability of intercity transport service; ► Monitoring of students' transportation to and from school is regularly conducted based on the calendar shared by the Ministry of Education

14 Conclusion and policy recommendations

The RGS 10th edition provides a comprehensive status of governance based on eight pillars. The analysis indicates that, the performance of five pillars is above 80% while the performance of the remaining three pillars is between 60% and 79.9%. Since the first edition, Safety and Security continues to lead other pillars in terms of performance while Investing in Human and Social Development comes the last in this edition.

In this edition of RGS, some policy recommendations are continuous from the previous edition in the framework of NST1 while others are new as presented below:

ONGOING POLICY RECOMMENDATIONS

- Design and operationalise a multi-year nationwide strategy for mainstreaming climate change resilience into development planning;
- Devise measures to reduce backlogs cases in courts;
- Enhance the quality of education to support the attainment of a knowledge-based economy;
- Enhance efficiency and effectiveness in the management of social protection programs for persons with disability;
- Promote a culture of service quality in all sectors particularly in the agriculture, land and public transport so as to meet the NST1 target.

NEW POLICY RECOMMENDATIONS

- Ensure the commitment of Government in relation to fiscal decentralisation (Central government transfer to the decentralised entities – block grant) is respected;
- Improve service delivery through ICT by enhancing internet connectivity and mobile phone network.

15 COMMENTS FROM REVIEWERS

RGS PREVIOUS REVIEWERS

Comment from Mr. Stephen Rodrigues, Former UNDP Resident Representative in Rwanda.

No country can achieve good governance without accountability. The Rwanda Governance Scorecard (RGS) has become an important tool for all State actors to assess their work, appreciate their achievements, and recognize areas requiring attention. Importantly, the RGS echoes the voice of the people that public institutions aim to serve, and provides a reality check on whether the actions of these institutions are leading towards building the "Rwanda We Want". I strongly recommend the RGS to all stakeholders. Its recommendations can help us to collectively devise the actions and strategies needed for more inclusive and sustainable development in Rwanda.

Reaction from Prof. Eddy Maloka, Chief Executive Officer of African Peer Review Mechanism (APRM) and Adjunct Professor (University of Witwatersrand, School of Governance, Public and Development Management).

The African Peer Review Mechanism (APRM) welcomes and highly commends the Rwanda Governance Scorecard 6th Edition. The Governance Scorecard is a valuable tool for monitoring and evaluating the status of governance in Rwanda. Since 2012, the Rwanda Governance Board has consistently produced the Governance Scorecard to gauge the status of national governance, using largely the same parameters to facilitate the measurement of progress. The Governance Scorecard is significant for three main reasons. First, it adopts a methodology and uses indicators that consider Rwanda's unique circumstances. Thus, although it employs global governance research methods, it contextualizes these methods to national realities. It, therefore, has the unique advantage of utilizing a wide range of Rwanda-specific data sources. Second, it not only informs citizens and stakeholders, but continually seeks to enhance their participation in governance. Above all, it informs policy makers and contains sector specific recommendations for the government to act on improving the status of governance. Every edition of the Governance Scorecard therefore includes updates on the implementation of policy recommendations made in previous editions.

The Rwanda Governance Scorecard 6th Edition is a timely addition to Africa's governance landscape. It comes at a time when the African Union has tasked the APRM with overseeing, monitoring and evaluation in all key governance areas of the continent, including tracking the implementation of the AU Agenda 2063 and the UN's Sustainable Development Goals (SDGs). It also comes at a time when the African Union Assembly has urged Member States to develop national governance reports as a self-assessment tool for promoting good governance in line with the recommendations of the Africa Governance Report, which the APRM produced jointly with the Africa Governance Architecture Platform, and which the AU Assembly approved in February 2019. From the APRM's perspective, the Rwanda Governance Scorecard is a best practice, and demonstrates that the Member States of the African Union can not only regularly and rigorously assess the status of their governance in a manner that responds to their unique national realities, but also evaluate the progress they are making towards continually improving the quality of how they are governed. Therefore, the APRM encourages these Member States to emulate Rwanda by establishing rigorous processes for not only assessing the status of their governance on a regular basis, but also monitoring and evaluating the progress they are making towards addressing their governance challenges. The APRM remains committed to working with these Member States in this crucial endeavour.

RGS PREVIOUS REVIEWERS

Dr. Josephine ODERA, Director, Africa Centre for Transformative & Inclusive Leadership and Former Regional Programme Director for UNWOMEN Central Africa

The RGS is a fascinating tool of assessing issues in one of the most critical elements of development. It combines the foundations of good governance, transparency and accountability by scientifically analyzing and presenting data. In addressing governance in such a transparent manner, Rwanda has again taken the bold step of exposing challenges that need attention so that these do not become its achilles heel!..., Indeed the results of the 2017 RGS demonstrate that there is no letup in ensuring improved performance and in the pursuit of excellence.

Prof. Khabele MATLOSA, Director for Political Affairs, African Union Commission.

Rwanda's governance self-assessment is indeed a unique experience in Africa […] The Rwanda Governance Scorecard represents an innovative mechanism for sustaining governance reforms, dialogue, stakeholder consultations and analytical discourses at national level as a best practice that African Union (AU) and APRM should promote across African Continent.

Jon Clifton, Managing Partner, Gallup. Washington DC, USA.

[…] The 2016 Rwandan Governance Scorecard lays out all available data on Rwanda to evaluate eight key areas of governance. It shows where the country is succeeding and where it isn't. Most importantly, it gives wellbeing-based policy recommendations for the country to continue building on its impressive progress over the past two decades […].

Dr. Margee Ensign, President of the American university of Nigeria and Chair of the Adamawa Peace Initiative. Yola, Nigeria.

The Rwandan Governance Scorecard, which covers indicators of economic, social and political progress, is a model not only for the African continent, but for all governments. It reflects a transparent government that is fully committed to improvements in human well being and a willingness to be held fully accountable.

Jendayi E. Frazer, Former U.S. Assistant Secretary of State

[…] RGB has developed the Rwanda Governance Scorecard (RGS) into a credible and world-class policy tool based on universal standards of good governance. Methodologically, it reflects top level scholarship […].

Lamin M. Manneh, Former One UN Rwanda Resident Coordinator

[…] RGS has become a veritable instrument for assessing governance performance in Rwanda […] and therefore for providing guidance as to areas that need improvement and by extension enabling partners to have a precise idea about areas to which they could focus their assistance for further deepening governance in the country.

Dr. Frank Okuthe-Oyugi, Former Executive Director, ICGLR Levy Mwanawasa Regional Centre for Democracy and Good Governance

[..] A new value addition to the current RGS as proof to its dynamism, is the reformulated and recrafted indicators as well as additional variables such as Social Protection, […] and the application of IT in Court processes. […].

Prof. Eddy Maloka, Chief Executive Officer of African Peer Review Mechanism (APRM) and Adjunct Professor (University of Witwatersrand, School of Governance, Public and Development Management).

[..] The Rwanda Governance Scorecard is key in tracking Rwanda's implementation of the AU Agenda 2063 and the UN's Sustainable Development Goals (SDGs). From the APRM's perspective, the Rwanda Governance Scorecard is a best practice, and demonstrates that the Member States of the African Union can not only regularly and rigorously assess the status of their governance in a manner that responds to their unique national realities, but also evaluate the progress they are making towards continually improving the quality of how they are governed. Therefore, the APRM encourages these Member States to emulate Rwanda by establishing rigorous processes for not only assessing the status of their governance on a regular basis, but also monitoring and evaluating the progress they are making towards addressing their governance challenges.[…].

Dr. Fodé Ndiaye, Former United Nations Resident Coordinator, Rwanda.

[..] An enabling inclusive governance system with involved, well-informed citizens' participation is a prerequisite to achieve the sustainable development goals (SDGs). Evidence-based policy analysis is also required to make the necessary adjustments and reorientations to improve people's lives leaving no one behind. Indeed, in the context of renewed multilateralism, and the "decade of action" leading us to the realization of the Agenda 2030, we cannot make the most strategic actions if we do not know how far we have gone in delivering on each indicator and each target. […]The Rwanda Governance Scorecard is holding us accountable for efficient and inclusive actions for all the people principally for the most vulnerable ones […].

16 Abbreviations and acronyms

AfCFTA	African Continental Free Trade Area
AfDB	African Development Bank
AIDS	Acquired Immunodeficiency Syndrome
ALIS	Agricultural Land Information System
ARV	Antiretrovirals
AU	African Union
BNR	Banque Nationale du Rwanda
CBD	Central Business District
CBT	Cross Border Trade
CC	Climate Change
CPCs	Community Policing Committees
CRC	Citizen Report Card
CSOs	Civil Society Organisations
CWSs	Coffee Washing Stations
DMIS	Disability Management Information System
EGF	Export Growth Facility
EICV	Integrated Household Living Conditions Survey
FBO	Faith Based Organisations
FDI	Foreign Direct Investment
FRW	Rwandan Francs
GDP	Gross Domestic Product
GMO	Gender Monitoring Office
GoR	Government of Rwanda
HCI	Human Capital Index
HIV	Human Immunodeficiency Virus
ICBT	Informal cross border trade
ICT	Information and Communications Technology
IDP	Internally Displaced Persons
IEP	Institute for Economics and Peace
LG	Local Government
LODA	Local Administrative Entities Development Agency
JADF	Joint Action Development Forum
MAJ	Maison d'Accès à la Justice/ Access to Justice Bureau
MCPs	Milk Collection Points
MIFOTRA	Ministry of Public Service and Labour
MIGEPROF	Ministry of Gender and Family Promotion
MINALOC	Ministry of Local Government
MINAGRI	Ministry of Agriculture and Animal Resources
MINECOFIN	Ministry of Finance and Economy Planning
MINEDUC	Ministry of Education
MINICOM	Ministry of Trade and Industry
MINICT	Ministry of Information Communication Technology
MININFRA	Ministry of Infrastructure

MoE	Ministry of Environment
MoH	Ministry of Health
N/A	Not Available
NAIS	National Agricultural Insurance Scheme
NCHR	National Commission for Human Rights
NCPD	National Commission of Persons with Disabilities
NEC	National Electoral Commission
NGO	Non-Government Organisations
NISR	National Institute of Statistics of Rwanda
NLA	National Land Authority
NPPA	National Public Prosecution Authority
NST	National Strategy for Transformation
OAG	Office of the Auditor General
PAC	Parliamentary Account Committee
PSF	Private Sector Federation
PSTA	Strategic Plan for Agriculture Transformation
PwD	Persons with Disability
RAB	Rwanda Agriculture Board
RBI	Rwanda Bribery Index
RCSP	Rwanda Civil Society Platform
RCSB	Rwanda Civil Society Barometer
RDB	Rwanda Development Board
RDF	Rwanda Defence Force
RDHS	Rwanda Demographic and Health Survey
REMA	Rwanda Environment Management Authority
RGB	Rwanda Governance Board
RIB	Rwanda Investigation Bureau
RWB	Rwanda Water Resources Board
RMB	Rwanda Media Barometer
RNP	Rwanda National Police
RPHC	Rwanda Population and Housing Census
RPPA	Rwanda Public Procurement Authority
RPHIA	Rwanda Population-based Human Immunodeficiency Virus Impact Assessment
RRB	Rwanda Reconciliation Barometer
RRA	Rwanda Revenue Authority
RURA	Rwanda Utilities and Regulatory Agency
SDGs	Sustainable Development Goals
SDSN	Sustainable Development Solutions Network
SKS	Smart Kungahara System
SME	Small and Medium Enterprises
SNS	Smart Nkunganire System
STEM	Science, Technology, Engineering and Mathematics
TVET	Technical and Vocational Education and Training
UN	United Nations

UNAIDS	Joint United Nations Programme on Human Immunodeficiency Virus and Acquired Immunodeficiency Syndrome
UNDP	United Nations Development Programme
USD	US Dollars
USSD	Unstructured Supplementary Service Data
VAT	Value Added Tax
VUP	Vision 2020 Umurenge Program
WB	World Bank
WEF	World Economic Forum

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The APRM again welcomes and highly commends the Rwanda Governance Scorecard. The Governance Scorecard is a valuable tool for monitoring and evaluating the status of governance in Rwanda. The Rwanda Governance Board has for the seventh time consistently produced the Governance Scorecard to gauge the status of national governance, using largely the same parameters to facilitate the measurement of progress.

The Governance Scorecard is significant because it adopts a methodology and uses indicators that consider Rwanda's unique circumstances. Thus, although it employs global governance research methods, it contextualizes these methods to national realities. It, therefore, has the unique advantage of utilizing a wide range of Rwanda-specific data sources. Second, it not only informs citizens and stakeholders, but continually seeks to enhance their participation in governance. Above all, it informs policy makers and contains sector specific recommendations for the government to act upon to improve the status of governance. Every edition of the Governance Scorecard therefore includes updates on the implementation of policy recommendations made in previous editions.

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Prof. Eddy Maloka, Chief Executive Officer of African Peer Review Mechanism (APRM) and Adjunct Professor (University of Witwatersrand, School of Governance, Public and Development Management).

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