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RGB
Rwanda Governance Board

Rwanda

GOVERNANCE SCORECARD 11th EDITION

THE STATE OF GOVERNANCE IN RWANDA

2024

Rwanda

Governance Scorecard 11th Edition

THE STATE OF GOVERNANCE IN RWANDA

2024

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2024

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Preface

The Rwanda Governance Board (RGB) is delighted to present the Rwanda Governance Scorecard for the eleventh time. 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, making it uniquely relevant to international and national contexts.

Like the previous editions, the 11th edition of 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, and 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 African Peer Review Mechanism framework. RGS underscores Rwanda's commitment to good governance which 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 93.82% while Investing in Human and Social Development is the lowest-performing pillar as in the previous edition with a score of 75.21%.

Different partners and stakeholders played a role in the process of the production of the eleventh edition of RGS; I take this opportunity to appreciate their participation. We do not doubt that you will find this edition a source of valuable information on Rwanda's governance.

Dr. Doris Uwicyeza Picard
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's objectives are to generate credible and reliable data on governance, and to serve as an evidence-based source to inform policy, decision-making, and implementation. It contributes to current scientific and contextualised knowledge about Rwanda's economic, social, and political governance.

RGS is a crucial tool that tracks the country's performance regarding national, regional, and global governance commitments. RGS places global governance standards and home-grown approaches at the centre of its method, making it uniquely relevant to 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 decreased from 151 in RGS 10th edition to 150 variables in RGS 11th edition. RGS uses both primary and secondary data from various sources. Its methods are grounded in international standards as well as in an in-depth understanding of the Rwandan context. Each RGS edition presents a section on the implementation status of the recommendations from the previous edition in order to track their implementation progress. As a result, the 11th edition of RGS presents the implementation status of the recommendations of RGS 10th 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 11th edition data is derived from secondary sources produced from 2019 to 2024 and the scoring of the pillars is 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 the 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 previously stated, the 11th edition of RGS comprises eight pillars, 35 indicators, and 150 variables.

In the Rule of Law pillar, a slight change was made to the indicator of the performance of prosecution. The variable "percentage of backlog cases processed" was removed because all targeted backlogs were cleared by August 2012, making this variable no longer appropriate for measuring the performance of the National Public Prosecution Authority (NPPA) since 2013.

To avoid duplication, we have removed the variable "Performance in Closing the gender gap" from the indicator "Gender equality in leadership" within the Participation and Inclusiveness pillar, as this variable is already measured in other pillars.

We have included a new variable, "Role of institutions in fighting corruption and injustice," under the Anti-corruption indicator in the Anti-Corruption, Transparency, and Accountability pillar to provide a comprehensive evaluation of the corruption aspect.

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 the Africa SDGs index, World Bank's Doing Business, Global Competitiveness Report, Gallup Global Law and Order Index, 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 organisation as well as public and private sector organisations data. Similar to the previous editions, the RGS 11th 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 in 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 2024[1], the Rwanda Media Barometer 2024[2], Civil Society Barometer 2023[3] and Service Delivery Monitoring Report 2024[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 consists 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, the 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 8th 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

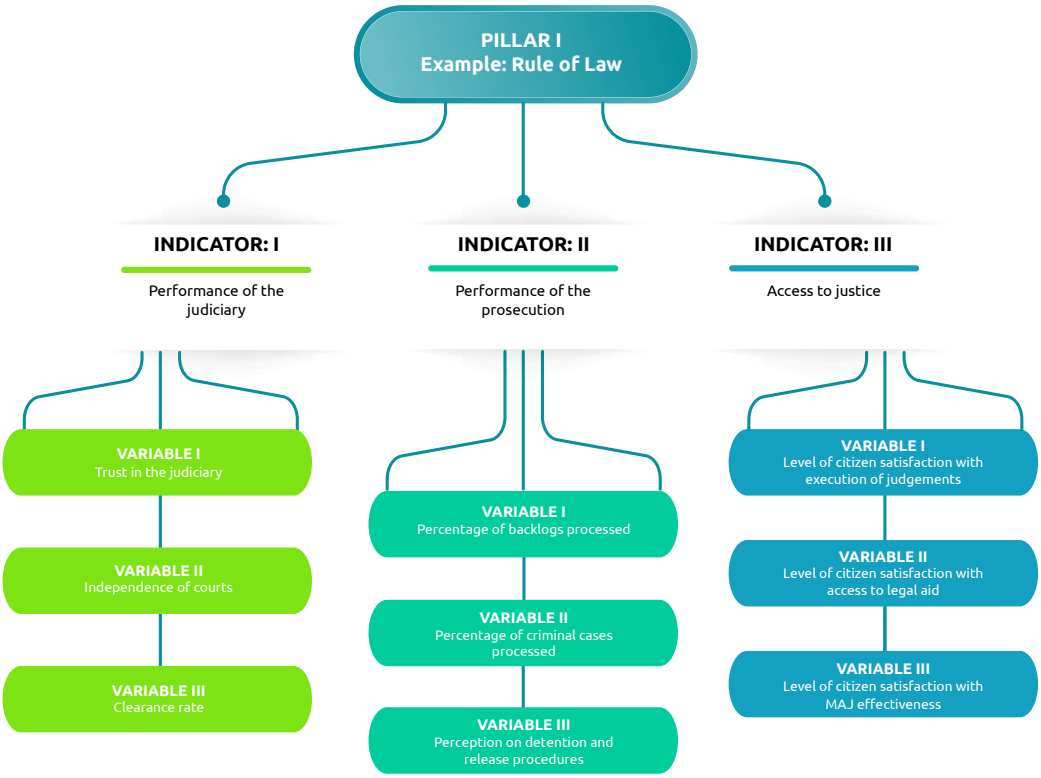
Once data identification, collection and verification processes are concluded, confirmation of the validity of the data is done after which scoring is carried out using standard statistical methods for analysis and interpretation. Hard data obtained from relevant institutions together with data from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

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

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:

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.

a. 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.

b. 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, and institutional and international targets where applicable.

c. Scoring variables on gender equality

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

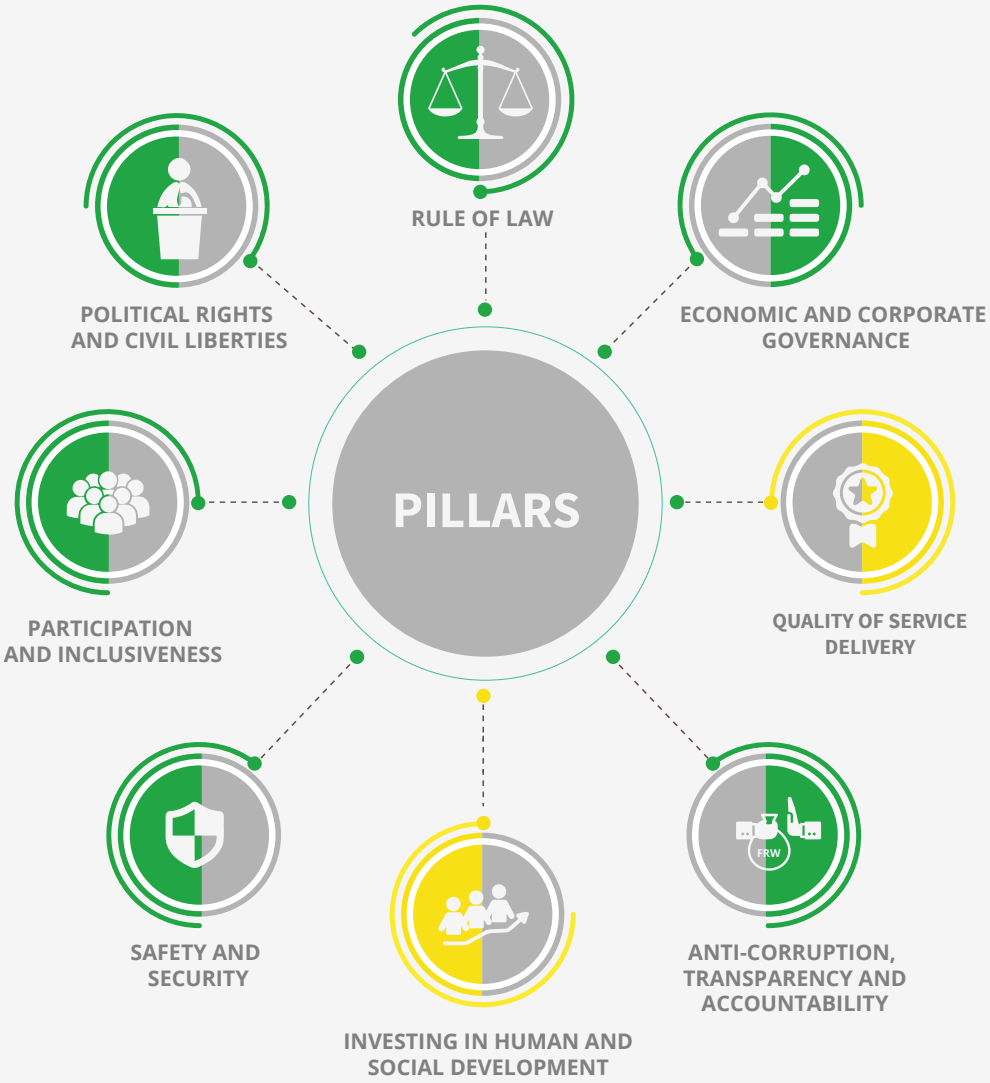
d. Scoring based on forecasting methods

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

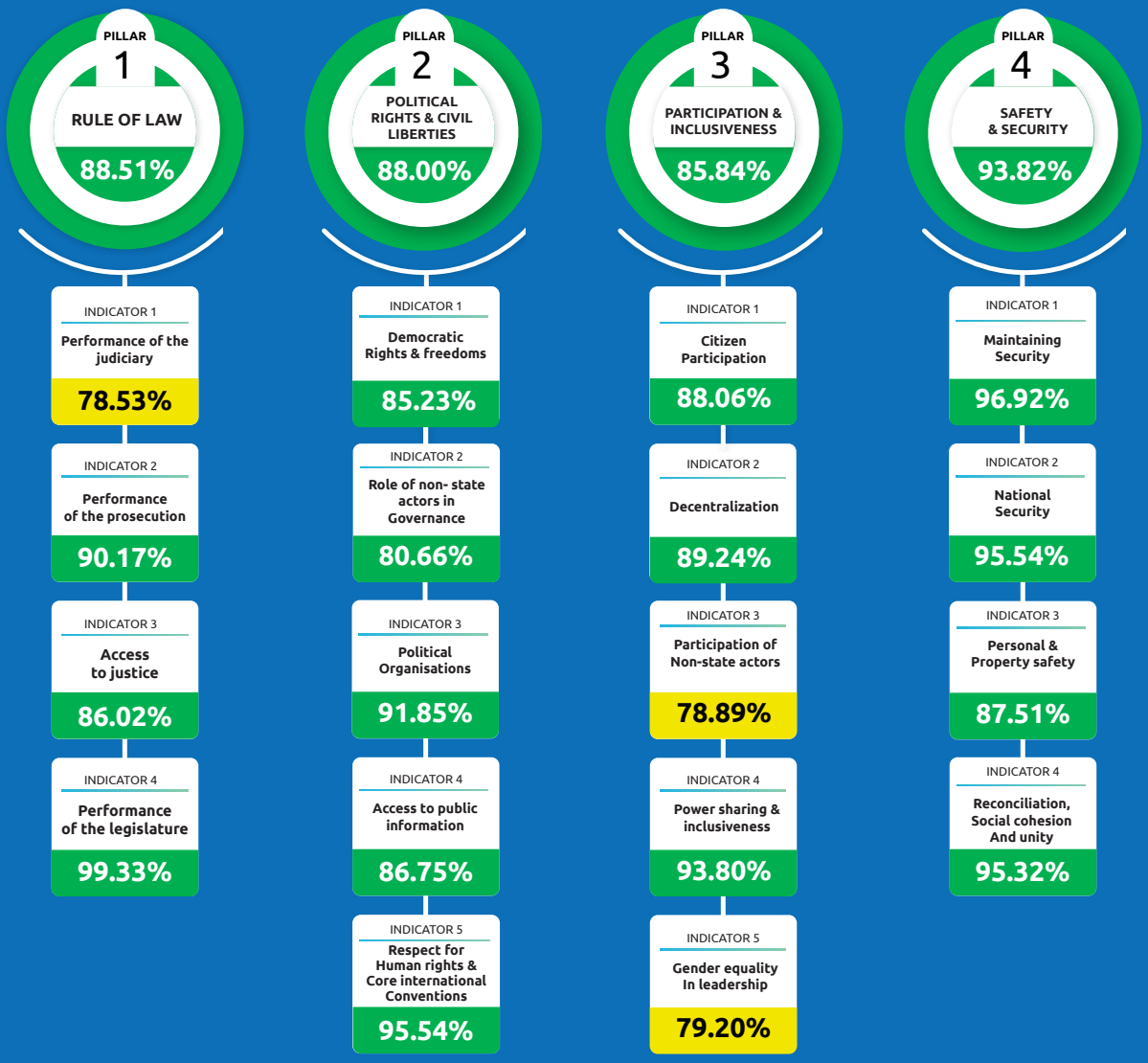
OVERALL SCORES OF RWANDA GOVERNANCE SCORECARD 11th EDITION

Current Scores	Rate (In colours)	
80%-100%		GREEN
60%-79.9%		YELLOW
40%-59.9%		AMBER
0%-39.9%		RED

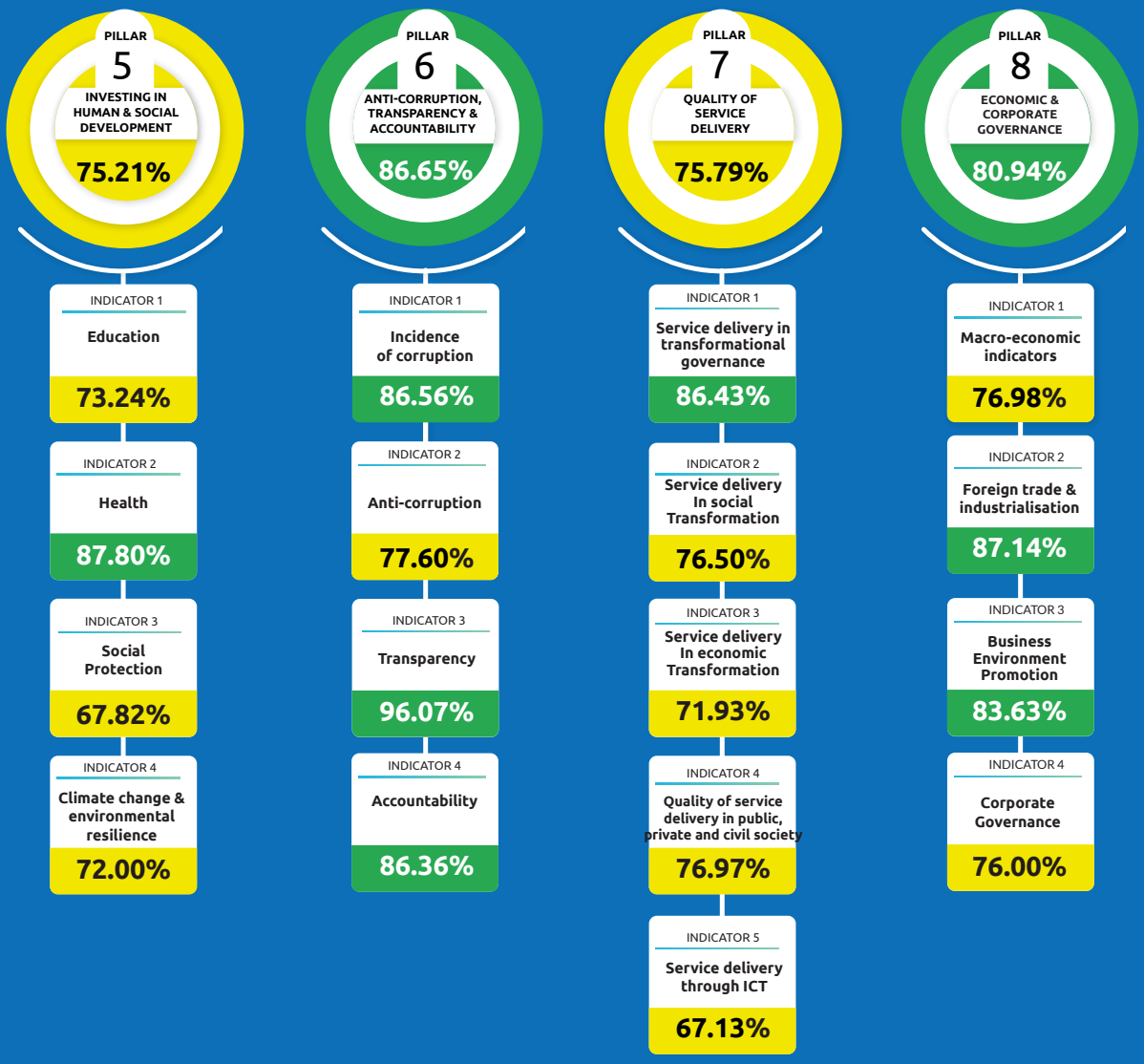
NOTE: Scores are based on a scale of 0-100. RGS scores should be interpreted with the understanding that the higher the score, the better the performance.


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) 11TH EDITION



3 Highlights of the Rwanda Governance Scorecard 11th 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:

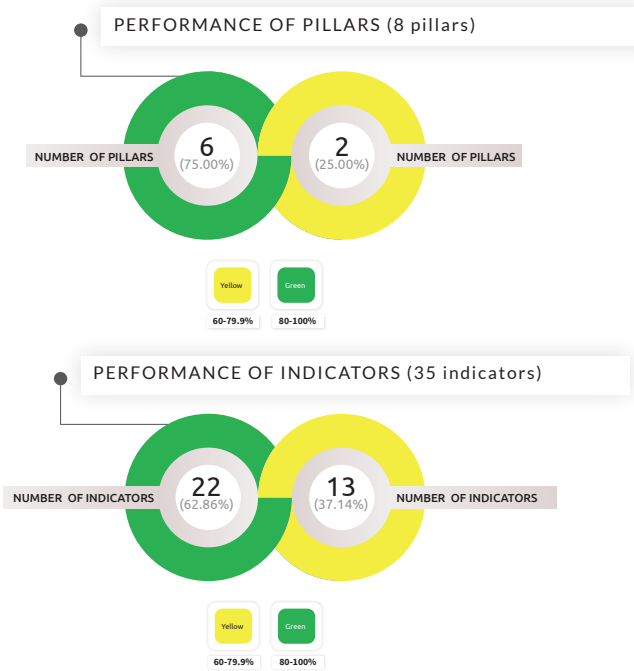
A score of 80% - 100% is rated green, a score of 60% - 79.9% is rated yellow, a score of 40% - 59.9% is rated amber while a score of 0% - 39.9% is rated red.

Table 2: Rating System

Score intervals	Rate (In colours)
80%-100%	GREEN
60%-79.9%	YELLOW
40%-59.9%	AMBER
0%-39.9%	RED

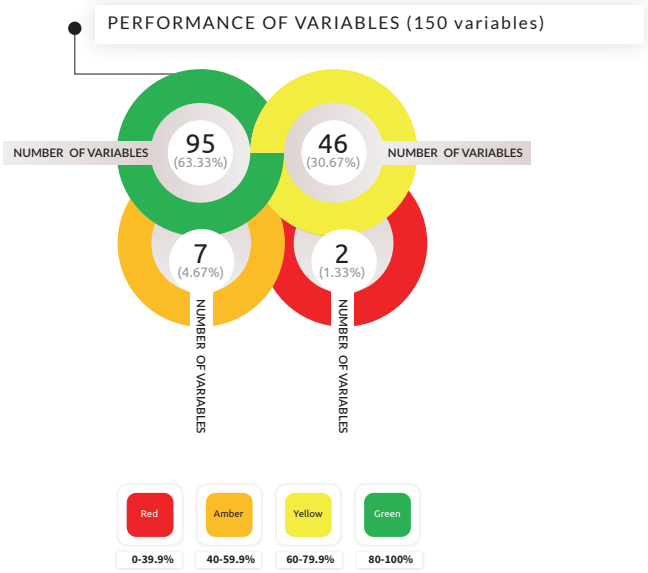
3.2. Summary of performance of pillars, indicators and variables

Figure 3: Performance of pillars, indicators and variables



In RGS 11th edition, six pillars namely: Safety and Security; Anti-corruption, Transparency, and Accountability; Rule of Law; Political Rights and Civil Liberties; as well as Participation and Inclusiveness are in green while the remaining two pillars are in yellow.

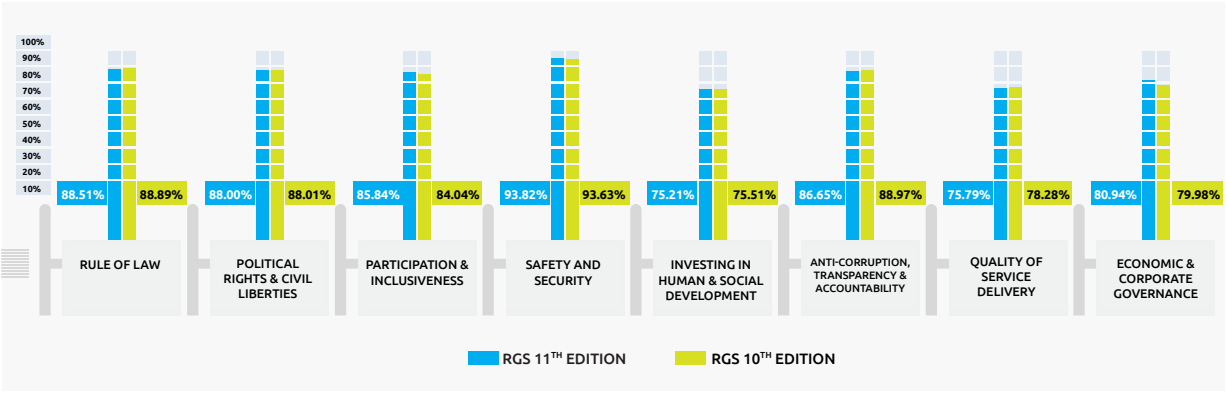
Out of 35 indicators, 22 are in green, demonstrating strong performance that need to be sustained while 13 are in yellow, suggesting that there is need for improvement. Notably, all the indicators for Safety and Security; and Political Rights and Civil Liberties are in green.



Out of 150 variables, 95 are in green, down from 102 in the previous edition, while 46 are in yellow, up from 38 in the previous edition. Seven variables are in amber, compared to nine in the previous edition. Two variables remain in red, the same as in the previous edition.

3.3. Highlights of pillars and indicators

Figure 4: A comparison of the performance of pillars for RGS 11th and 10th editions



In RGS 11th edition, four out of eight pillars recorded a slight improvement. Safety and Security continue to lead all pillars in performance with a score of 93.82%.

The Participation and Inclusiveness pillar achieved a slight improvement rate of 1.80%. This improvement is attributed to the improvement in the performance of the "Decentralisation" indicator which scored 89.24% up from 75.79% in the previous edition.

The Quality of Service Delivery pillar recorded a significant rate of decline of 2.49% compared to the other pillars. This decline is a result of the poor performance of the variable of "Level of citizen satisfaction with internet connectivity" under the Service delivery through ICT indicator which scored 24.40%.

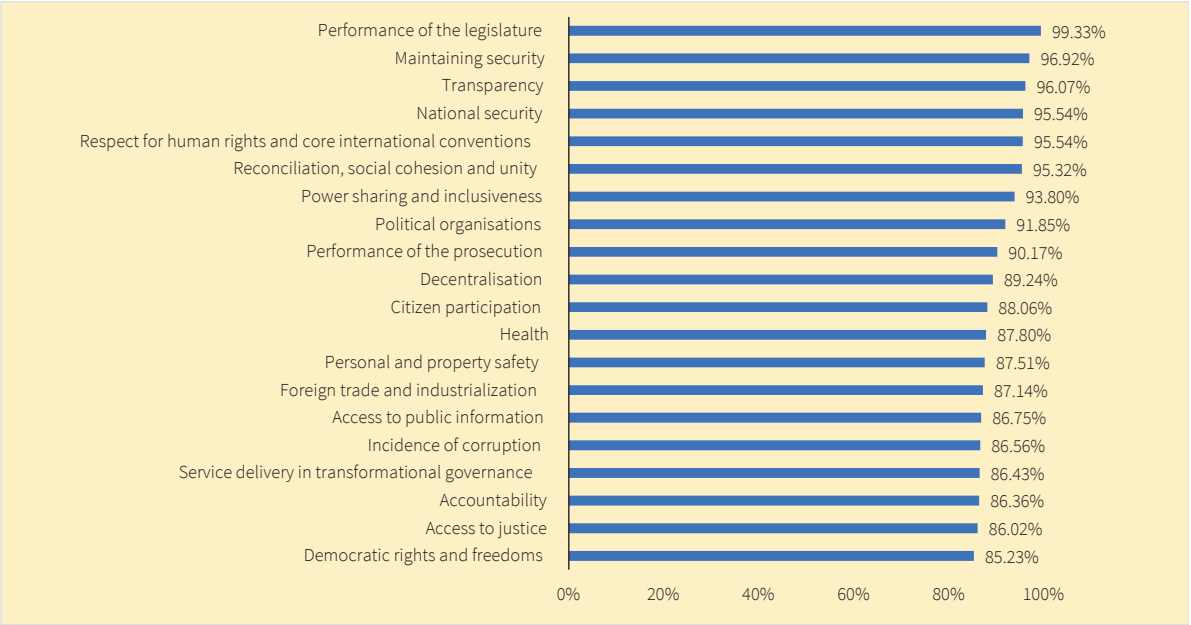
Table 3: RGS pillar performance (ranking) from the 1st to the 11th editions

PILLARS	1st EDITION	2nd EDITION	3rd EDITION	4th EDITION	5th EDITION	6th EDITION	7th EDITION	8th EDITION	9th EDITION	10th EDITION	11th EDITION
SAFETY AND SECURITY	1st	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	4th
RULE OF LAW	6th	7th	2nd	4th	4th	3rd	2nd	2nd	2nd	3rd	2nd
POLITICAL RIGHTS AND CIVIL LIBERTIES	5th	6th	5th	3rd	2nd	2nd	4th	5th	3rd	4rd	3rd
PARTICIPATION AND INCLUSIVENESS	4th	4th	6th	6th	6th	6th	5th	4th	5th	5th	5th
ECONOMIC & CORPORATE GOVERNANCE	N/A	5th	7th	5th	5th	5th	7th	8th	6th	6th	6th
QUALITY OF SERVICE DELIVERY	7th	8th	8th	8th	8th	7th	6th	6th	7th	7th	7th
INVESTING IN HUMAN & SOCIAL DEVELOPMENT	2nd	2nd	3rd	7th	7th	8th	8th	7th	8th	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, confirming the government's commitment to ensuring security as a foundational aspect of socio-economic transformation. On the other hand, the pillars of Investing in Human and Social Development; Quality of Service Delivery, and Economic and Corporate Governance have consistently ranked among the lowest over the years, highlighting areas that require further attention and improvement to attain wholistic transformation.

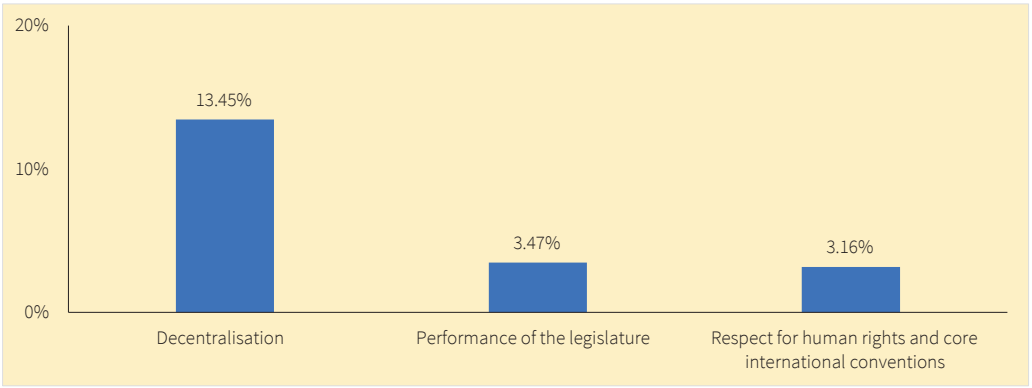
Figure 5: The highest performing indicators (above 85%)



Out of 35 indicators in the current edition, 20 scored 85% and above. These indicators, grouped under their respective pillars as follows:

- Rule of Law: Performance of the legislature: (99.33%), performance of the prosecution (90.17%), and access to justice (86.02%);
- Safety and Security: Maintaining security (96.92%), national security (95.54%), reconciliation, social cohesion and unity (95.32%), personal and property safety (87.51%);
- Anti-corruption, Transparency and Accountability: Transparency (96.07%), incidence of corruption (86.51%), and accountability (86.36%);
- Political Rights and Civil Liberties: Respect for human rights and core international conventions (95.54%), political organisations (91.85%), access to public information (86.75%), and democratic rights and freedoms (85.23%);
- Participation and Inclusiveness: Power sharing and inclusiveness (93.80%), Decentralisation (89.24%), and citizen participation (88.06%);
- Investing in Human and Social Development: Health (87.80%);
- Economic and Corporate Governance: Foreign trade and industrialisation (87.14%);
- Quality of Service Delivery: Service delivery in transformational governance (86.43%).

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



In the RGS 11th edition, there are three (3) most improved indicators compared to seven (7) in the previous edition with the indicator of Decentralisation recording the highest rate of improvement of 13.45% emanating from the improvement in the performance of its two variables namely: Central government transfer to the decentralised entities - Block grant (30.91%), and Districts own revenue (11.20%).

3.4. Highlights of the variables

Figure 7: Performance of variables

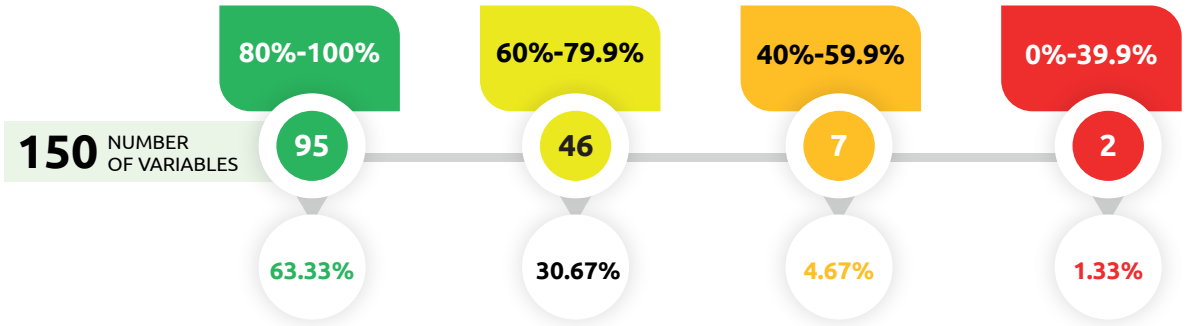
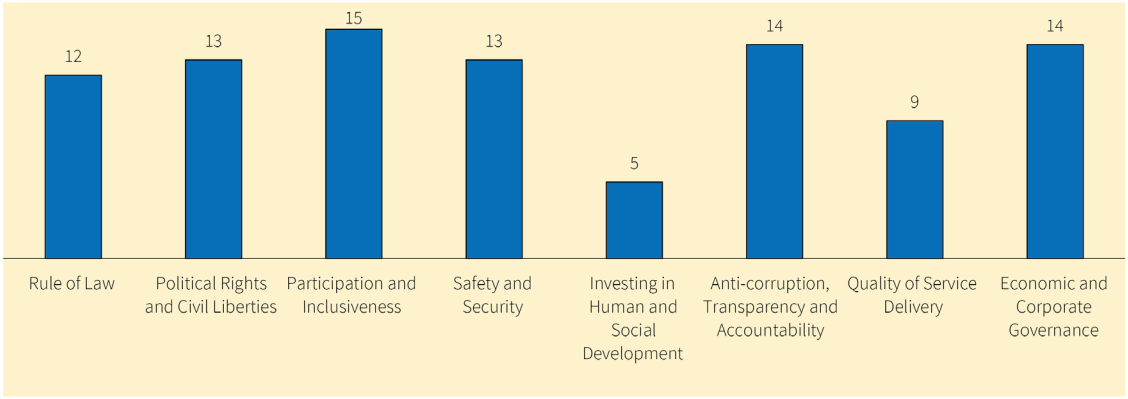


Figure 7 above shows that, out of 150 variables, 95 are in green; 46 are in yellow; seven are in amber and two are in red.

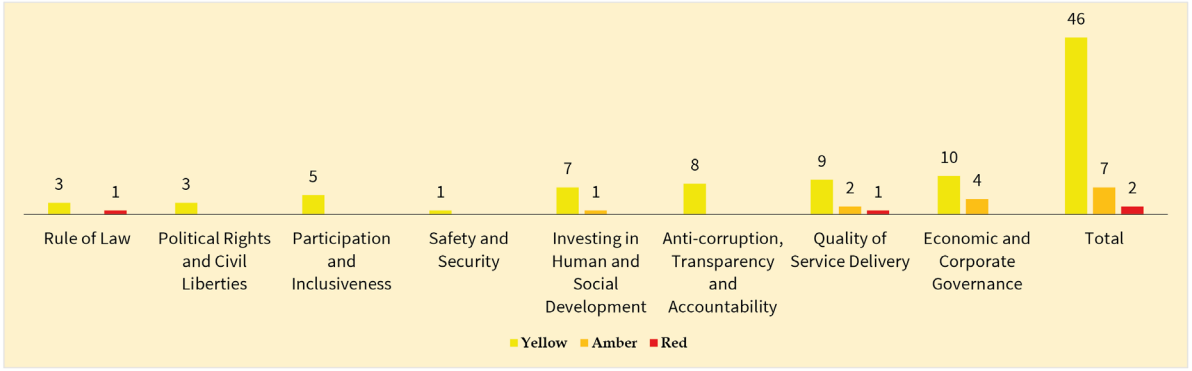
The table below shows a detailed performance of variables under the eight pillars.

Figure 8: Number of the highest-performing variables per pillar



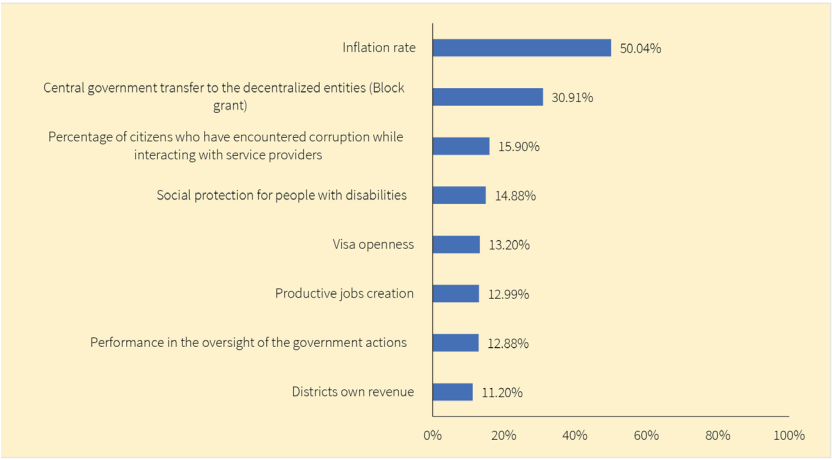
Out of 150 variables, 97 variables are in green with a score of 80% and above. The Participation and Inclusiveness pillar has more variables (15) that scored 80% and above. On the other hand, two pillars have fewer variables that scored 80% and above. The two pillars are the Investing in Human and Social Development with five variables) and the Quality of Service Delivery with nine.

Figure 9: Number of the lowest performing variables per pillar



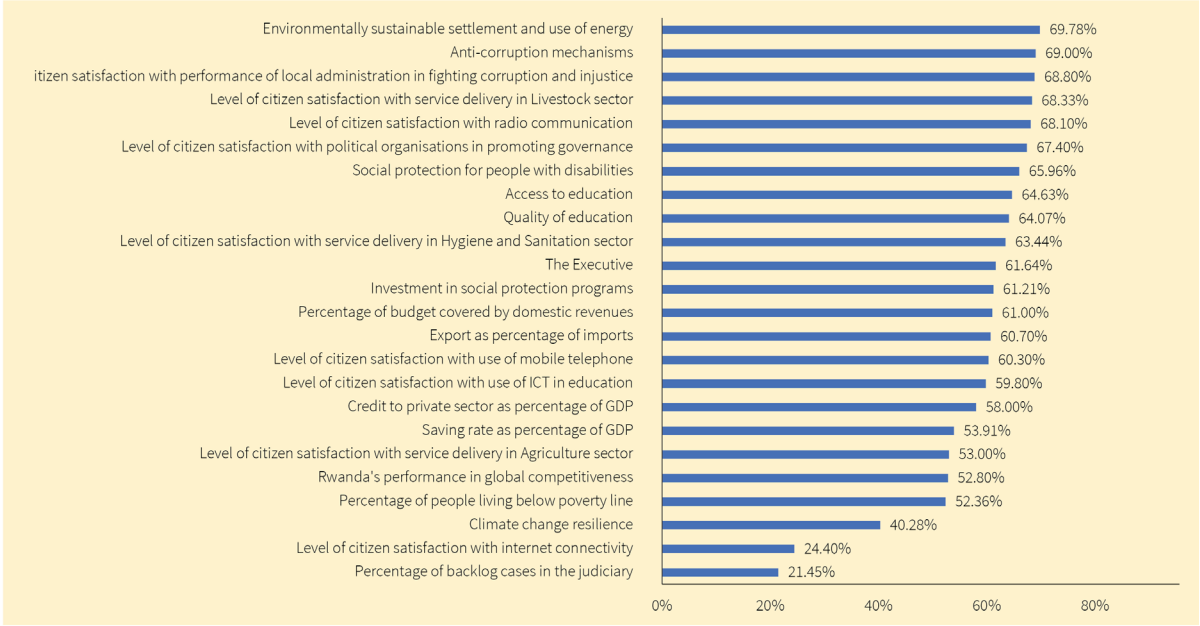
As indicated in Figure 9 above, there are four pillars with variables that scored below 60%. The four pillars are: Economic and Corporate Governance; Quality of Service Delivery, Investing in Human and Social Development, as well as Rule of Law. Quality of Service Delivery and Rule of Law pillars have one variable each in red.

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



As indicated figure 10 above, eight variables have an improvement rate of 10% or more. The most improved variable is the inflation rate which has an improvement rate of 50.04% rising from 28.09% in the previous edition to 78.13% in the current edition. Notably, the inflation rate was one of the lowest-performing variables in the past editions making this improvement particularly significant.

Figure 11: Variables with performance below 70%

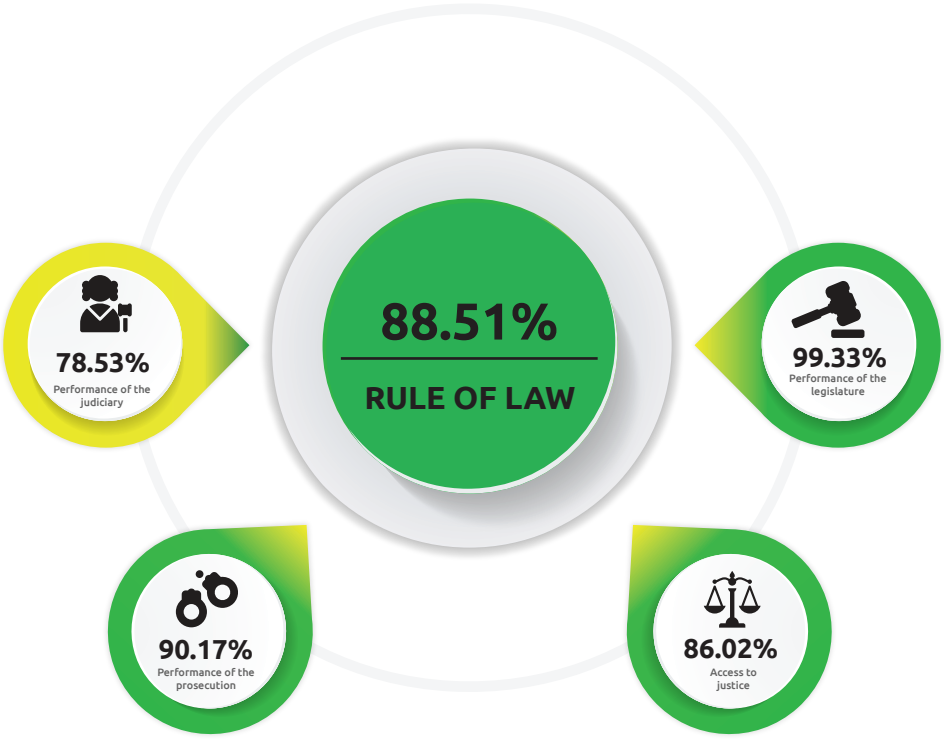


As shown in Figure 11 above, 24 variables scored below 70% compared to 20 variables in the previous edition. The two lowest-performing variables that scoring below 30% are the percentage of backlog of cases in the judiciary and the level of citizen satisfaction with internet connectivity. It is important to highlight that the Quality of Service Delivery pillar has more variables (7) that scored 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 sixteen (16) variables. While the four indicators remained the same, the number of variables decreased from 17 in the RGS 10th edition to 16 in the current edition. This change is due to the removal of the "percentage of backlogs cases processed variable" from the performance of prosecution indicator as all targeted backlogs were cleared by August 2012, making it no longer relevant in measuring the NPPA's performance.

The overall performance of the Rule of Law pillar is 88.51% down from 88.89% in the 10th edition implying a decline of 0.38%.

Table 4: Detailed Performance of 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**				**78.53%**	
	1.1.	Trust in the judiciary	88.20%		CRC, 2024	88.20%	
	1.2.	Percentage of backlog cases in the judiciary	62.00%	13.30%	Supreme court, 2024	21.45%	
	1.3.	Independence of courts	96.00%		CRC, 2024	96.00%	
	1.4.	Percentage of cases filed online in courts	100%	100%	Supreme court, 2024	100%	
	1.5.	Clearance rate	87.00%	100%	Supreme court, 2024	87.00%	
	2.	**Performance of the prosecution**				**90.17%**	
	2.1.	Percentage of cases processed				100%	
	2.1.1.	Criminal cases processed	99.60%	98.00%	NPPA, 2024	100%	
	2.1.2.	Gender based violence cases processed	99.00%	98.00%	NPPA, 2024	100%	
	2.2.	Percentage of convicted cases against cases submitted to courts	91.00%	93.00%	NPPA, 2024	97.85%	
	2.3.	Perception on detention and release procedures	65.40%	90.00%	CRC, 2024	72.67%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
RULE OF LAW	3.	**Access to justice**				**86.02%**	
	3.1.	Level of citizen satisfaction with execution of judgements	70.40%	90.00%	CRC, 2024	78.22%	
	3.2.	Level of citizen satisfaction with access to legal aid	85.50%	90.00%	CRC, 2024	95.00%	
	3.3.	Level of citizen satisfaction with MAJ effectiveness	77.30%		CRC, 2024	77.30%	
	3.4.	Level of citizen satisfaction with Abunzi performance	84.20%	90.00%	CRC, 2024	93.56%	
	4.	**Performance of the legislature**				**99.33%**	
	4.1.	Performance in the oversight of the government actions				100%	
	4.1.1.	Senate				100%	
	4.1.1.1.	Engagement with citizens as per parliamentary standards	31		Senate, 2024	100%	
	4.1.1.2.	Field visit for standing committees and parliamentary network and forum	11		Senate, 2024	100%	
	4.1.2.	Chamber of deputies				100%	
	4.1.2.1.	Engagement with citizens as per parliamentary standards	100%		Chamber of Deputies, 2024	100%	
	4.1.2.2.	Field visit for standing committees and parliamentary network and forum	100%	100%	Chamber of Deputies, 2024	100%	
	4.1.2.3.	Number of analysed reports of institutions as provided by the constitutions, 2022/2023	100%	100%	Chamber of Deputies, 2024	100%	
	4.2.	Performance in legislative matters				100%	
	4.2.1.	Senate	100%		Senate, 2024	100%	
	4.2.2.	Chamber of deputies	100%	100%	Chamber of Deputies, 2024	100%	
	4.3.	Performance in monitoring application of fundamental principles (Senate)	100%	100%	Senate, 2024	100%	
	4.4.	Independence of the parliament	97.30%		CRC, 2024	97.30%	
Pillar Overall Score						**88.51%**	

4.1. Summary of the rating of indicators and variables under the Rule of Law pillar

Figure 12 : Indicators and variables

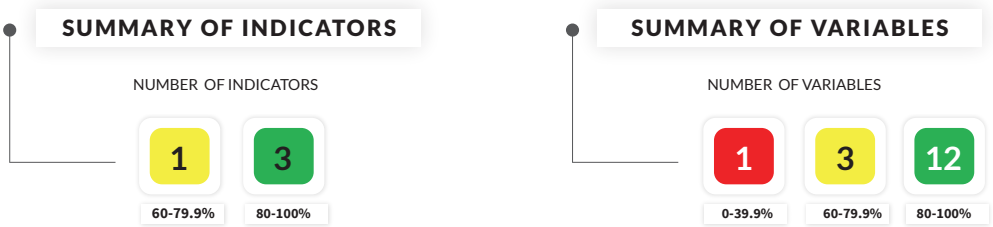
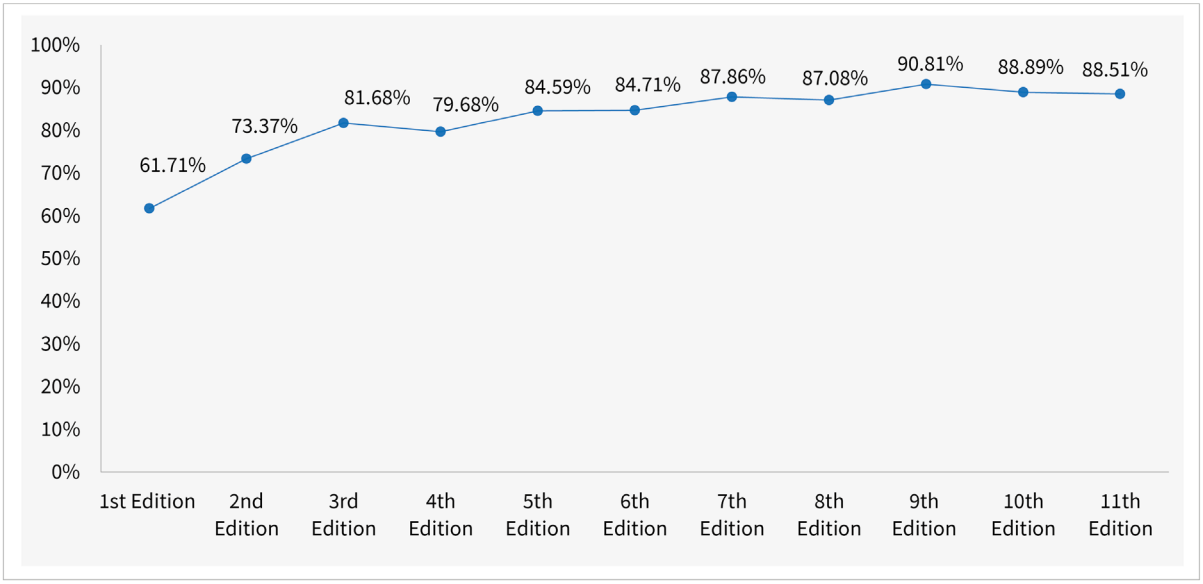


Figure 13: Performance trend of the Rule of Law pillar since the RGS 1st edition



The Rule of law pillar has had a positive trend since the first edition but experienced a slight drop in performance in the 10th and the current edition.

4.2. Recommendations specific to the Pillar

01

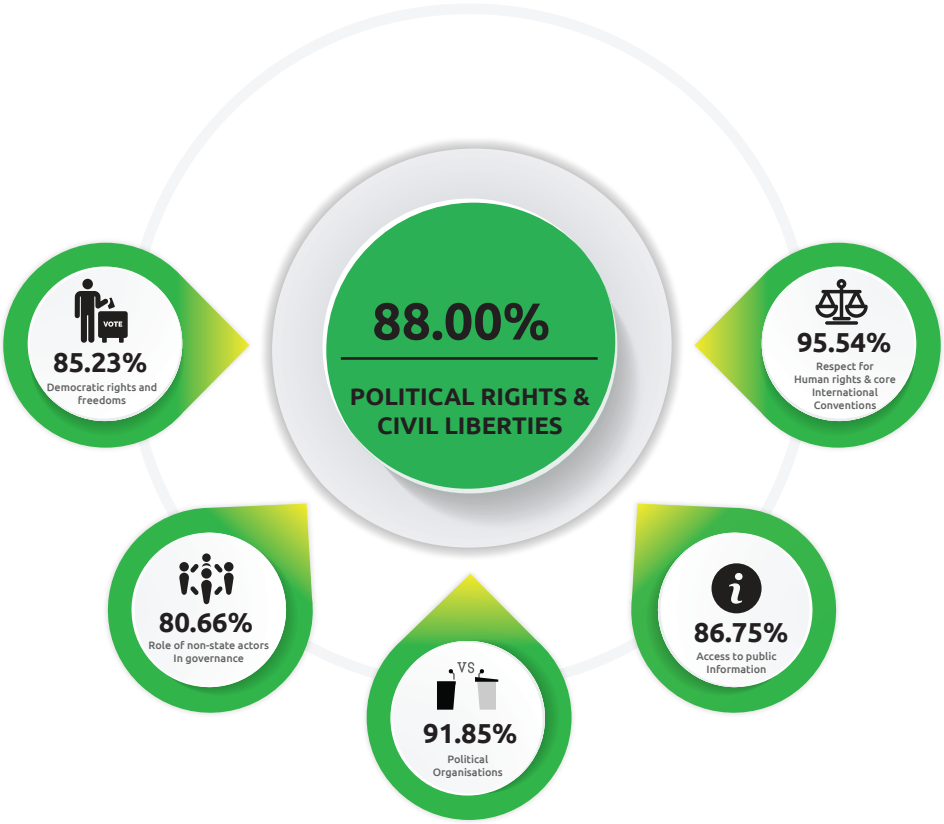
The Judiciary needs to continuously devise strategies to expedite the processing of court cases;

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

02

POLITICAL RIGHTS AND CIVIL LIBERTIES

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



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 of the pillar in the RGS 11th edition is 88.00% from 88.01% in the previous edition implying a slight decrease of 0.01%.

Table 5: Detailed Performance of 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**				**85.23%**	
	1.1.	**Democratic rights**				**92.49%**	
	1.1.1.	Independence of national electoral body (National electoral commission- NEC)	96.70%		CRC, 2024	96.70%	
	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	90.70%		CRC, 2024	90.70%	
	1.2.	Democratic freedoms				83.07%	
	1.2.1.	Freedom of adherence to political organisations	73.00%		CRC, 2024	73.00%	
	1.2.2.	Freedom of speech	88.80%		CRC, 2024	88.80%	
	1.2.3.	Awareness and exercise of the freedom of expression	87.40%		RMB, 2024	87.40%	
	1.3.	Media rights and freedoms				80.13%	
	1.3.1.	Journalists' satisfaction with access to information	57.80%		RMB, 2024	57.80%	
	1.3.2.	Editorial independence	92.00%		RMB, 2024	92.00%	
	1.3.3.	Respect of the right of journalists to protect their sources	90.60%		RMB, 2024	90.60%	
	2.	**Role of non-state actors in governance**				**80.66%**	
	2.1.	CSO	81.07%		RCSB, 2023	81.07%	
	2.2.	Media	82.70%		RMB, 2024	82.70%	
	2.3.	Academia	78.20%		CRC, 2024	78.20%	
	3.	**Political organisations**				**91.85%**	
	3.1.	Compliance with laws	11	11	Ombudsman, 2024	100%	
	3.2.	Level of citizen satisfaction with political organisations in promoting governance	67.40%		CRC, 2024	67.40%	
	3.3.	Number of political organisations represented in the Parliament	11	11	NEC, 2024	100%	
	3.4.	Financial accountability of political organisations	100.00%		Ombudsman, 2024	100%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
POLITICAL RIGHTS AND CIVIL LIBERTIES	**4.**	**Access to public information**				**86.75%**	
	4.1.	Level of citizen satisfaction with access to information	89.70%		CRC, 2024	89.70%	
	4.2.	Existence of legal framework on access to information	100%		Access to information law, 2013, penal code, 2018	100%	
	4.3.	Media plurality	80.60%		RMB, 2024	80.60%	
	4.4.	Infrastructure for media coverage	76.70%		RMB, 2024	76.70%	
	5.	**Respect for human rights and core international conventions**				**95.54%**	
	5.1.	Respect for human rights				94.78%	
	5.1.1.	Complaints processed by NCHR against those reported	100%	100%	NCHR, 2024	100%	
	5.1.2.	Complaints investigated by NCHR against those reported	93.90%	92.00%	NCHR, 2024	100%	
	5.1.3.	Level of citizen satisfaction with respect of human rights	87.70%		CRC, 2024	87.70%	
	5.1.4.	Level of citizen satisfaction with performance of NCHR	96.10%		CRC, 2024	96.10%	
	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	6.00%		CRC, 2024	94.00%	
	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	6.40%		CRC, 2024	93.60%	
	5.1.7.	Proportion of young women and men aged 18-29 years who experienced sexual violence by age 18				92.05%	
	5.1.7.1.	Young women	10.80%		CRC, 2024	89.20%	
	5.1.7.2.	Young men	5.10%		CRC, 2024	94.90%	
	5.2.	Implementation of ratified international human rights conventions				96.30%	
	5.2.1.	Number of core international human rights conventions ratified against the total number of conventions to be ratified	8	9	NCHR, 2024	88.89%	
	5.2.2.	Number of core international human rights conventions domesticated against those ratified	8	8	NCHR, 2024	100%	
	5.2.3.	Number of AU human rights conventions ratified against the total number of conventions to be ratified	5	5	NCHR, 2024	100%	
Pillar Overall Score						**88.00%**	

5.1. Summary of the rating of indicators and variables under the pillar of Political Rights and Civil Liberties

Figure 14: Indicators and variables

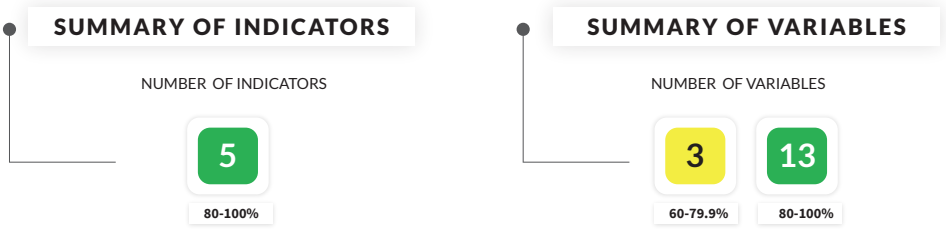
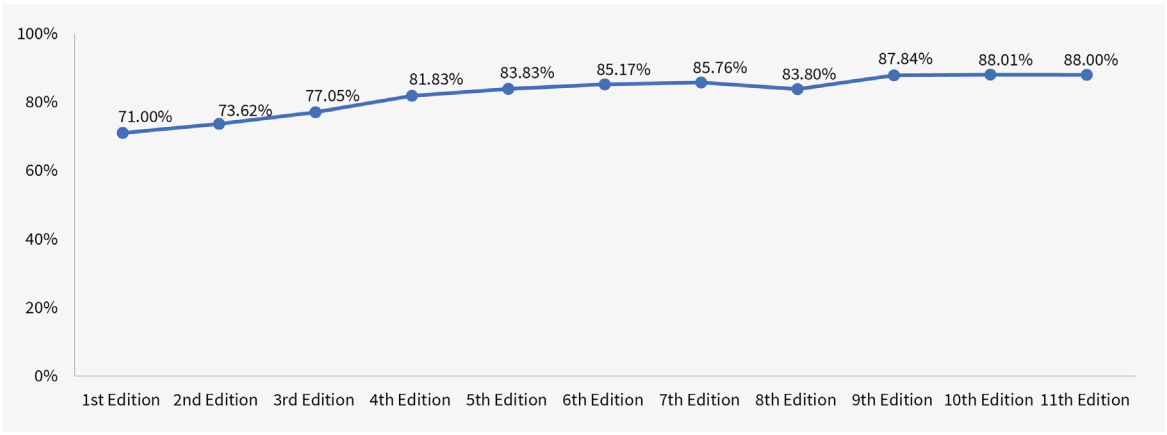


Figure 15: Performance trend of the pillar of Political Rights and Civil Liberties since RGS 1st edition



The pillar of Political Rights and Civil Liberties recorded a positive trend since its inception with a score of 71% in the first edition to 88% in the current edition.

5.2. Recommendations specific to the pillar

01

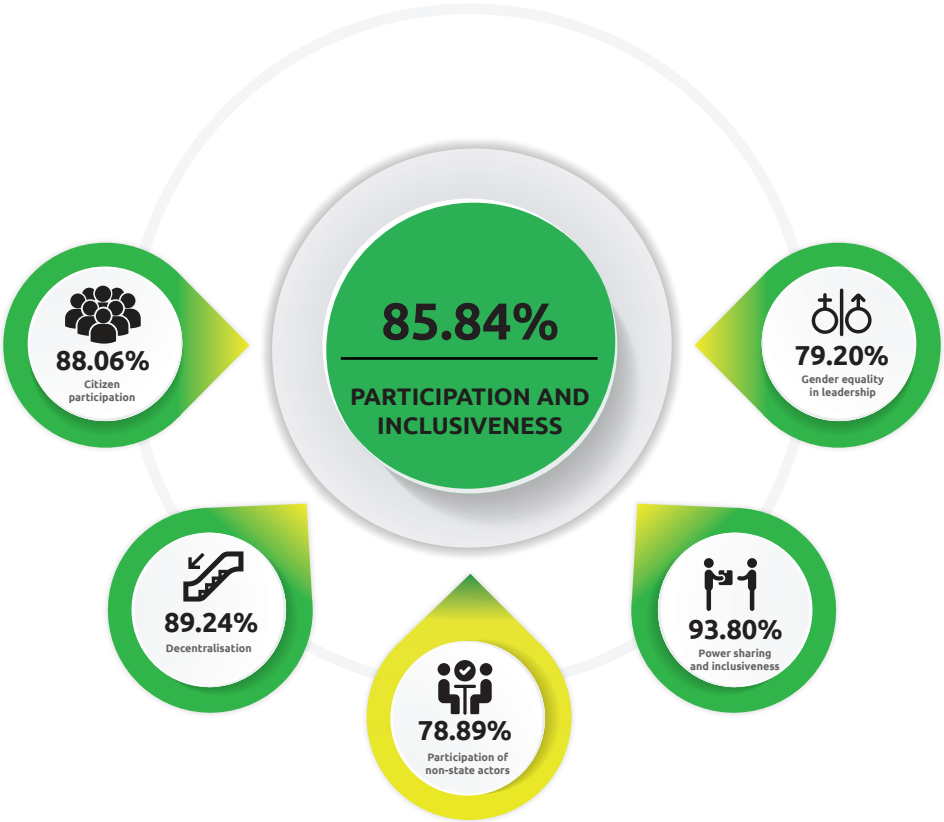
Enhance the role of political organisation on promoting governance;

Sensitise leaders to ease access to information for journalist in accordance with the law.

02

PARTICIPATION AND INCLUSIVENESS

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



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 Participation and Inclusiveness pillar consists of five (5) indicators and twenty (20) variables. The variable of "Performance in closing the gender gap" was removed from the "Gender equality in leadership" indicator, as it is taken care of in other pillars.

The overall performance of this pillar improved from 84.04% in the 10th edition to 85.84% in the 11th edition, indicating an improvement rate of 1.80%.

Table 6: Detailed Performance of indicators and variables of the Participation and Inclusiveness pillar

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
PARTICIPATION AND INCLUSIVENESS	**1.**	**Citizen participation**				**88.06%**	
	1.1.	Participation in the elaboration of district plans, Imihigo and budget	70.40%		CRC, 2024	70.40%	
	1.2.	Participation in elections	95.60%		CRC, 2024	95.60%	
	1.3.	Participation in community security	95.50%		CRC, 2024	95.50%	
	1.4.	Participation in citizen forums	94.80%		CRC, 2024	94.80%	
	1.5.	Participation in community works (Umuganda)	95.90%		CRC, 2024	95.90%	
	1.6.	Participation in problem solving	93.40%		CRC, 2024	93.40%	
	1.7.	Participation in volunteerism	92.90%		CRC, 2024	92.90%	
	1.8.	Participation in social protection programs	79.20%		CRC, 2024	79.20%	
	1.9.	Participation in decision making	88.40%		CRC, 2024	88.40%	
	1.10.	Level of citizen satisfaction with community policing committees (CPC)	74.50%		CRC, 2024	74.50%	
	2.	**Decentralisation**				**89.24%**	
	2.1.	Performance of local government				81.02%	
	2.2.1.	Performance of decentralised entities (District - Village)	75.00%		CRC, 2024	75.00%	
	2.2.2.	Level of citizen satisfaction with service delivery in decentralised entities	75.20%	90.00%	CRC, 2024	83.56%	
	2.2.3.	Level of citizen satisfaction with local leaders' sensitisation on government programs	84.50%		CRC, 2024	84.50%	
	2.2.	Districts own revenue	86.5 billion	90.3 billion	RRA, 2024	95.80%	
	2.3.	Central government transfer to the decentralised entities (Block grant)	75,837,306,903	83,421,037,593	MINECOFIN, 2024	90.91%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
PARTICIPATION AND INCLUSIVENESS	**3.**	**Participation of non-state actors**				78.89%	
	3.1.	CSO and FBO participation				72.75%	
	3.1.1.	CSO in governance	67.40%		CRC, 2024	67.40%	
	3.1.2.	CSO against corruption	60.50%		CRC, 2024	60.50%	
	3.1.3.	FBO in governance	83.70%		CRC, 2024	83.70%	
	3.1.4.	FBO against corruption	79.40%		CRC, 2024	79.40%	
	3.2.	Media participation				85.02%	
	3.2.1.	Role of the media in promoting human rights	85.50%		RMB, 2024	85.50%	
	3.2.2.	Role of the media in fighting corruption	83.10%		RMB, 2024	83.10%	
	3.2.3.	Promotion of good governance	86.70%		CRC, 2024	86.70%	
	3.2.4.	Role of the media in promoting gender equality	87.10%		RMB, 2024	87.10%	
	3.2.5.	Role of the media in educating citizens on national policies and programs	82.70%		RMB, 2024	82.70%	
	4.	**Power sharing and inclusiveness**				**93.80%**	
	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, 2024	100%	
	4.1.3.	Representation of various categories in the Senate	100%		NEC, 2024	100%	
	4.2.	Level of citizen satisfaction with power sharing	87.60%		CRC, 2024	87.60%	
	5.	**Gender equality in leadership**				**79.20%**	
	5.1.	The Executive				61.64%	
	5.1.1.	Percentage of women in ministerial positions	42.40%	50.0%	GMO, 2024	84.80%	
	5.1.2.	Percentage of women heading public institutions	25.50%	50.0%	GMO, 2024	51.00%	
	5.1.3.	Percentage of women permanent secretaries	15.78%	50.0%	GMO, 2024	31.56%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
PARTICIPATION AND INCLUSIVENESS	5.1.4.	Percentage of women at Permanent Secretary level				72.40%	
	5.1.5.	Percentage of women in local government leadership				69.37%	
	5.1.5.1.	Mayors	29.62%	50.00%	MINALOC, 2024	59.24%	
	5.1.5.2.	V/Mayors social affairs	74.10%	50.00%	MINALOC, 2024	100%	
	5.1.5.3.	V/Mayors economic affairs	14.81%	50.00%	MINALOC, 2024	29.62%	
	5.1.5.4.	Women district councilors	44.30%	50.00%	MINALOC, 2024	88.60%	
	5.2.	The Legislature				95.45%	
	5.2.1.	Percentage of women senators	40.90%	50.00%	Senate, 2024	81.80%	
	5.2.2.	Percentage of women in Senate Bureau	66.60%	50.00%	Senate, 2024	100%	
	5.2.3.	Percentage of women in the Chamber of Deputies	61.00%	50.0%	Chamber of Deputies, 2024	100%	
	5.2.4.	Percentage of women in bureau of Chamber of Deputies	66.00%	50.00%	Chamber of Deputies, 2024	100%	
	5.3.	The Judiciary				80.50%	
	5.3.1.	Percentage of women in judiciary leadership				94.00%	
	5.3.1.1.	Supreme Court	50.00%	50.00%	Supreme court, 2024	100%	
	5.3.1.2.	Court of Appeal	50.00%	50.00%	Supreme court, 2024	100%	
	5.3.1.3.	High Court	50.00%	50.00%	Supreme court, 2024	100%	
	5.3.1.4.	Intermediary Courts	42.00%	50.00%	Supreme court, 2024	84.00%	
	5.3.1.5.	Primary Courts	37.00%	50.00%	Supreme court, 2024	74.00%	
	5.3.1.6.	High Commercial Court	50.00%	50.00%	Supreme court, 2024	100%	
	5.3.1.7.	Commercial Court	50.00%	50.00%	Supreme court, 2024	100%	
	5.3.2.	Percentage of women judges in Supreme Court (SC)	43.00%	50.00%	Supreme court, 2024	86.00%	
	5.3.3.	Percentage of women judges in Court of Appeal (CoA)	46.00%	50.00%	Supreme court, 2024	92.00%	
	5.3.4.	Percentage of women judges in High Court (HC)	28.00%	50.00%	Supreme court, 2024	56.00%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
PARTICIPATION AND INCLUSIVENESS	5.3.5.	Percentage of women judges in Intermediary Courts (IC)	46.00%	50.00%	Supreme court, 2024	92.00%	
	5.3.6.	Percentage of women judges in Primary Courts (PC)	52.00%	50.00%	Supreme court, 2024	100%	
	5.3.7.	Percentage of women judges in High Commercial Court (HCC)	29.00%	50.00%	Supreme court, 2024	58.00%	
	5.3.8.	Percentage of women judges in Commercial Court (CC)	33.00%	50.00%	Supreme court, 2024	66.00%	
Pillar Overall Score						85.84%	

6.1. Summary of the rating of indicators and variables under Participation and Inclusiveness pillar

Figure 16: Indicators and variables

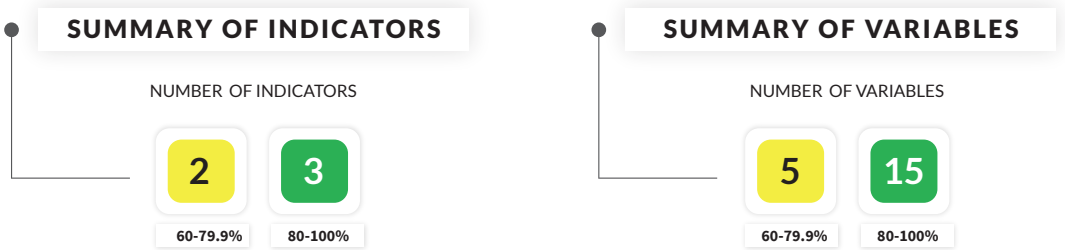
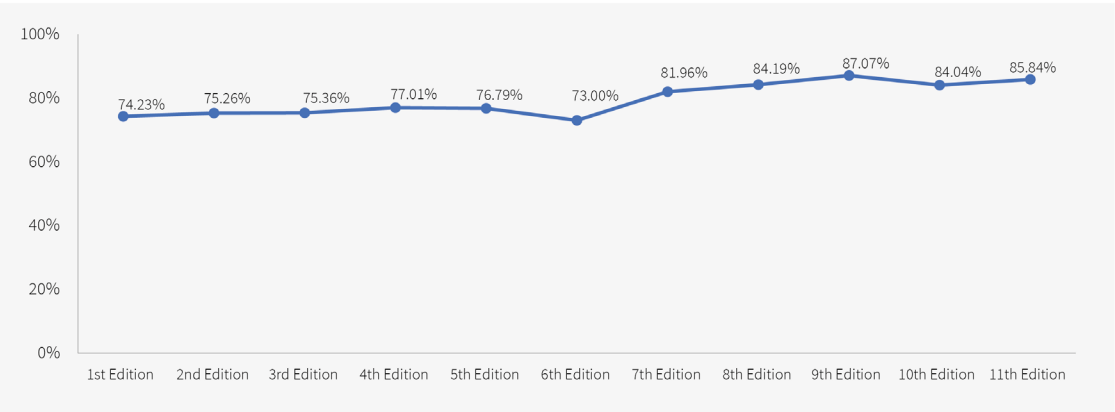


Figure 17: Performance trend of Participation and Inclusiveness pillar since RGS 1st edition

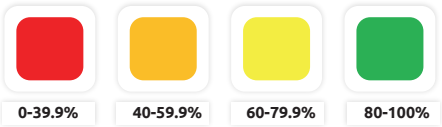


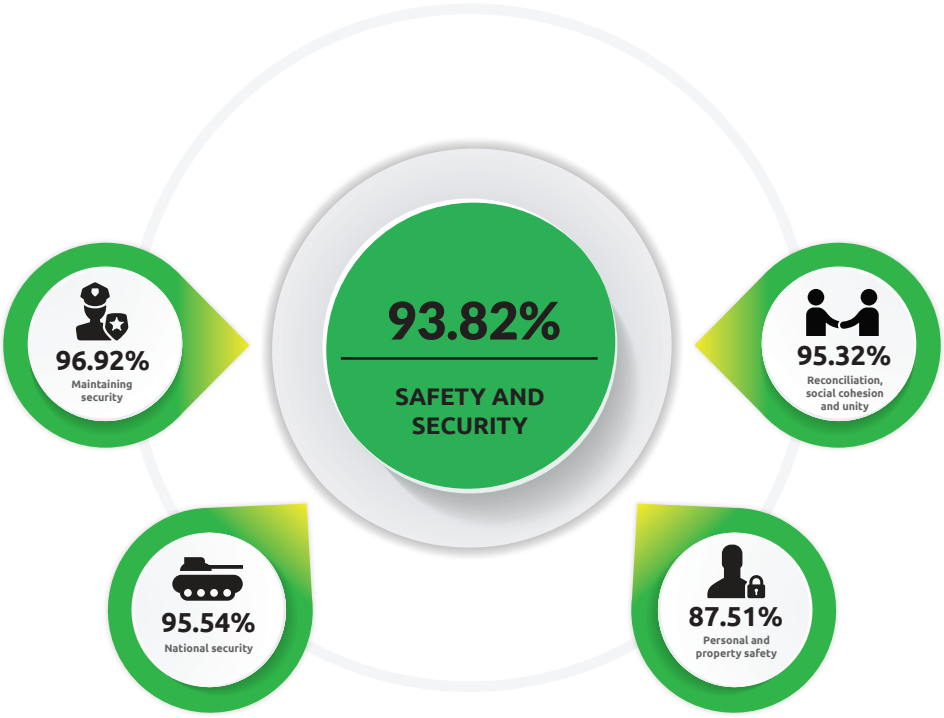
The Participation and inclusiveness pillar has had a positive trend since its inception with a score of 74.23% in the first edition to 85.84% in the current edition.

6.2. Recommendation specific to the pillar

Enhance gender equality in leadership particularly in public institutions.

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 overall performance of this pillar in the RGS 11th edition is 93.82% from 93.63% in the previous edition. The Safety and Security pillar remains the highest performing pillar since the introduction of the RGS. In the 11th edition, Safety and Security registered a slight increase of 0.19%.

Table 7: Detailed Performance of indicators and variables of Safety and Security pillar

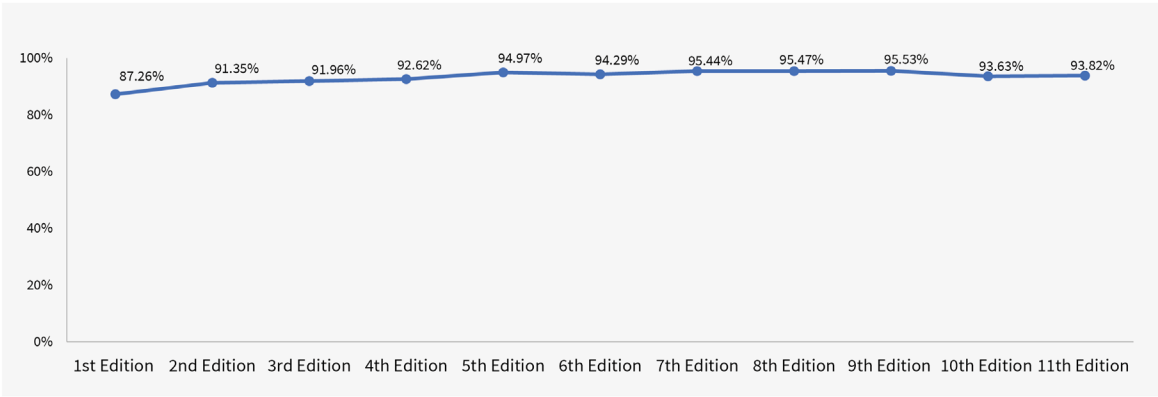
PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
SAFETY AND SECURITY	**1.**	**Maintaining security**				**96.92%**	
	1.1.	Confidence level in Rwanda Defense Force	99.50%		CRC, 2024	99.50%	
	1.2.	Confidence and reliability of Rwanda National Police				94.33%	
	1.2.1.	Confidence level in Rwanda National Police	97.80%		CRC, 2024	97.80%	
	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	1/594	1/687	RNP, 2024	100%	
	2.	**National security**				**95.54%**	
	2.1.	Percentage of internally displaced persons (IDP)	0%	0%	MINEMA, 2024	100%	
	2.2.	Absence of civil conflict	1.00	1	World Justice Project, Rule of Law Index, 2023	100%	
	2.3.	Absence of violent redress	0.81	1	World Justice Project, Rule of Law Index, 2023	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	97.60%		CRC, 2024	97.60%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
SAFETY AND SECURITY	**3.**	**Personal and property safety**				**87.51%**	
	3.1.	Homicides rates (per 100,000)	4/100,000	0/100,000	RIB, 2024	99.60%	
	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	71.30%		CRC, 2024	71.30%	
	3.4.	Level of citizen satisfaction with personal security	92.20%		CRC, 2024	92.20%	
	4.	**Reconciliation, social cohesion and unity**				**95.32%**	
	4.1.	Citizens' trust in country's leadership				94.00%	
	4.1.1.	Presidency	99.80%		CRC, 2024	99.80%	
	4.1.2.	Parliament	94.00%		CRC, 2024	94.00%	
	4.1.3.	Judiciary	88.20%		CRC, 2024	88.20%	
	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)	94.20%		CRC, 2024	94.20%	
Pillar Overall Score						**93.82%**	

7.1. Summary of the rating of indicators and variables under Safety and Security pillar

Figure 18: Indicators and variables

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



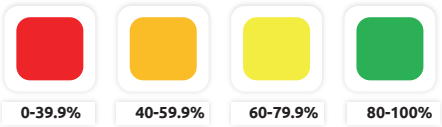
The pillar of Safety and Security has sustained the highest performance since the first edition of RGS.

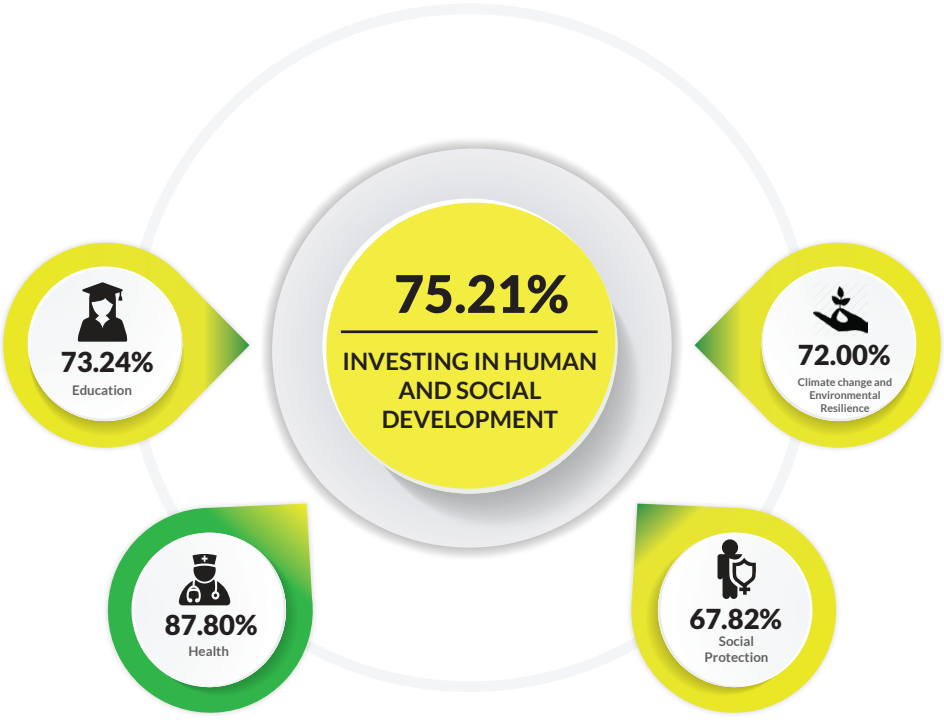
7.2. Recommendations specific to the Pillar

01

Enhance collaboration between citizens and security organs to enhance 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 the 11th edition of RGS is 75.21% from 75.51% in the previous edition. This pillar recorded a slight decrease of 0.30%.

Table 8: Detailed performance of indicators and variables of Investing in Human and Social Development pillar

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	**1.**	**Education**				**73.24%**	
	1.1.	Access to education				64.63%	
	1.1.1.	Net enrollment rate				80.00%	
	1.1.1.1.	Pre-primary	39.00%	41.50%	MINEDUC, 2024	93.98%	
	1.1.1.2.	Primary education	94.00%	98.90%	MINEDUC, 2024	95.05%	
	1.1.1.3.	Secondary education				50.99%	
	1.1.1.3.1.	Secondary (Lower)	14.00%	51.70%	MINEDUC, 2024	27.08%	
	1.1.1.3.2.	Secondary (Upper)	7.00%	51.70%	MINEDUC, 2024	13.54%	
	1.1.1.3.3.	Percentage of learners enroled in STEM subjects (Upper secondary)	63.40%	61.50%	MINEDUC, 2024	100%	
	1.1.1.3.4.	Percentage of students enroled in TVET in relation to total students (in basic education)	35.40%	55.90%	MINEDUC, 2024	63.33%	
	1.1.1.4.	Gender parity index in education				91.36%	
	1.1.1.4.1.	Primary education (Net enrollment rate)	0.99	1.01	MINEDUC, 2024	98.02%	
	1.1.1.4.2.	Secondary education (Net enrollment rate)				100%	
	1.1.1.4.2.1.	Secondary education in lower secondary education (Net enrollment rate)	1.45	1.02	MINEDUC, 2024	100%	
	1.1.1.4.2.2.	Secondary education in upper secondary education (Net enrollment rate)	1.49	1.02	MINEDUC, 2024	100%	
	1.1.1.4.3.	TVET (enrolment)	0.77	0.91	MINEDUC, 2024	84.62%	
	1.1.1.4.4.	Tertiary (enrolment)	0.77	0.93	MINEDUC, 2024	82.80%	
	1.1.2.	Drop out rate				31.33%	
	1.1.2.1.	Primary	5.50%	1.80%	MINEDUC, 2024	32.73%	
	1.1.2.2.	Secondary (Lower)	10.50%	2.70%	MINEDUC, 2024	25.71%	

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)	4.50%	1.60%	MINEDUC, 2024	35.56%	
	1.1.3.	Gross intake rate in the last grade				62.33%	
	1.1.3.1.	Primary education (P6)	55.70%	88.40%	MINEDUC, 2024	63.01%	
	1.1.3.2.	Secondary (S3)	32.80%	53.20%	MINEDUC, 2024	61.65%	
	1.1.4.	Net intake rate				27.62%	
	1.1.4.1.	Primary (P1)	45.70%	90.60%	MINEDUC, 2024	50.44%	
	1.1.4.2.	Secondary (S1)	1.50%	31.30%	MINEDUC, 2024	4.79%	
	1.1.5.	Transition rate				92.60%	
	1.1.5.1.	Primary (Primary to lower secondary)	82.90%	89.70%	MINEDUC, 2024	92.42%	
	1.1.5.2.	Secondary (Lower to Upper)	82.40%	93.60%	MINEDUC, 2024	88.03%	
	1.1.5.3.	Upper secondary to Higher education	58.50%	60.10%	MINEDUC, 2024	97.34%	
	1.1.6.	Percentage of learners enrolled in STEM in related courses in relation to all students in higher education and TVETs	44.60%	47.50%	MINEDUC, 2024	93.89%	
	1.2.	Education system strengthening				91.03%	
	1.2.1.	Infrastructure				94.87%	
	1.2.1.1.	Percentage of schools with water				100%	
	1.2.1.1.1.	Primary	80.00%	75.70%	MINEDUC, 2024	100%	
	1.2.1.1.2.	Secondary	86.20%	78.10%	MINEDUC, 2024	100%	
	1.2.1.2.	Percentage of schools with electricity				89.75%	
	1.2.1.2.1.	Primary	77.70%	86.40%	MINEDUC, 2024	89.93%	
	1.2.1.2.2.	Secondary	80.70%	90.10%	MINEDUC, 2024	89.57%	
	1.2.2.	Percentage of secondary schools with access to computers and internet connectivity				96.71%	
	1.2.2.1.	Secondary schools with access to computers	99.70%	86.10%	MINICT, 2024	100%	
	1.2.2.2.	Secondary schools with internet connectivity	75.30%	80.60%	MINICT, 2024	93.42%	
	1.2.3.	Level of citizen satisfaction with school feeding program	81.50%		CRC, 2024	81.50%	
	1.3.	Quality of education				64.07%	
	1.3.1.	Pupils, student/trained teacher ratio				92.74%	
	1.3.1.1.	Primary	62	53	MINEDUC, 2024	85.48%	
	1.3.1.2.	Secondary	30	31	MINEDUC, 2024	100%	
	1.3.2.	Repetition rate				17.76%	
	1.3.2.1.	Primary	30.2%	4.8%	MINEDUC, 2024	15.89%	
	1.3.2.2.	Secondary				19.62%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	1.3.2.2.1.	Secondary (Lower)	20.60%	3.90%	MINEDUC, 2024	18.93%	
	1.3.2.2.2.	Secondary (Upper)	6.40%	1.30%	MINEDUC, 2024	20.31%	
	1.3.3.	Harmonised test scores	358	625	World Bank, HCI, 2020	57.28%	
	1.3.4.	Learning-adjusted years of school against expected years of school	3.90	6.90	World Bank, HCI, 2020	56.52%	
	1.3.5.	Level of citizen satisfaction with the role of parents in education	70.10%		CRC, 2024	70.10%	
	1.3.6.	Literacy rate (people aged between 15-24 years)	90.00%		NISR, 2024	90.00%	
	2.	**Health**				**87.80%**	
	2.1.	Maternal and child health				88.27%	
	2.1.1.	Percentage of women aged 15-45 using modern contraceptives	54.50%	60.00%	MoH, 2024	90.83%	
	2.1.2.	Immunisation rate (Full coverage)	90.00%	93.00%	MoH, 2024	96.77%	
	2.1.3.	Under 5 mortality rate (per 1,000 live births)	40	35	MoH, RPHC, 2022	87.5%	
	2.1.4.	Maternal mortality rate (Deaths per 100,000 live births)	106	126	MoH, 2024	100%	
	2.1.5.	Percentage of assisted delivery in health facilities	92.10%	95.00%	MoH, 2024	96.95%	
	2.1.6.	Stunting rate (Children under 5 years)	33.0%	19.00%	MoH, DHS 2019/2020	57.58%	
	2.2.	Diseases prevention and control				90.82%	
	2.2.1.	Patients under antiretroviral treatment	223,529	231,340	MoH, 2024	96.62%	
	2.2.2.	Malaria prevalence (women aged 15-45)	1.00%		MoH, DHS, 2019/2020	99.00%	
	2.2.3.	Malaria prevalence (Children under 5 years)	1.00%		MoH, DHS, 2019/2020	99.00%	
	2.2.4.	Percentage of households with at least one insecticide treated net (ITN)	66.40%	85.00%	MoH, DHS, 2019/2020	78.12%	
	2.2.5.	HIV prevalence rate	3.00%		MoH, 2024	97.00%	
	2.2.6.	Preventative interventions	81.00%		Legatum Prosperity Index, 2023	81.00%	
	2.3.	Health system strengthening				84.29%	
	2.3.1.	Life expectancy at birth (years)	69.90	71.70	NISR, 2024	97.49%	
	2.3.2.	Percentage of population who are covered by health insurance schemes	95.70%	100%	MoH, 2024	95.70%	
	2.3.3.	Ratio of nurses per population (per 1,000 habitants)	1/1128	1/800	MoH, 2024	70.92%	
	2.3.4.	Ratio of medical doctor per population (per 10,000 habitants)	1/5944	1/7000	MoH, 2024	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)	83.50%		CRC, 2024	83.50%	
	2.3.6.	Level of citizen satisfaction with Community health workers (CHWs)	84.10%		CRC, 2024	84.10%	
	2.3.7.	Number of health posts in all cells	1253	2148	MoH, 2024	58.33%	
	3.	**Social protection**				**67.82%**	
	3.1.	Investment in social protection programs				61.21%	
	3.1.1.	Number of formal partnerships between districts and CSO on social protection	12	30	LODA, 2024	40.00%	
	3.1.2.	Percentage of people living in extreme poverty	16.00%	5.70%	NISR, EICV5	35.6%	
	3.1.3.	Number of beneficiaries (Households) of GIRINKA program	11322	14921	RAB, 2024	75.88%	
	3.1.4.	Efficiency level of payment for VUP program				93.33%	
	3.1.4.1.	Classic public works	91.00%	100%	LODA, 2024	91.00%	
	3.1.4.2.	Extended public works	96.00%	100%	LODA, 2024	96.00%	
	3.1.4.3.	Direct support	93.00%	100%	LODA, 2024	93.00%	
	3.2.	Social protection for people with disabilities				65.96%	
	3.2.1.	Number of PwDs categorised	342,936	512,443	NCPD, 2024	66.9%	
	3.2.2.	Percentage of children with disabilities with access to inclusive education	65.00%		NISR, RPHC, 2022	65.00%	
	3.3.	Level of citizens satisfaction with social protection programs				76.30%	
	3.3.1.	Level of citizen satisfaction with VUP program	69.80%	90.00%	CRC, 2024	77.56%	
	3.3.2.	Level of citizen satisfaction with GIRINKA program	65.70%	90.00%	CRC, 2024	73.00%	
	3.3.3.	Level of citizen satisfaction with Shelter program	70.50%	90.00%	CRC, 2024	78.33%	
	4.	**Climate change and environmental resilience**				**72.00%**	
	4.1.	Land management and protection				99.31%	
	4.1.1.	Area of land under erosion control measures used optimally				98.62%	
	4.1.1.1.	New radical terraces constructed (ha)	138,579	142,500	MINAGRI, 2024	97.25%	
	4.1.1.2.	New Progressive terraces constructed (ha)	1,008,855	1,007,624	MINAGRI, 2024	100%	
	4.1.2.	Percentage of area covered by forest	30.40%	30.00%	MoE, 2024	100%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	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, 2024	39.10%	
	4.2.1.2.	Southern province	0.354		REMA, 2024	35.40%	
	4.2.1.3.	Western province	0.409		REMA, 2024	40.90%	
	4.2.1.4.	Northern province	0.472		REMA, 2024	47.20%	
	4.2.1.5.	Eastern province	0.388		REMA, 2024	38.80%	
	4.3.	Environmentally sustainable settlement and use of energy				69.78%	
	4.3.1.	Sustainable use of energy				57.56%	
	4.3.1.1.	Percentage of households using firewood for cooking	76.10%	42.00%	MININFRA, 2024	55.19%	
	4.3.1.2.	Percentage of households using charcoal for cooking	17.30%	42.00%	MININFRA, 2024	41.19%	
	4.3.1.2.	Percentage of households with access to electricity	76.30%	100%	MININFRA, 2024	76.30%	
	4.3.2.	Sustainable settlement				81.99%	
	4.3.2.1.	Percentage of households living in planned rural settlement	65.40%	80.00%	MININFRA, 2024	81.75%	
	4.3.2.2.	Percentage of population living in urban area	27.80%	35.00%	MININFRA, 2024	79.43%	
	4.3.2.3.	Level of citizen satisfaction with living in planned rural settlement	84.80%		CRC, 2024	84.80%	
	4.4.	Environment protection and mainstreaming				78.62%	
	4.4.1.	Percentage of area of land protected to maintain biological diversity	11.37%	10.30%	MoE, 2024	100%	
	4.4.2.	Level of prohibition of non-biodegradable polythene bags (Plastic bag)	100%	100%	MoE, 2024	100%	
	4.4.3.	Percentage of implementation of environment and climate change indicators in different sectors	69.10%		REMA, 2024	69.10%	
	4.4.4.	Percentage of implementation of environment and climate change indicators in local government performance contracts	24.00%		REMA, 2024	24.00%	
	4.4.5.	Number of inspections	806	410	REMA, 2024	100%	
Pillar Overall Score						**75.21%**	

8.1. Summary of the rating of indicators and variables under Investing in Human and Social Development pillar

Figure 20: Indicators and variables

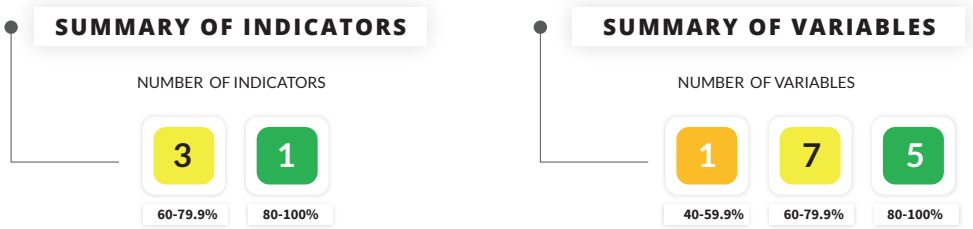
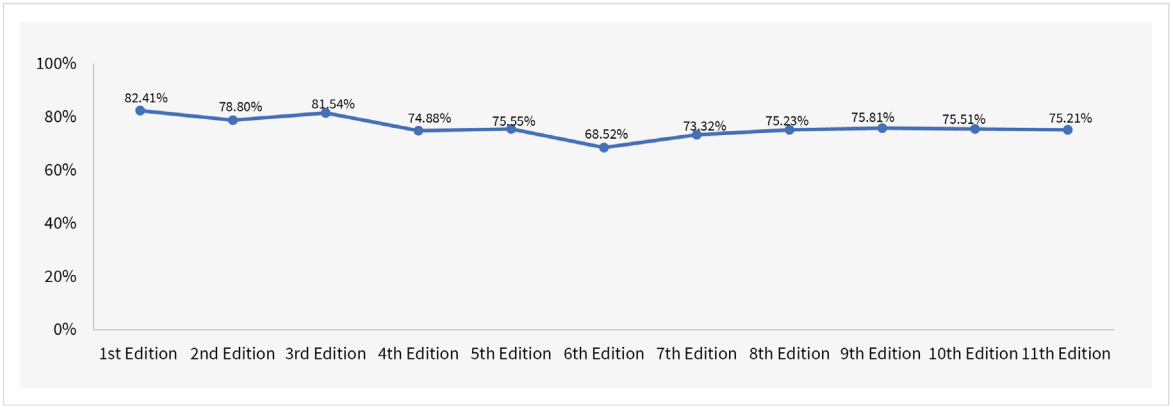


Figure 21: Performance trend of the Investing in Human and Social Development pillar since RGS 1st edition



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

8.2. Recommendations specific to the Pillar

01

Enhance efficiency in the implementation of social protection programs;

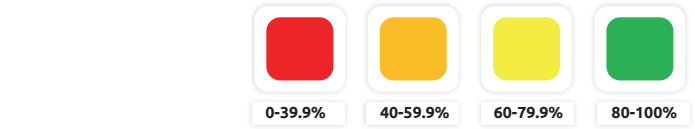
02

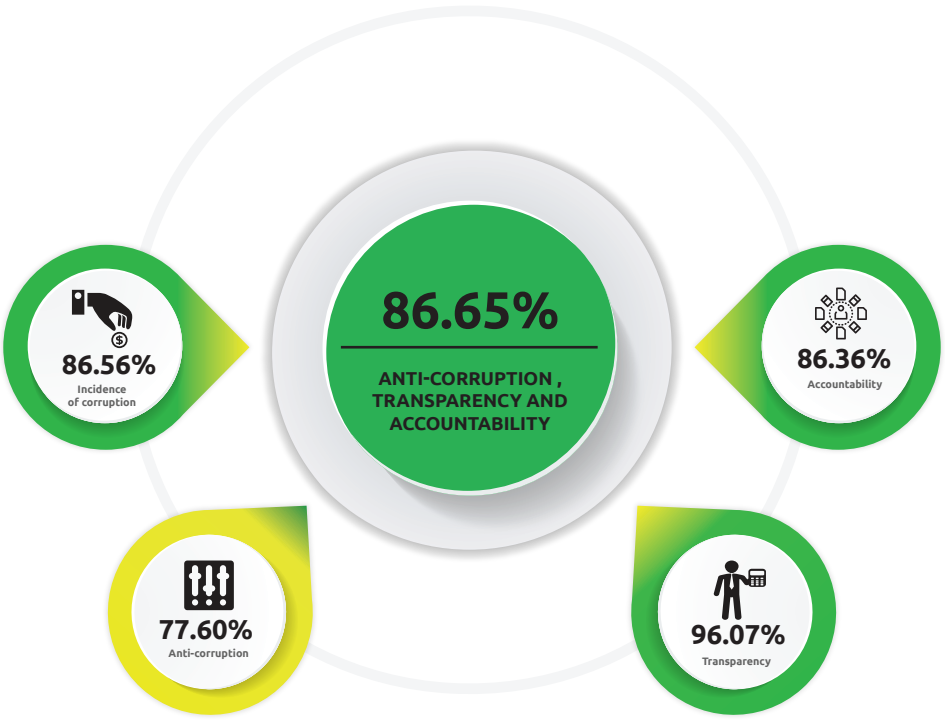
Fast track the completion of categorisation of people with disabilities to increase their access to essential services such as health and education;

03

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 consists of four (4) indicators and twenty-one (21) variables. A new variable of "Role of institutions in fighting corruption and injustice" was added under the "Anti-corruption" indicator to provide a comprehensive evaluation of the corruption aspect. The overall performance of the pillar is 86.65% down from 88.97% in the 10th edition of RGS representing a reduction rate of 2.32%.

Table 9: Detailed performance of indicators and variables of the Anti-corruption, Transparency and Accountability pillar

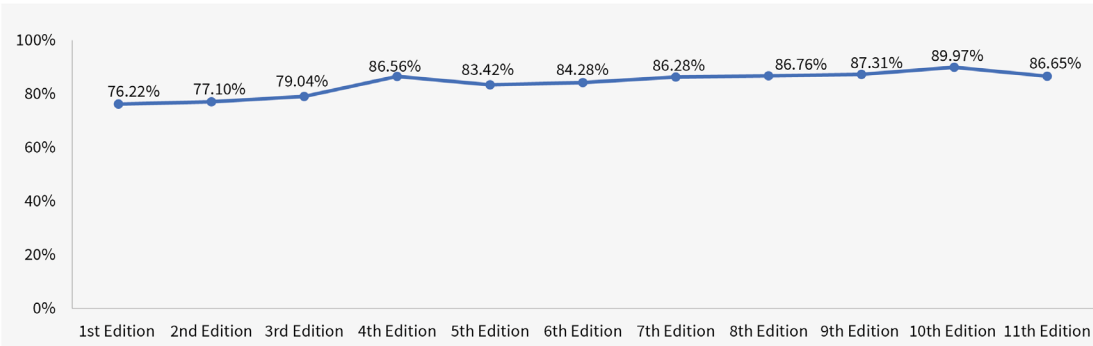
PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
ANTI-CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY	**1.**	**Incidence of corruption**				**86.56%**	
	1.1.	Percentage of citizens who have encountered corruption while interacting with service providers	13.20%		CRC, 2024	86.80%	
	1.2.	Percentage of citizens who were asked corruption by public servants	17.30%		CRC, 2024	82.70%	
	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	5.10%		CRC, 2024	94.90%	
	2.	**Anti-corruption**				**77.60%**	
	2.1.	Control of corruption	70.28%	92.56%	Worldwide Governance Indicators, 2022	75.93%	
	2.2.	Role of institutions in fighting corruption and injustice	73.50%	92.56%	CRC, 2024	79.41%	
	2.3.	Level of citizen satisfaction with fighting corruption and injustice	82.30%		CRC, 2024	82.30%	
	2.4.	Level of citizen satisfaction with government commitment to fight corruption	70.20%		RBI, 2022	70.20%	
	2.5.	Level of citizen satisfaction with performance of local administration in fighting corruption and injustice	68.80%		CRC, 2024	68.80%	
	2.6.	Absence of corruption in public sector	79.50%		Mo Ibrahim Foundation, Ibrahim Index of African Governance, 2022	79.50%	
	2.7.	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	2.8.	Absence of corruption in public procurement procedures	83.30%		Mo Ibrahim Foundation, Ibrahim Index of African Governance, 2022	83.30%	
	2.9.	Anti-corruption mechanisms	69.00%		Mo Ibrahim Foundation, Ibrahim Index of African Governance, 2022	69.00%	
	3.	**Transparency**				**96.07%**	
	3.1.	Percentage value of awarded tenders through open competition compared to all tenders awarded	72.17%	80.00%	RPPA, 2024	90.21%	
	3.2.	Percentage number of awarded tenders through open competition compared to all tenders awarded	72.15%	80.00%	RPPA, 2024	90.19%	
	3.3.	Application of e-procurement	100%	**100%**	RPPA, 2024	100%	
	3.4.	Application of e-recruitment	100%		MIFOTRA, 2024	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	99.95%	100%	Ombudsman, 2024	99.95%	
	4.	**Accountability**				**86.36%**	
	4.1.	Percentage of cases recommended by the Office of the Auditor General (OAG) processed by PAC	100%		Chamber of Deputies, 2024	100%	
	4.2.	Percentage of annual national budget audited by OAG	96.00%	100%	OAG, 2024	96.00%	
	4.3.	Percentage of entities obtaining unqualified audit opinion				73.33%	
	4.3.1.	Percentage of entities with unqualified audit opinions on financial statements audits	92.00%	100%	OAG, 2024	92.00%	
	4.3.2.	Percentage of entities with unqualified conclusions on compliance with laws and regulations on public spending	69.00%	100%	OAG, 2024	69.00%	
	4.3.3.	Percentage of entities with a conclusion audit opinion on the realisation of value for money in the utilisation of public funds	59.00%	100%	OAG, 2024	59.00%	
	4.4.	Citizens' satisfaction with local government accountability	76.10%	100%	CRC, 2024	76.10%	
Pillar Overall Score						**86.65%**	

9.1. Summary of the rating of indicators and variables under the pillar of Anti-corruption, Transparency and Accountability

Figure 22: Indicators and variables

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



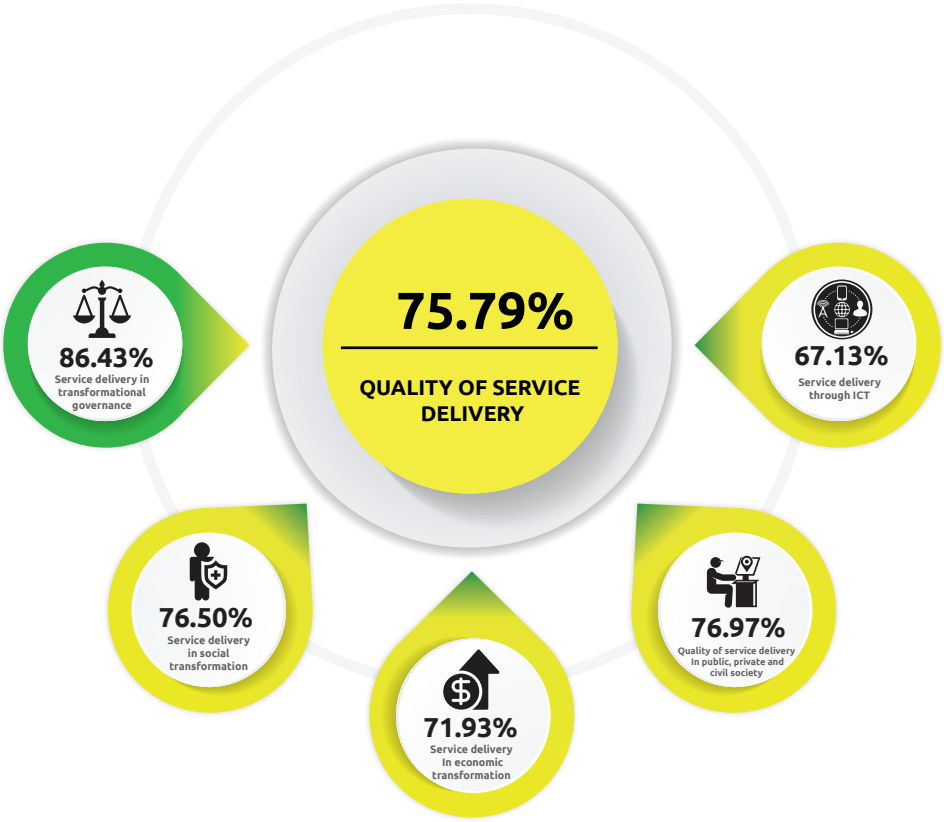
The Anti-corruption, Transparency and Accountability pillar shows a positive trend since the first edition of RGS.

9.2. Recommendation specific to the Pillar

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

QUALITY OF SERVICE DELIVERY

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



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 citizens' 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 the current edition of RGS is 75.79% down from 78.28% in the 10th edition representing a reduction rate of 2.49%.

Table 10: Detailed performance of indicators and variables of the 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**				**86.43%**	
	1.1.	Level of citizen satisfaction with service delivery performance in Local Administration	75.38%	90.00%	CRC, 2024	83.76%	
	1.2.	Level of citizen satisfaction with service delivery in Justice sector	80.20%	90.00%	CRC, 2024	89.11%	
	2.	**Service delivery in social transformation**				**76.50%**	
	2.1.	Level of citizen satisfaction with service delivery in Health sector	75.30%	90.00%	CRC, 2024	83.67%	
	2.2.	Level of citizen satisfaction with service delivery in Education sector	76.40%	90.00%	CRC, 2024	84.89%	
	2.3.	Level of citizen satisfaction with service delivery in Social Welfare sector	66.60%	90.00%	CRC, 2024	74.00%	
	2.4.	Level of citizen satisfaction with service delivery in Hygiene and Sanitation sector	57.10%	90.00%	CRC, 2024	63.44%	
	3.	**Service delivery in economic transformation**				**71.93%**	
	3.1.	Level of citizen satisfaction with service delivery in Agriculture sector	47.70%	90.00%	CRC, 2024	53.00%	
	3.2.	Level of citizen satisfaction with service delivery in Livestock sector	61.50%	90.00%	CRC, 2024	68.33%	
	3.3.	Level of citizen satisfaction with service delivery in Infrastructure sector	72.40%	90.00%	CRC, 2024	80.44%	
	3.4.	Level of citizen satisfaction with service delivery in Land and Settlement sector	63.90%	90.00%	CRC, 2024	71.00%	
	3.5.	Level of citizen satisfaction with service delivery in Private sector	78.20%	90.00%	CRC, 2024	86.89%	

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**				**76.97%**	
	4.1.	Quality of service delivery in public sector	74.95%		RGB, Assessment of Service Delivery, 2024	74.95%	
	4.2.	Quality of service delivery in private sector	80.66%		RGB, Assessment of Service Delivery, 2023	80.66%	
	4.3.	Quality of service delivery in civil society sector	75.31%		RGB, Assessment of Service Delivery, 2023	75.31%	
	5.	**Service delivery through ICT**				**67.13%**	
	5.1.	Level of citizen satisfaction with IREMBO services	89.60%	100%	CRC, 2024	89.60%	
	5.2.	Level of citizen satisfaction with online cases filed in courts	73.50%	100%	CRC, 2024	73.50%	
	5.3.	Level of citizen satisfaction with use of mobile telephone	60.30%	100%	CRC, 2024	60.30%	
	5.4.	Level of citizen satisfaction with use of ICT in education	59.80%	100%	CRC, 2024	59.80%	
	5.5.	Level of citizen satisfaction in payment transaction electronically with Mobile Money, Airtel Money, and Internet banking	94.20%	100%	CRC, 2024	94.20%	
	5.6.	Level of citizen satisfaction with radio communication	68.10%	100%	CRC, 2024	68.10%	
	5.7.	Level of citizen satisfaction with internet connectivity	24.40%	100%	CRC, 2024	24.40%	
Pillar Overall Score						**75.79%**	

10.1.Summary of the rating of indicators and variables under the pillarQuality of Service Delivery

Figure 24: Indicators and variables

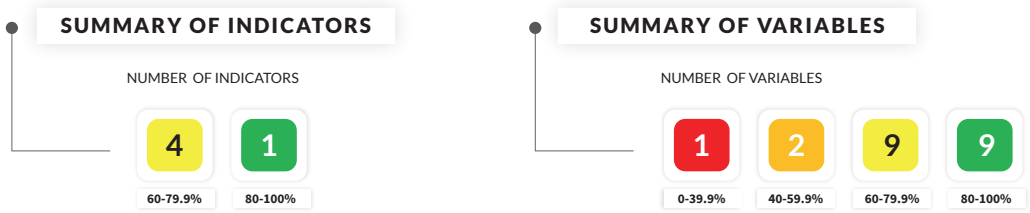
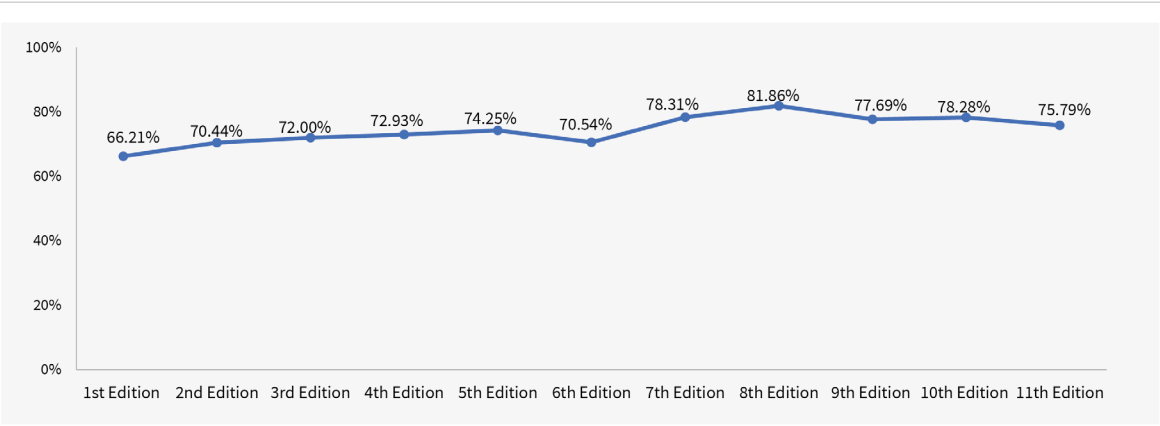


Figure 25: Performance trend of Quality of Service Delivery since the RGS 1st edition



The Quality of Service Delivery pillar has generally maintained a positive trend, although there was a slight drop in performance in the 6th, 9th, and current edition.

10.2. Recommendations specific to the Pillar

01

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

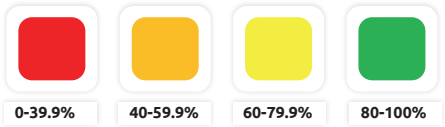
02

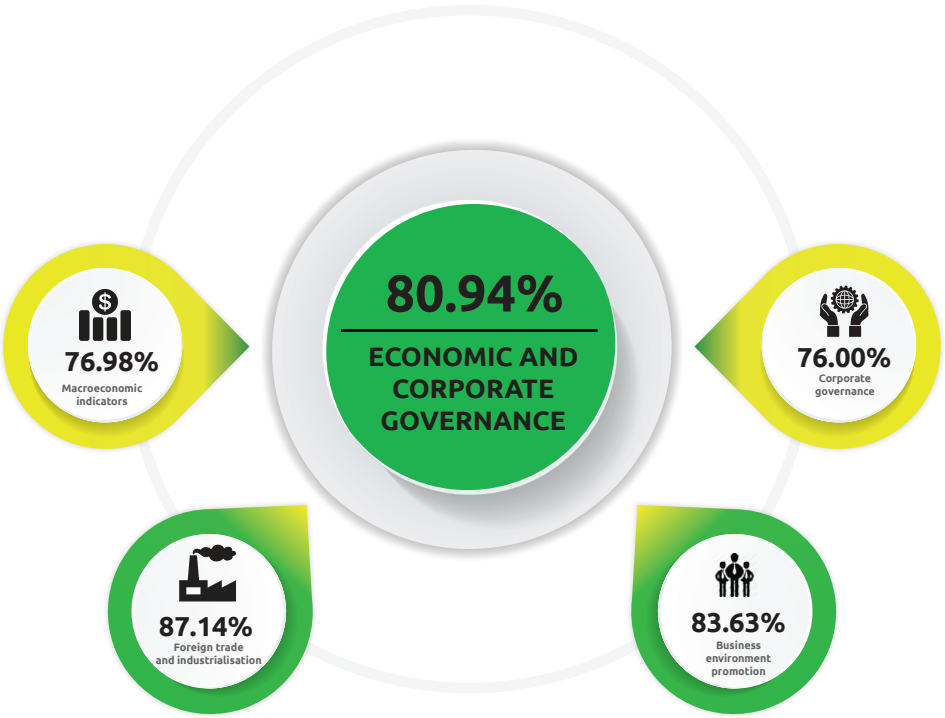
Improve the quality of land services specifically acquisition and transfer of land documents as well as putting in place basic infrastructures in areas designated for settlement;

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 refers to the systems, structures, and procedures established to guide institutions and their leadership to achieve 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 80.94% up from 79.98% in the 10th edition representing an improvement rate of 0.96%.

Table 11: Detailed performance of 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**				**76.98%**	
	1.1.	Economic growth rate	8.20%	11.40%	NISR, 2024	71.93%	
	1.2.	Inflation rate	6.40%	5.00%	BNR, 2024	78.13%	
	1.3.	GDP per capita (in USD)	1040	1382	NISR, 2024	75.25%	
	1.4.	Percentage of budget covered by domestic revenues	61.00%		MINECOFIN, 2024	61.00%	
	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%	20.00%	NISR, EICV5	52.36%	
	1.7.	Tax revenue as percentage of GDP	15.00%	15.20%	RRA, 2024	98.68%	
	1.8.	Saving rate as percentage of GDP	12.40%	23.00%	MINECOFIN, 2024	53.91%	
	1.9.	National investment as percentage of GDP	24.80%	32.60%	MINECOFIN, 2024	76.07%	
	1.10.	Productive jobs creation	235,332	214,300	MIFOTRA, 2024	100%	
	1.11.	Financial inclusion	93.00%	95.00%	MINECOFIN, 2024	97.89%	
	2.	**Foreign trade and industrialisation**				**87.14%**	
	2.1.	Export as percentage of imports	60.70%		BNR, 2024	60.70%	
	2.2.	Exports growth	17.20%	17.00%	BNR, 2024	100%	
	2.3.	Industry as share of GDP	22.00%	21.70%	NISR, 2024	100%	
	2.4.	Informal CBT Balance (Exports as percentage of imports)	100%	100%	BNR, 2024	100%	
	2.5.	Trading across borders	Rwanda scores 75.0% 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**				**83.63%**	
	3.1.	Rwanda's rank in doing business	76.50%	100%	World Bank's 2020 Doing Business Report	76.50%	
	3.2.	Visa openness	1	1	AfDB, Africa Visa Openness Index, 2023	100%	
	3.3.	Time for processing visitor's visa	3 days	3 days	Rwanda Directorate General of Immigration and Emigration, 2024	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	52.80%		WEF, Global Competitiveness Report, 2019	52.80%	
	3.8.	Business environment through ICT				93.87%	
	3.8.1.	Payment transaction done electronically as percentage of GDP	199.90%	80.00%	BNR, 2024	100%	
	3.8.2.	Percentage of VAT registered taxpayers/ taxpayers registered to EBM	84.60%		RRA, 2024	84.60%	
	3.8.3.	Mobile phone penetration rate	86.34%	95.00%	RURA, 2024	90.88%	
	3.8.4.	Internet penetration rate	68.92%	55.00%	RURA, 2024	100%	
	3.9.	Credit to private sector as percentage of GDP	23.20%	40.00%	BNR, 2024	58.00%	
	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						80.94%	

11.1. Summary of the rating of indicators and variables under Economic and Corporate Governance pillar

Figure 26: Indicators and variables

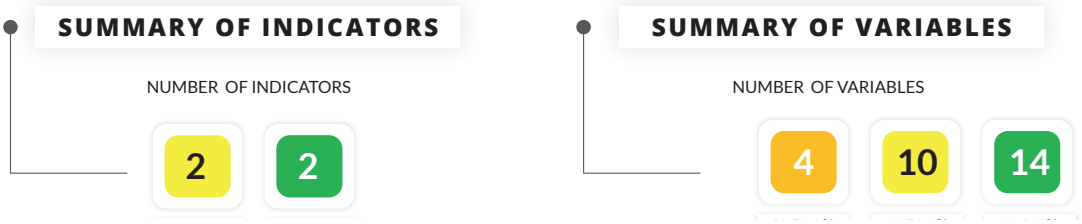
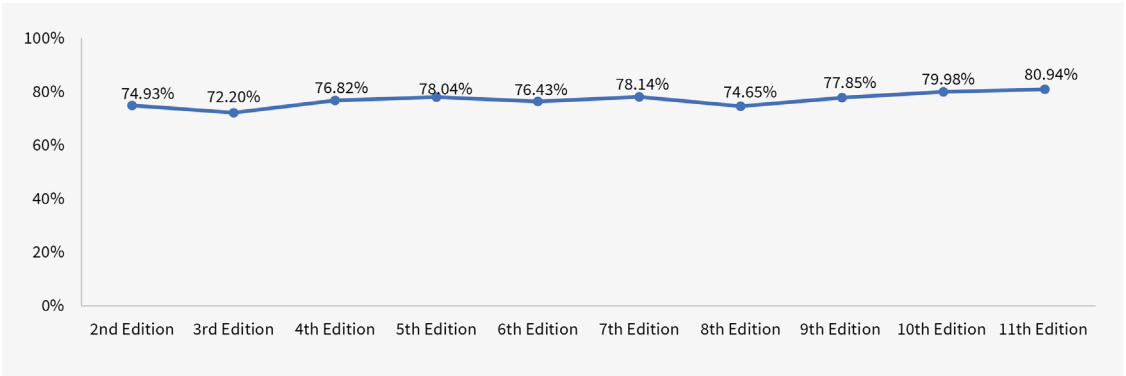


Figure 7: Performance trend of Economic and Corporate Governance pillar since RGS 2nd Edition



The Economic and Corporate Governance pillar has maintained a positive trend from the RGS 2nd edition to the 11th edition 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;

Mobilise financial institutions to ease access to credit.

02

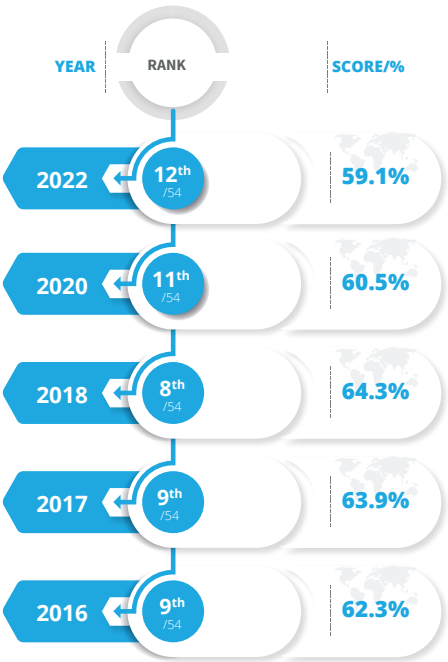
AN OVERVIEW OF RWANDA'S RANKING IN GLOBAL INDICES

12 An overview of Rwanda's ranking in Global indices

In the fiscal year 2023/2024, seven global indices were analysed to indicate Rwanda's regional and global trends in key areas of governance. They include the Ibrahim Index on African Governance; Corruption Perception Index; Global Peace Index; Global Gender Gap Report; Africa Visa Openness Index; Rule of Law Index; and the Chandler Good Government Index.

I. IBRAHIM INDEX OF AFRICAN GOVERNANCE

Rwanda's overall ranking in the last five editions

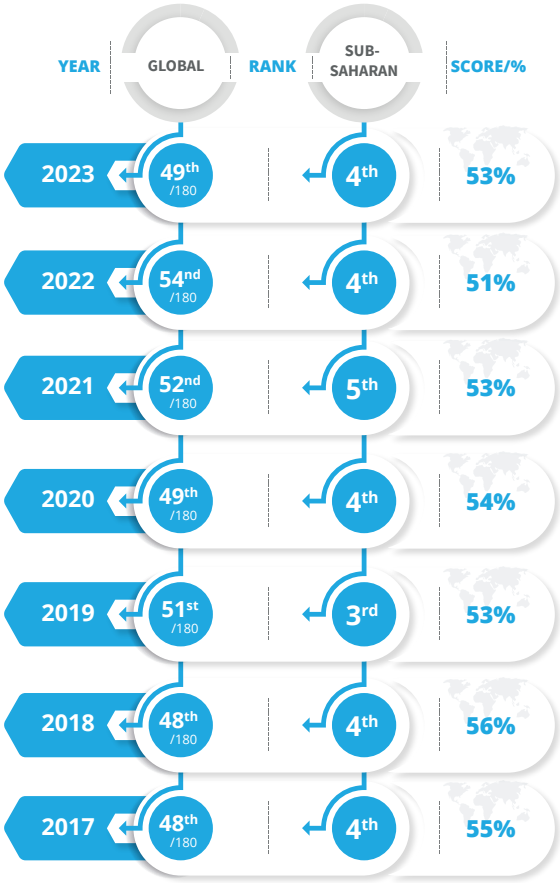


Source: Mo Ibrahim Foundation

Ibrahim index aims at measuring and monitoring governance performance in all African countries.

II. CORRUPTION PERCEPTION INDEX

Rwanda's overall ranking in corruption perception index from 2017 to 2023

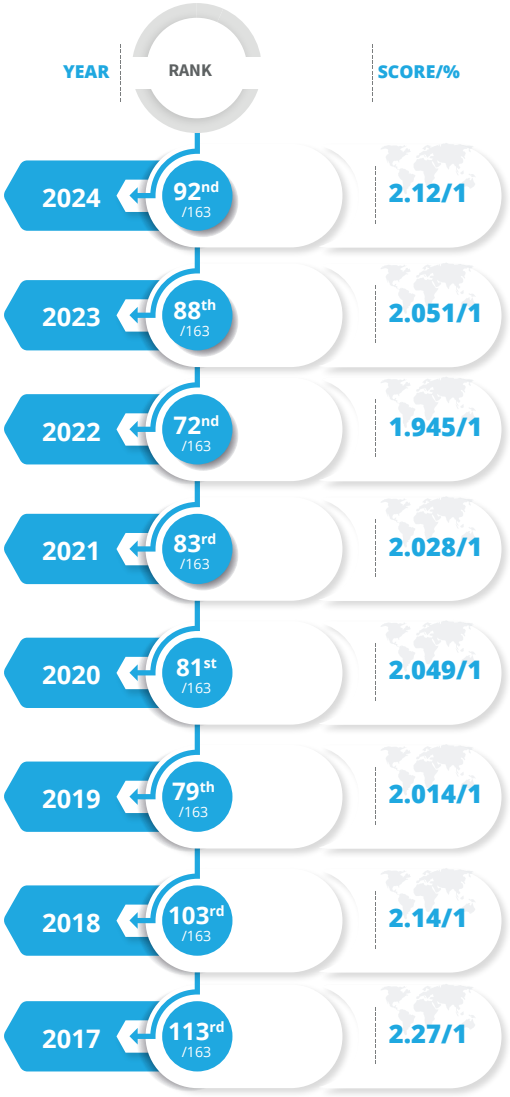


Source: Transparency International

Corruption perception index measures the perception of corruption in the public sector from different countries around the world. It is produced by transparency international.

III. GLOBAL PEACE INDEX

Rwanda's overall ranking in the last eight editions



Global Peace Index measures the levels of peacefulness in 163 countries across the globe. It is produced by the Institute for Economics and Peace (IEP).

Source: Institute for Economics and Peace

IV. GLOBAL GENDER GAP REPORT

Rwanda's overall ranking in the last eight editions

YEAR	GLOBAL RANK	SUB-SAHARAN RANK	SCORE
2024	39th /146	5th	0.757/1
2023	12th /146	2nd	0.794/1
2022	6th /146	1st	0.811/1
2021	7th /156	2nd	0.805/1
2020	9th /153	1st	0.791/1
2018	6th /149	1st	0.804/1
2017	4th /149	1st	0.822/1
2016	5th /144	1st	0.800/1

It is a framework for capturing the magnitude of gender based disparities and tracking their progress over time. It is a product of world economic forum.

Source: World Economic Forum

V. AFRICA VISA OPENNESS INDEX

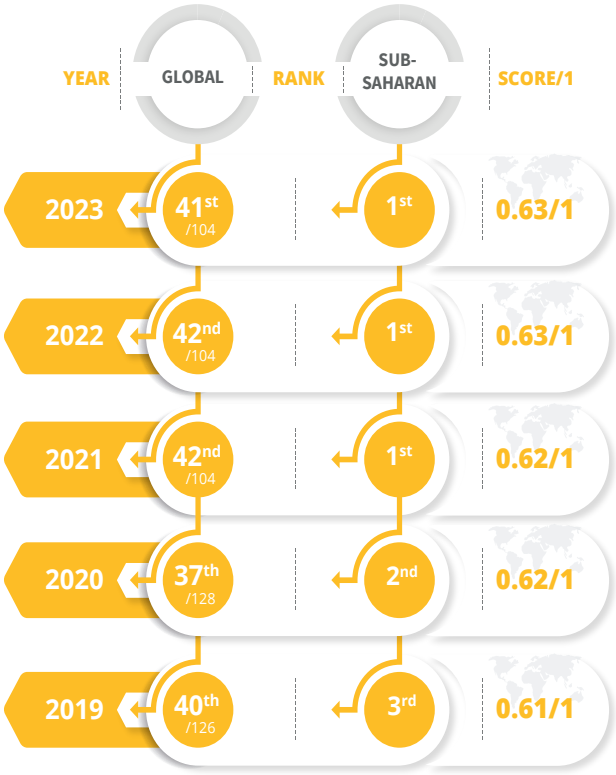
Rwanda's overall ranking in the last nine editions

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 produced by the African Development Bank.

Source: African Development Bank

VI. RULE OF LAW INDEX

Rwanda's overall ranking in the last five editions

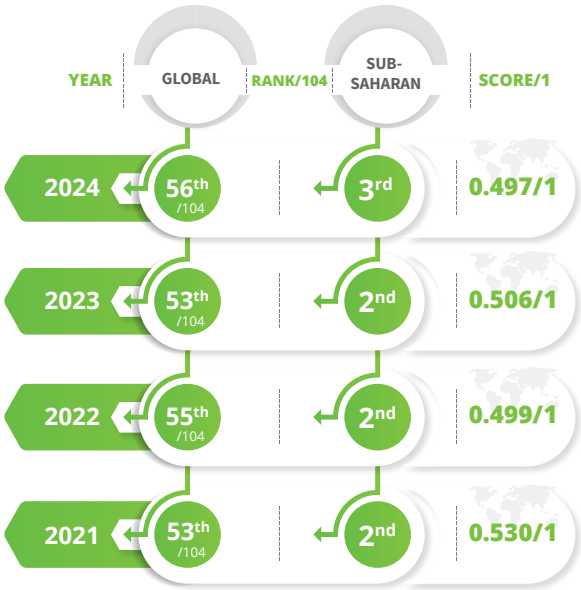


The Rule of Law Index measures countries' performance across constraints on government powers, absence of corruption, open government, fundamental rights, order and security, regulatory enforcement, civil Justice, and criminal justice.

Source: World Justice Project

VII . CHANDLER GOOD GOVERNMENT INDEX

Rwanda's overall ranking in the last four editions



The Chandler Good Governance Index measures the effectiveness and capabilities of 104 countries around the world.

Source: Chandler Institute

13 Implementation status of the policy recommendations for RGS 10th Edition

Nº	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)/ 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. Decentralising National Determined Contributions (NDCs) 2030 at the district and centralising at the Sectoral level will be instrumental in mitigating and adapting the adverse effects of climate change. ► **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 checklist is designed, approved, and then shared as a separate annex during the 1st planning and budgeting call circular. Sectoral institutions and districts are trained on its integration in their sectoral plans and programs. ► **Monitoring and evaluation** The above (Environment Checklist) is followed by environmental inspections to find out the level of implementation of the agreed activities in these sectoral and district plans and recommendations. ► **Environment and climate change monitoring statement** The environment and climate monitoring statement was introduced through consultative process and shared with sectoral institutions and districts to mainstream environment and climate change priorities into their Single Action Plans. ► **Climate change budget tagging** A feasibility study for climate change budget tagging system to track the funds injected into environmental and climate change-related interventions was completed. This consists of capturing the National Accounting System to start tracking climate change related spending in public finance systems and Private and CSOs. ► **Awareness and advocacy** a. REMA organised awareness campaign and advocacy for ECC mainstreaming through the celebration of International environmental events that included: World Wetlands Day 2024 (celebrated on 2nd February) under the theme "Wetlands and Human Wellbeing", World Water Day (22nd March), World Environment Day (5th June), Ozone Layer Day (16th September, International Day of Clean Air for Blue Skies (7 September), football competition (Green Amayaga Football competition); among others; b. Increase the role of media and communication in ECC mainstreaming: REMA in partnership with the Ministry of Environment conducted different engagements on different media platforms (Radio, TV, social media) to raise public awareness on Wetlands appropriate use, clean air, among others; c. In partnership with URUNANA Development Communication, ECC issues were integrated in URUNANA stories and disseminated across the country; d. Integrated key ECC concepts in the education system at all levels.

N°	POLICY RECOMMENDATION	POLICY FRAMEWORK	CURRENT STATUS OF IMPLEMENTATION
			Systems and tools in national planning, budget and other investment processes a. Engagement of private sector in green growth and climate resilience through the implementation of climate action pledges; b. Monitoring of the implementation of Environmental Management Plan (EMPs) for projects and Strategic Environment Assessment (SEA) recommendations for policies, Plans and Programs; c. Integrated ECC mainstreaming objectives in the land use planning and management framework through the SEA for National Land Use and Development Master Plan 2020-2050 (NLUDMP). **Capacity development for ECC mainstreaming** a. In December 2023, REMA conducted training of Sector Ministries planners on ECC mainstreaming tools and Disaster Risk Reduction to guide and inform the planning for the next Fiscal year 2024-2025; b. Training of mining companies on enforcement and compliance with Environmental Laws and guidelines; c. In February 2024, REMA organised a workshop to raise awareness on Strategic Environment Assessment (SEA) regulations and update SEA tools (guideline and certification manual). **Policies and systems guiding Private Financial Flows** a. At the UN Climate Change Conference (COP28) in Dubai, UAE, Rwanda through REMA with the support of the United Nations Development Programme (UNDP) launched Carbon Market Framework to advance Climate Action for a Sustainable Future; Rwanda's carbon market will operate on a cap-and-trade system, allowing businesses to buy and sell carbon credits; b. REMA as National Designated Authority (NDA) to the Green Climate Fund (GCF) supported private sector in initiating projects and investments that contribute to environmental sustainability, adaptation and climate change mitigation. **Innovation, pilot actions and scaling-up** a. REMA initiated a recognition framework for students and lecturers with innovations such as eco-friendly cooling solution "Zero Energy Cooling Chamber (ZECC)" developed by RP-IPRC Musanze designed to reduce food loss and mitigate climate change; b. REMA in partnership with the Ministry of Environment (MOE), Rwanda Standards Board (RSB), and other partners launched the first-ever calibration laboratories for meteorology, hydrology, and air quality monitoring equipment that used to be sent outside Rwanda for calibration; c. REMA through the Ecosystem/Landscape Approach to Climate Proof the Rural Settlement Programme of Rwanda (LDCF3 Project) distributed 5,000 improved cooking stoves; d. REMA is implementing the wetland rehabilitation component of the second Rwanda Urban Development Project (RUDPII), funded by the World Bank and Nordic Development Fund. The project will rehabilitate 5 wetlands in the City of Kigali to reduce flood risks, restore biodiversity, improve water quality, and enhance urban landscape and recreational opportunities.

Nº	POLICY RECOMMENDATION	POLICY FRAMEWORK	CURRENT STATUS OF IMPLEMENTATION
2.	Devise measures to reduce backlogs cases in courts	NST1, Priority Area 4: Strengthen Justice, Law and Order	**Supreme Court** Judiciary adopted short term and long-term measures to address these challenges as summarised below: **Short term measures** Using contractual judges and registrars where 70 judges and 70 registrars were contracted to support the effort to reduce the case backlog. **Long term measures** The Judiciary approved a Career Development plan which among other things intends to sustainably reduce case backlogs. **Other initiatives being undertaken include:** a. Restructuring of the Judiciary to increase the number of judges and registrars and to raise the standards of staff to attract and retain talented judges and judicial officers. Discussion with competent authorities to get the proposed restructuring implemented is ongoing; b. b)Using Court annexed Mediation and Plea gaining: The measures are implemented and they handle up to 10% of cases compared to judged cases; c. Using Precedent: efforts were made to train judges, produce law reports, and use legal research to produce key information to support judges in the determination in reaching their decisions.
3.	Enhance the 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 key interventions have been implemented to enhance the quality of education to support the attainment of a knowledge-based economy in the fiscal Year of 2023/2024: a. Conducted awareness campaigns to the education stakeholders and community to enrol 3 year children in pre-primary schools and those of 6 years old in primary schools; b. Conducted joint meetings with MINALOC and MIGEPROF to engage local decentralised entities, schools, Faith Based Organisations and the community to address dropout and repetition issues in schools; c. Published School feeding management framework by which procurement of long shelf-life food commodities for school feeding program will be conducted by Districts and city of Kigali, and payment of utilities will be done by Districts and city of Kigali. **The guidelines are made to ensure:** ► Harmonised prices for food commodities within the district; ► Procurement of food commodities is conducted by staff with expertise in procurement process, thus obtaining great quantities of food commodities at low prices; ► School head teachers get more time to concentrate on teaching and learning activities; ► Built the capacity of 541 cooks and storekeepers to improve the implementation of the school feeding program; ► Constructed 10 resource rooms at 10 special schools in 10 Districts to promote the quality of education provided in the special schools; equipped 620 primary classrooms with 14,260 desks; ► Constructed 180 workshops at 90 TVET wings where 48 workshops at 24 TVET wings are still under construction;

N°	POLICY RECOMMENDATION	POLICY FRAMEWORK	CURRENT STATUS OF IMPLEMENTATION
			► 620 Classrooms and 690 latrines under construction to reduce overcrowding in primary schools; ► Constructed 317 kitchens to enhance the implementation of School ► Trained 9,545 teachers in English proficiency; ► Trained 300 primary teachers on the methodology of teaching SET in primary schools; ► Trained 2,268 teachers on CPD and Innovative Teaching Methods (ITM); ► Trained 346 primary teachers and tutors on the use of piano in the promotion of teaching and learning of music; ► Provided refresher training to 10,088 lower primary teachers on evidence-based reading and writing of Kinyarwanda; ► Trained 1,151 teachers from model schools and TTCs' Tutors on teaching methodology (different subjects); ► Trained 14,309 teachers in the Community of Practice (COP) Program on literacy and teaching methodology; ► Trained 187 teachers in examinable subjects; ► Trained 324 teachers on Foundational learning skills, English and Mathematics; ► Trained 1260 senior teachers to facilitate school-based trainings provided to new teachers in the enhancement of continuous professional development regularly given to teachers; ► The number of pre-primary teachers trained has increased from 580 to 2,244; ► 1,233 pre-primary teachers, 1,196 primary teachers and 1,697 secondary teachers were recruited in the Academic Year 2023/2024 to fulfil the teaching vacant positions and reduce the teacher — student ratio; ► In the Academic Year 2023/2024 (from July 2023 to March 2024) a total of 1,139,370 textbooks were distributed with 664,820 textbooks in primary and 474,550 textbooks to secondary schools to facilitate effective teaching and learning activities; ► 7,086 ICT devices maintained in primary and secondary schools (this activity is still ongoing); ► 10,000 pre-primary and primary teachers were trained to increase their digital literacy skills; ► 2, 132 secondary teachers were trained in the use of ICT in Teaching and Learning activities; ► 300 teachers and 25 Master Trainers in lower secondary were trained in QGIS & scratch programming; ► 800 primary and secondary schools, Under the Smart Education Program, were provided with internet installation of LAN, Grounding,fibre installation, and commissioning (this activity is still ongoing).
4	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	**National Council of Persons with Disabilities (NCPD)** ► Disability Management System (DMIS) is being implemented countrywide where Enumerators are collecting data on Persons with Disabilities from house to house. ► This will improve the efficiency and effectiveness of social protection programs for Persons with Disabilities after their categorisation, especially by providing Disability grants for the most in need and other services to Persons with Disabilities.

N°	POLICY RECOMMENDATION	POLICY FRAMEWORK	CURRENT STATUS OF IMPLEMENTATION
5.	Promote a culture of quality service delivery in the agriculture sector to meet the NST1 targets.	NST1, Priority Area 5: Strengthen Capacity, Service Delivery and Accountability of Public Institutions	**Ministry of Agriculture and Animal Resources (MINAGRI)** In order to improve the service delivery in the agriculture sector to achieve the NST1 targets, the Ministry of Agriculture and Animal Resource (MINAGRI) deployed efforts to improve post-harvest management and market for agricultural produce. In this regard, a new strategy of agriculture transformation was developed to contribute efficiently in the improvement of quality service delivery in the agriculture sector. **Key achievement under this include:** Two workshops for all public servants involved in Agriculture were conducted to create awareness to improve the quality of service delivery to the famers. These participants were Agronomists working at sector level, districts, RAB stations, RAB HQ, MINAGRI, NAEB including the senior managers of those institutions. The total number of trainees was 2,200 employees. Continued increasing of post-harvest infrastructure development Capacity building of farmers in post-harvest handling. Continue engaging the Private Sector in the extension services and service providers of some agriculture-related activities namely disease prevention (vaccination) and treatment, insemination, and inputs distribution (Seeds and Fertilisers) to enhance service delivery to farmers. Mobilise the Private Sector to invest in the establishment of facilities like storage, dryers, and cold rooms. On the side of the market of agricultural produce, the GoR intends to establish the "Rwanda Food Commodity Board" and Kigali Wholesale market that shall facilitate the commercialisation of agricultural produce, stabilise food prices, and favour producers and consumers. In the meantime, the Ministry of Agriculture is working with the Private sector to purchase agricultural produce: An MoU was signed with EAX to purchase 31,120 MT of Maize, Trial Services Company to purchase 2,500 MT of beans, and Key Amazing Company to purchase 1,500 MT of beans.
6.	Promote a culture of quality service delivery in the land sector so as to meet the NST1 targets.	NST1, Priority Area 5: Strengthen Capacity, Service Delivery and Accountability of Public Institutions	**National Land Authority (NLA):** **1.Involving private land notaries in land services:** Currently, 152 private notaries are in place to support land services and 278 private land surveyors were accredited to support NLA in surveying activities like subdivision and boundary correction of parcels; **2.Integration of Irembo with Land administration information system to help land sector managers access information in the land registry and inform land owners:** Land applications are processed by private land notaries and sector land managers through irembo platform directly to the registrar of land title for final approval of land titles, Automation of land transfers, subdivision and merged was integrated through Irembo platform, Land information is accessed by general public through https://landinformation.lands.rw, https://geodata.rw and *651#; **3.Establishment of electronic land title to enhance efficiency in issuing land documents:** The electronic land title was established and launched in 2023. So far 1,190,574 land titles have been downloaded electronically which has reduced issues related to printing land titles, and reduced the distance and time taken to deliver land services.

N°	POLICY RECOMMENDATION	POLICY FRAMEWORK	CURRENT STATUS OF IMPLEMENTATION
7.	Promote a culture of quality service delivery in the public transport sector to meet the NST1 targets.	NST1, Priority Area 5: Strengthen Capacity, Service Delivery and Accountability of Public Institutions	**Rwanda Utilities Regulatory Authority (RURA):** Target: Average waiting time in the City of Kigali for buses during peak hours will be reduced from 30 minutes (2016/17) to 15 minutes by 2023/24. In line with this, by 30th March 2024, the average waiting time in the City of Kigali for buses during peak hours is 21.9 minutes.
8.	Ensure the commitment of the Government to fiscal decentralisation (Central government transfer to the decentralised entities – block grant) is respected;	NST1, Priority Area 6: Increase citizens' participation, engagement and partnerships in development	**Ministry of Finance and Economic Planning (MINECOFIN):** The government has ensured its commitment to Fiscal Decentralisation, especially on Block Grant Transfer to districts by providing for it in Law nº 0448/2023 of 05/09/2023 determining the sources of revenue and poverty of decentralised entities in its article 57 which states that "Every year, the Government transfers to decentralised entities at least 5% of the domestic revenue of the previous tax period to support their budgets." The government has since adopted a block grant formula that has helped distribute this budget amongst all districts every fiscal year save for the City of Kigali.
9.	Improve service delivery through ICT by enhancing internet connectivity and mobile phone network	NST1, Priority Area 3: Establish Rwanda as a Globally Competitive Knowledge-based Economy	**Ministry of ICT and Innovation (MINICT):** The government has made significant strides in the past decade to enhance its connectivity infrastructure, playing a pivotal role in the country's economic development and social progress. The country has successfully rolled out and expanded its fiber optic network, providing high-speed internet access to urban and rural areas. This infrastructure has become a backbone and trigger for the growth of various key sectors, including education, healthcare, and business. Rwanda has experienced tremendous growth in mobile network penetration, fostering increased communication and access to information. The number of active mobile subscriptions in the country increased from 10.87 million active SIM cards in September 2022 to 12.54 million as of September 2023. The active mobile-cellular telephone (SIM card) subscriptions per 100 people increased from 82.49% as of September 2022 up to 93.04% as of September 2023. The government has also implemented several initiatives to promote connectivity, including Connect Rwanda I and the ongoing Connect Rwanda 2 that will inject 1.2 million smart devices into the population, the Smart Rwanda Master Plan, and the National Broadband Policy. These efforts reflect a commitment to leveraging technology for national development, and the promotion of the digital economy leaving no one behind. Additionally, government digitisation has seen significant progress by adopting digital technologies to enhance public services, improve efficiency, and increase transparency with an ambitious target of reaching 100% of government services delivered online by the end of this year 2024. **Initiatives specifically responding to the RGS 10th edition recommended.** **Solve the issues of inconsistent internet connectivity and affordability** As part of addressing the issue of connectivity, 4G market Liberalisation was implemented as spelled in the new broadband policy, this allowed new entrants to the 4G market to foster competition and value propositions to customers hence significantly reducing the cost of internet, this was achieved by modifying mobile network operator licenses in June 2023 followed by the launch of their 4G product in July 2023.

N°	POLICY RECOMMENDATION	POLICY FRAMEWORK	CURRENT STATUS OF IMPLEMENTATION
			Additionally, to address connectivity challenges it was found necessary to move from targeting 100% population coverage to 100% geographic coverage because some important activities of economy and security are conducted in uninhabited areas such as national parks and forests that could not make sense to Mobile network operators looking for a business case in bringing coverage to such areas. From this background, universal broadband connectivity targeting 100% of geographic coverage within a short time was seen as a priority. This was made possible by the acquisition of a simulation exercise for a thorough measurement of the actual network coverage gap. From the simulation, it was observed that to achieve 100% geographic coverage 717 new towers would bridge the coverage gap, and the government to support Mobile network operators to invest in needed towers due to the sense of urgency not in MNOS plans and license obligations. The government is to fund the active equipment in the areas beyond the license obligation of Telecom Operators and to support the monthly lease for at least 2 years, to achieve this telcos will invest between 153,023,000 USD and 184,269,000 USD within 2 years. Lastly, the entry of StarLink in Rwanda offers a satellite-based nationwide high-speed internet, further diversifying the market, so far 2,246 households and private entities have been connected at competitive rates, with its lowest package offering 220 Mbps for 48,000twf. **Current Implementation Status:** Different initiatives were put in place in the last couple of months following the resolutions. As a result, 4G Coverage increased, for instance, as of December 31st, 2023, AIRTEL has reached 67.5% of population coverage increasing AIRTEL 4G by 58% from 234,381 to 3,768,097. Also, AIRTEL is embarking on an ambitious network expansion project that will significantly enhance network capacity and resilience across the country supporting the growing demand for capacity on LTE (and future 5G). For instance, this year (2024), AIRTEL will invest upwards of USD 40 million for the building of new sites, as well as the optimisation of existing sites by increasing available capacity on 4G. Airtel will also leverage new technologies to offer increased capacity (up to 5 Gbps), and superior uptime which will improve the user experience for its customers. For 4G MTN coverage as of December 31st was at 84%. This has led to an increase in 4G Subscribers by a significant factor, MTN increased their 4G users by 41% from 3,181, 734 to 4,478,862 subscribers. Regarding the cost of the internet, AIRTEL's data prices have been reduced significantly with the introduction the 3,000 Frw bundle offering IGB a day (30GB a month) and Unlimited Voice Calls which was previously 10,000Frw. Additionally, as part of the ConnectRwanda2.O project, AIRTEL introduced the 1,000 FRW bundle that is exclusive to the AIRTEL Imagine phone which offers IGB a day and Unlimited Voice Calls for consumers. A significant reduction was noticed where the price of 4G Mobile Internet Bundles was reduced to half for ARTEL as the cost of 500 MB was 500 Frw and can now get you IGB. Similarly, for MTN Costs have consistently decreased for large enterprises and SMEs in 2023 with an average cost reduction of 27.7% on SME data plans, and 19.6% cost reduction for corporate fixed data plans. This has been implemented in a phased approach upon contract renewals and service upgrades for various customers.

N°	POLICY RECOMMENDATION	POLICY FRAMEWORK	CURRENT STATUS OF IMPLEMENTATION
			Enhance and bring forth supplementary services provided via Irembo: Starting with 109 services that were on Irembo and an additional 415 services that were paid through Irembo pay, in addressing the challenge raised by the 10th RGS report, the addition of 118 new services including 14 new services on board on Irembo and 104 services digitised by different institutions now paid through Irembo pay, these services range from, Tourist permits, Court Fees, Research Permit, Food and Drug Licenses, and Standards Certification among others. Also as part of improving the user experience at the Irembo platform, 75 improvements that impacted 25 services from 11 institutions were completed, the improvements included among others work on attachments, Grammar, Translation, SMS Content, Service Processing SLAs, Price Changes, and Certificate Details Updates. Irembo platform also together with MINALOC, NIDA, and MINIJUST worked together to align all services that require attachments or not, based on their importance and risk factors. They jointly recommended amendments to services and improved approval processes within the local government, the recommendations will need approval from MINALOC. Out of a total of 682 services, 123 are fully on IremboGov and 559 digitised by different institutions are paid through Irembopay. Also, the mass service digitisation project is in progress and will continue to increase the services delivered online.

14 Conclusion and policy recommendations

The RGS 11th edition provides a comprehensive status of governance based on the eight pillars. The analysis of the data indicates that, the performance of six pillars is above 80% while the performance of the remaining two pillars is between 60% and 79.9%. Since the first edition, Safety and Security continues to perform better than other pillars. Investing in Human and Social Development is the lowest performer in the 11th edition of RGS.

RGS offers recommendations for improvement to relevant institutions and every year these policy recommendations are monitored to assess the extent to which they were addressed. As presented in the table below, some of the policy recommendations are continuous from the previous RGS edition in the framework of NST1 while others are new:

ONGOING POLICY RECOMMENDATIONS

- Design and operationalise a multi-year nationwide strategy for mainstreaming climate change resilience into development planning;
- Devise measures to reduce the backlog of 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 people with disabilities;
- Promote a culture of service quality in all sectors particularly in agriculture, land, and public transport to meet the NST1 target;
- Ensure the commitment of the Government 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.

NEW POLICY RECOMMENDATIONS

- Improve the role of CSOs in promoting governance and fighting corruption;
- Strengthen measures to fight school drop out particularly in primary schools and enhance secondary schools enrolment;
- Enhance the culture of saving among citizens to contribute to the economic development;
- Strengthen corporate governance especially in private sector to promote accountability;
- Promote gender equality in leadership particularly in private sector.

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, Former 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 […].

RULE OF LAW

16 Abbreviations and acronyms

AfDB	African Development Bank
BNR	Banque Nationale du Rwanda
CBT	Cross Border Trade
CRC	Citizen Report Card
CSOs	Civil Society Organisations
DMIS	Disability Management Information System
EICV	Integrated Household Living Conditions Survey
ECC	Environment and Climate Change
FRW	Rwandan Francs
GDP	Gross Domestic Product
GMO	Gender Monitoring Office
GoR	Government of Rwanda
HCI	Human Capital Index
ICT	Information and Communications Technology
IDP	Internally Displaced Persons
IEP	Institute for Economics and Peace
LODA	Local Administrative Entities Development Agency
MAJ	Maison d'Accès à la Justice/ Access to Justice Bureau
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
MINICT	Ministry of Information Communication Technology
MININFRA	Ministry of Infrastructure
MoE	Ministry of Environment
MoH	Ministry of Health
N/A	Not Available
NCHR	National Commission for Human Rights
NCPD	National Commission of Persons with Disabilities
NEC	National Electoral Commission
NISR	National Institute of Statistics of Rwanda
NLA	National Land Authority
NPPA	National Public Prosecution Authority
NST1	National Strategy for Transformation
OAG	Office of the Auditor General
PAC	Parliamentary Account Committee
PwD	People with Disabilities
RAB	Rwanda Agriculture Board
RBI	Rwanda Bribery Index
RCSB	Rwanda Civil Society Barometer
RDHS	Rwanda Demographic and Health Survey

REMA	Rwanda Environment Management Authority
RGB	Rwanda Governance Board
RGS	Rwanda Governance Scorecard
RIB	Rwanda Investigation Bureau
RMB	Rwanda Media Barometer
RNP	Rwanda National Police
RPHC	Rwanda Population and Housing Census
RPPA	Rwanda Public Procurement Authority
RRB	Rwanda Reconciliation Barometer
RRA	Rwanda Revenue Authority
RURA	Rwanda Utilities and Regulatory Agency
SDGs	Sustainable Development Goals
SDSN	Sustainable Development Solutions Network
SME	Small and Medium Enterprises
STEM	Science, Technology, Engineering and Mathematics
TVET	Technical and Vocational Education and Training
UNDP	United Nations Development Programme
USD	US Dollars
VAT	Value Added Tax
VUP	Vision 2020 Umurenge Program
WEF	World Economic Forum
ZECC	Zero Energy Cooling Chamber

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REPUBLIKA YU RWANDA
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United Nations
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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.

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.

Prof. Eddy Maloka, Former 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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