



# Rwanda

GOVERNANCE SCORECARD 12<sup>th</sup> EDITION

THE STATE OF GOVERNANCE IN RWANDA



# Rwanda

Governance Scorecard 12<sup>th</sup> Edition

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THE STATE OF GOVERNANCE IN  
RWANDA

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**2025**

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2025

ISBN: 979-10-92401-12-7

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## Preface

The Rwanda Governance Board (RGB) is delighted to present the Rwanda Governance Scorecard for the twelfth 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 12<sup>th</sup> 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 exercises independence in the execution of its mandate. Part of its mandate is to conduct governance research as well as monitoring governance practices and service delivery in all sectors. In order to achieve some of the objectives related to this mandate, 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 90.02% while Investing in Human and Social Development is the lowest-performing pillar scored at 64.69%.

Different partners and stakeholders played a role in the production of the twelfth edition of RGS; I take this opportunity to appreciate their participation. We do not doubt that the readers 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 main objectives are to generate credible and reliable information on governance, and to serve as an evidence-based source of data to inform policy formulation, 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 center of its method, making it uniquely relevant to international and national contexts.

The results of RGS 12<sup>th</sup> edition were not compared with the previous editions because its indicators and variables were revised to align them with the second generation of National Strategy for Transformation (NST2 2024-2029).

The 12<sup>th</sup> edition of RGS has eight pillars, 35 indicators and 151 variables. RGS uses primary, secondary and administrative data

from various sources. Its methods are grounded in international standards as well as in an in-depth understanding of the local context. Like in the previous editions, the current RGS has a section on the implementation status of the recommendations from the previous RGS edition.

## 2 Methodology

RGS employs advanced research methods in global governance contextualised to national realities. It is built on global indicators customised to local context and relies on a wealth of most recent local data, including citizen surveys, and secondary data.

The scoring of RGS 12<sup>th</sup> edition pillars is based on targets from NST2 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, DHS, RPHC, results from elections, and other studies with periodicity of more than one year. All the surveys that informed RGS are based on relatively sufficient big samples that guarantee statistically significant results.

The 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 pillars, indicators and variables



Source: RGS 12<sup>th</sup> edition

The figure above shows the number of pillars, indicators and variables in the 12<sup>th</sup> edition of RGS.

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

As previously stated, RGS draws data from diverse sources to construct pillars, indicators, and variables based on international frameworks, international indices and Home-grown solutions.

### 2.1.1. Sources of data

In compiling the RGS, RGB relies on various primary and secondary data sources capturing institutional and sectorial performance, governance assessments, and data from public institutions, civil society and private sector organisations.

#### 2.1.1.2. Primary data

To ensure that RGS is firmly rooted in the realities of Rwanda, data collected from various perception and experience surveys are utilised. These include but are not limited to the Citizen Report Card 2025, the Rwanda Media Barometer 2024, Civil Society Barometer 2023, Early Childhood Development Scorecard 3<sup>rd</sup> edition and Service Delivery Monitoring Report 2025. Perception surveys are of paramount importance due to the fact that, perception data have particular significance in the measurement of governance aspects. Perceptions reflect views of citizens to inform

decision-making and 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.

#### 2.1.1.1. Secondary and Administrative data

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

#### 2.1.1.3. Development of pillars

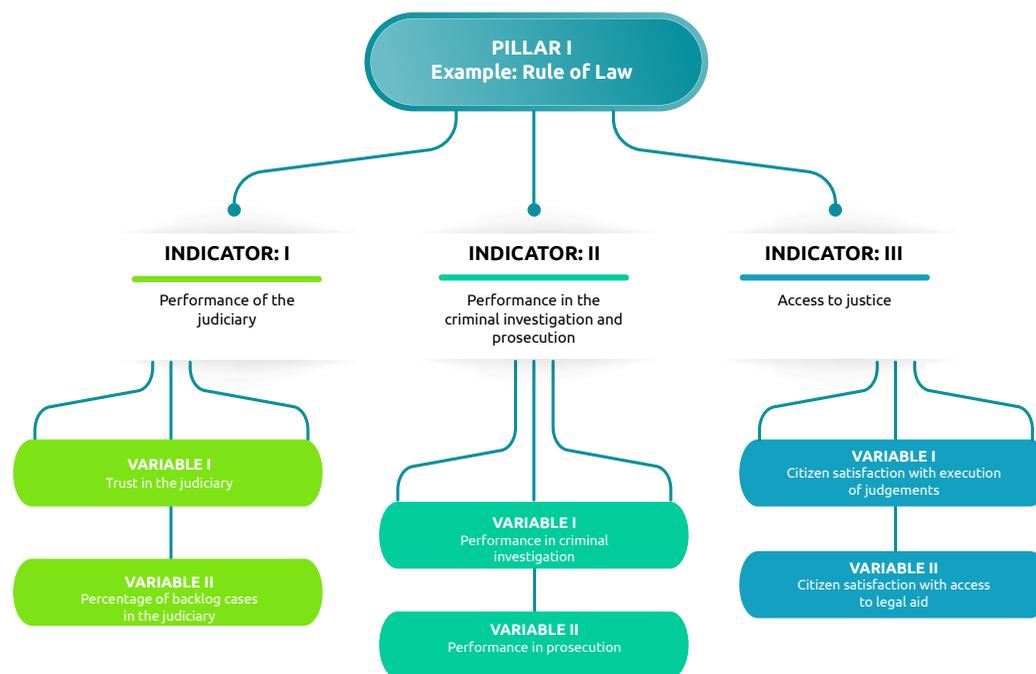
As mentioned earlier, RGS is built on eight pillars covering broad dimensions of governance in Rwanda, namely: Rule of Law; Political Rights and Civil Liberties; Participation and Inclusiveness; Safety and Security; Investing in Human and Social Development; Anti-corruption, Transparency and Accountability; 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.

## 2.1.4. 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 data cluster, a statistical method is used to: (i) standardise the data from the diverse sources into comparable units, using targets from regional and global agendas, NST2 as well as sector strategic plans; (ii) construct an aggregate indicator as a weighted average of its 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 targets

Where NST2 or Sector strategic plans targets exist, variables are scored against their targets. On the other hand, where targets are not provided in the above frameworks, data are captured automatically as they are to reflect the performance of variables.

#### a. Scoring against national and international targets

In some cases, performance scores are calculated against national and international targets. The achievement or overachievement of a target results in a score of 100%

while partial achievement of a target results in a corresponding score in percentage points. Due to the nature of indicators or variables, scoring against national targets is either based on annual targets from NST2, 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 NST2 or sector strategic plans. Where all targets exist, the first priority is given to NST2 followed by Sector strategic plans, institutional targets and lastly to the international target.

#### b. 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.

#### c. Scoring based on forecasting methods

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

### 3 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% - 79.99% is rated yellow, a score of 40% - 59.99% is rated amber while a score of 0% - 39.99% is rated red.

Scores	Colour rating	
<b>80% - 100%</b>		GREEN
<b>60% - 79.99%</b>		YELLOW
<b>40% - 59.99%</b>		AMBER
<b>0% - 39.99%</b>		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.

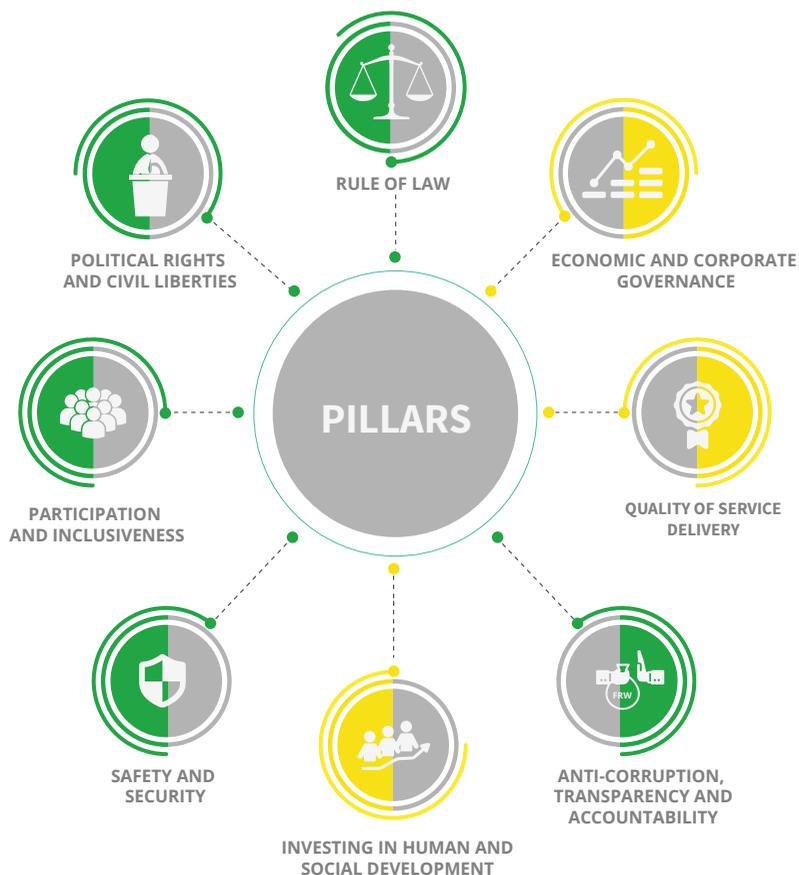
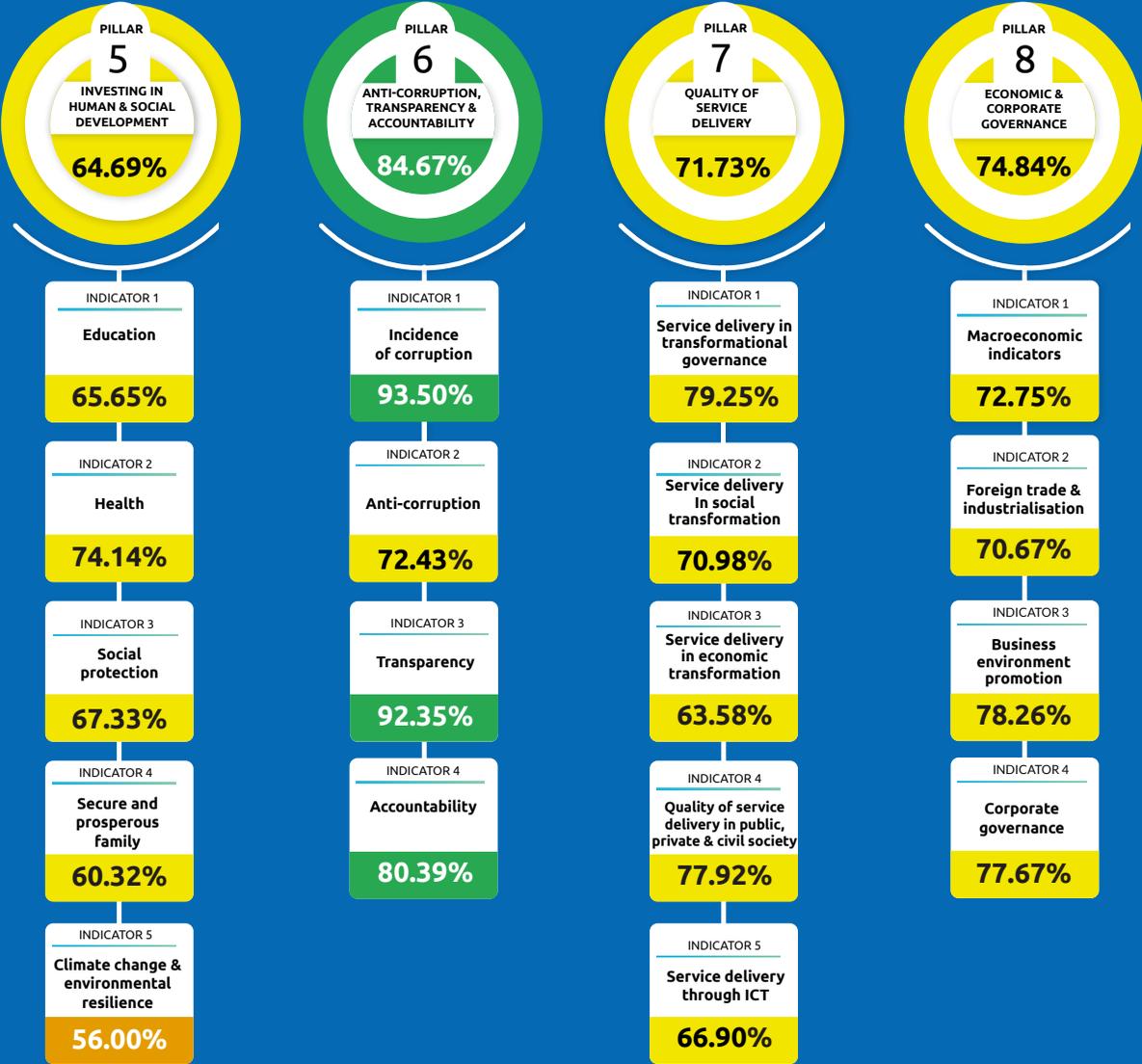


Figure 3: Overall scores of the Rwanda Governance



# Scorecard (RGS) 12<sup>th</sup> edition

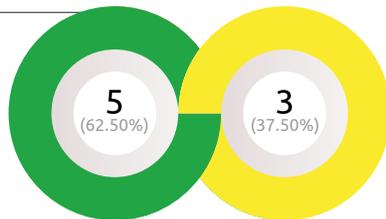


## 5 Highlights of the Rwanda Governance Scorecard 12<sup>th</sup> Edition

### 5.1. Performance of pillars, indicators, and variables

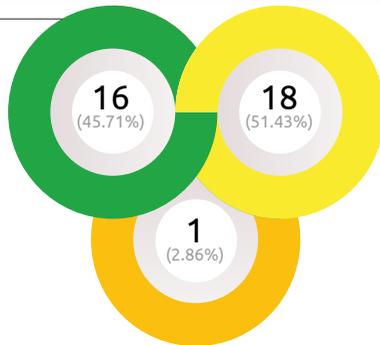
Figure 4: Performance of Pillars, Indicators and Variables

Number of pillars and their performance



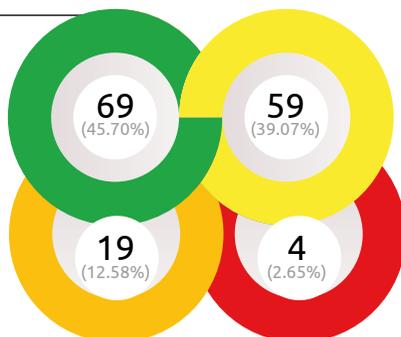
In RGS 12<sup>th</sup> edition, 5 pillars namely: Safety and Security; Participation and Inclusiveness; Anti-corruption, Transparency, and Accountability; Political Rights and Civil Liberties as well as Rule of Law are in green while the remaining three pillars are in yellow.

Number of indicators and their performance



Out of 35 indicators, 16 are in green, demonstrating strong performance that needs to be sustained. The other 18 indicators are in yellow and one in amber. It is important to note that all the indicators for the Safety and Security pillar are in green.

Number of variables and their performance



Out of 151 variables, 69 are in green, while 59 are in yellow, 19 variables are in amber, and four variables are in red.

Table 1: RGS pillar performance (ranking) from the 1<sup>st</sup> to the 12<sup>th</sup> editions

PILLARS	1 <sup>st</sup> EDITION	2 <sup>nd</sup> EDITION	3 <sup>rd</sup> EDITION	4 <sup>th</sup> EDITION	5 <sup>th</sup> EDITION	6 <sup>th</sup> EDITION	7 <sup>th</sup> EDITION	8 <sup>th</sup> EDITION	9 <sup>th</sup> EDITION	10 <sup>th</sup> EDITION	11 <sup>th</sup> EDITION	12 <sup>th</sup> EDITION
SAFETY AND SECURITY	1 <sup>st</sup>	1 <sup>st</sup>	1 <sup>st</sup>									
ANTI-CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY	3 <sup>rd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	3 <sup>rd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	2 <sup>nd</sup>	4 <sup>th</sup>	3 <sup>rd</sup>
RULE OF LAW	6 <sup>th</sup>	7 <sup>th</sup>	2 <sup>nd</sup>	4 <sup>th</sup>	4 <sup>th</sup>	3 <sup>rd</sup>	2 <sup>nd</sup>	2 <sup>nd</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	2 <sup>nd</sup>	5 <sup>th</sup>
POLITICAL RIGHTS AND CIVIL LIBERTIES	5 <sup>th</sup>	6 <sup>th</sup>	5 <sup>th</sup>	3 <sup>rd</sup>	2 <sup>nd</sup>	2 <sup>nd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
PARTICIPATION AND INCLUSIVENESS	4 <sup>th</sup>	4 <sup>th</sup>	6 <sup>th</sup>	6 <sup>th</sup>	6 <sup>th</sup>	6 <sup>th</sup>	5 <sup>th</sup>	4 <sup>th</sup>	5 <sup>th</sup>	5 <sup>th</sup>	5 <sup>th</sup>	2 <sup>nd</sup>
ECONOMIC AND CORPORATE GOVERNANCE	N/A	5 <sup>th</sup>	7 <sup>th</sup>	5 <sup>th</sup>	5 <sup>th</sup>	5 <sup>th</sup>	7 <sup>th</sup>	8 <sup>th</sup>	6 <sup>th</sup>	6 <sup>th</sup>	6 <sup>th</sup>	6 <sup>th</sup>
QUALITY OF SERVICE DELIVERY	7 <sup>th</sup>	8 <sup>th</sup>	8 <sup>th</sup>	8 <sup>th</sup>	8 <sup>th</sup>	7 <sup>th</sup>	6 <sup>th</sup>	6 <sup>th</sup>	7 <sup>th</sup>	7 <sup>th</sup>	7 <sup>th</sup>	7 <sup>th</sup>
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	2 <sup>nd</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	7 <sup>th</sup>	7 <sup>th</sup>	8 <sup>th</sup>	8 <sup>th</sup>	7 <sup>th</sup>	8 <sup>th</sup>	8 <sup>th</sup>	8 <sup>th</sup>	8 <sup>th</sup>

Since the inception of RGS in 2010, Safety and Security has been the highest-performing pillar, reflecting the government's commitment to ensuring security as a foundational aspect of socio-economic transformation. On the other hand, Investing in Human and Social Development; Quality of Service Delivery; and Economic and Corporate Governance have consistently performed lower than the other pillars over the years, highlighting areas that require further attention and improvement to attain wholistic transformation.

**Figure 5: Indicators performing above 80%**



Source: RGS 12<sup>th</sup> edition

As shown in the figure above, 16 out of 35 indicators scored over 80%. These indicators are grouped under their respective pillar as follows:

- ▶ Safety and Security: Reconciliation, social cohesion and unity (93.12%), National security (90.12%), Maintaining security (90.09%) and Personal and property safety (86.78%);
- ▶ Participation and inclusiveness: Power sharing and inclusiveness (100%), Citizen participation (90.87%), Participation of non-state actors (85.13%) and Gender equality in leadership (82.42%);
- ▶ Anti-Corruption, Transparency and Accountability: Incidence of corruption (93.50%), Transparency (92.35%) and Accountability (80.39%);
- ▶ Political rights and Civil Liberties: Democratic rights and freedoms (86.36%), Respect for human rights and core international conventions (84.11%) and Access to public information (81.77%);
- ▶ Rule of Law: Performance of the legislature (90.44%) and Performance in the criminal investigation and prosecution (83.18%);

## 5.2. Highlights of the variables

Figure 6: Performance of variables

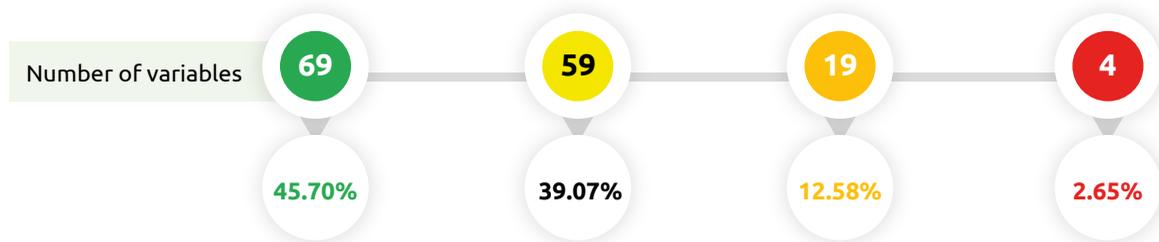
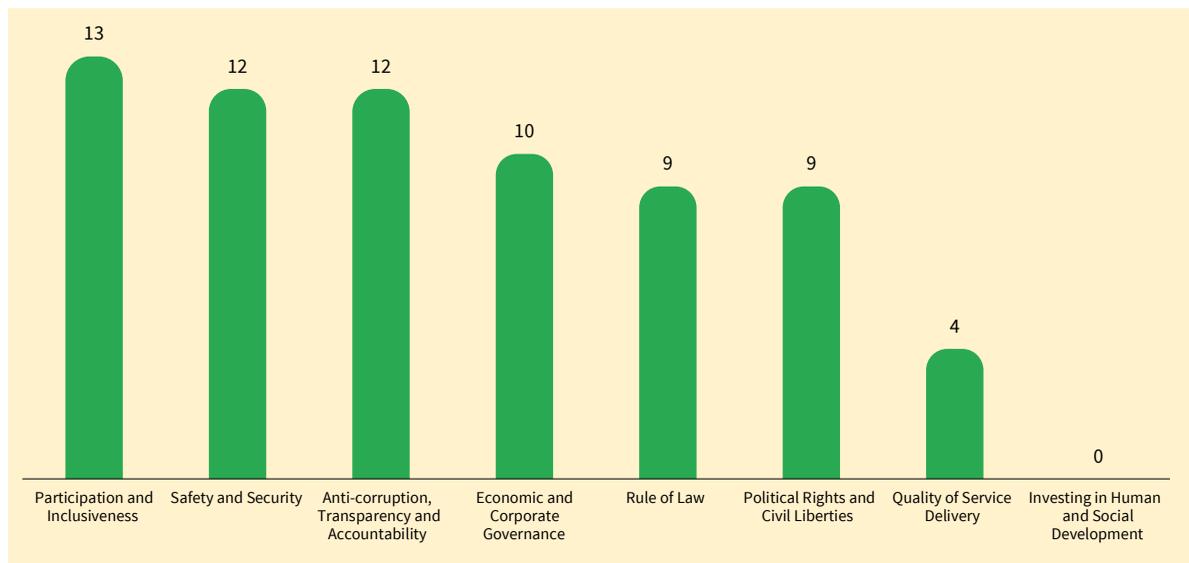


Figure 5 above shows that, out of 151 variables, 69 are in green; 59 are in yellow; 19 are in amber and four are in red. The figure below shows detailed performance of variables under the eight pillars.

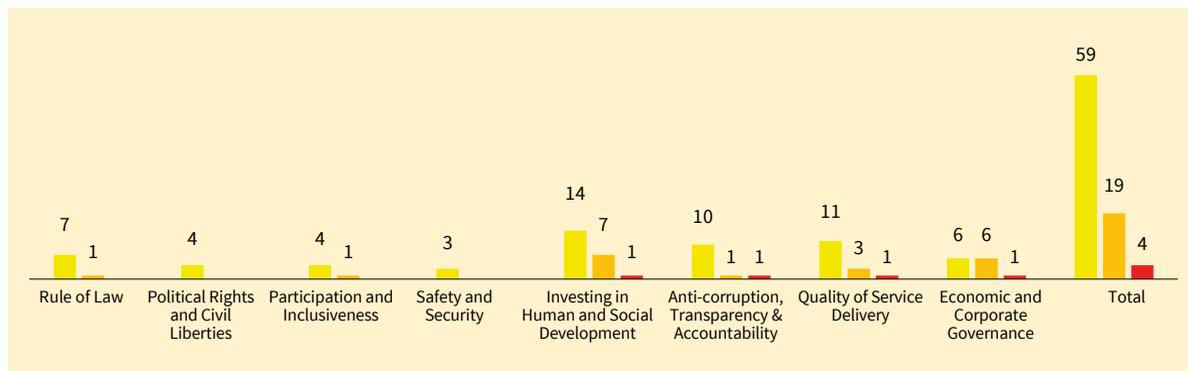
Figure 7: Number of the highest performing variables per pillar (above 80%)



Source: RGS 12<sup>th</sup> edition

The Participation and Inclusiveness pillar has more variables (13) that scored 80% and above. On the other hand, all variables of the pillar of Investing in Human and Social Development are scored below 80%.

Figure 8: Number of the lowest performing variables per pillar (below 80%)



Source: RGS 12<sup>th</sup> edition

As indicated in Figure 7 above, 23 variables are in amber and red (with scores below 60%) which calls for improvement. The 23 variables are under the following six pillars: Investing in Human and Social Development; Anti-corruption, Transparency and Accountability; Quality of Service Delivery; Economic and Corporate Governance; Participation and Inclusiveness as well as Rule of law.

Table 2: Variables performing below 70%

Nº	PERFORMANCE OF VARIABLES	SCORE
1	Performance in criminal investigation	70.38%
2	Social protection programs and sustainable graduation out of poverty	70.20%
3	Citizen satisfaction with service delivery in Social Welfare sector	69.60%
4	Financial Services	69.28%
5	Citizen satisfaction with service delivery in Infrastructure sector	69.20%
6	Citizen satisfaction with provision of health care for elders in the family	69.00%
7	Property Rights	68.00%
8	Increased climate and nature finance (cumulative-USD Billion)	67.95%
9	Anti-corruption mechanisms	67.90%
10	Diseases prevention and control	67.86%
11	Access to social security and income support programmes	67.38%
12	Citizen satisfaction with provision of health care for PwDs in the family	66.10%
13	Percentage of entities with unqualified audit opinion on realisation of value for money in utilisation of public funds	66.00%
14	The Executive	65.71%
15	Education system strengthening	64.43%
16	Sustainable settlement	64.32%
17	Impartial and effective ADRs	63.00%
18	Labor force participation rate	62.20%

N°	PERFORMANCE OF VARIABLES	SCORE
19	Percentage of citizen with knowledge about multipartyism	62.10%
20	Environmental management, mitigation and adaptation to climate change	60.79%
21	Citizen satisfaction with service delivery in Hygiene and Sanitation sector	60.40%
22	Saving rate as percentage of GDP	60.23%
23	Number of cases judged per judge and per month	60.00%
24	Land administration and management	59.58%
25	Citizen satisfaction with service delivery in Land, Environment and Settlement sector	59.40%
26	Percentage of people living below poverty line	59.34%
27	Citizen satisfaction with service delivery in Livestock sector	59.20%
28	Value of Tourism revenues (USD millions)	58.82%
29	Number of people reached in anti-corruption and anti-injustice dialogues	58.81%
30	Credit to private sector as percentage of GDP	57.75%
31	Districts own revenue (billions)	56.23%
32	Citizen satisfaction with service delivery in Agriculture sector	55.30%
33	Use of ICT in teaching and learning at all levels	54.29%
34	Citizen satisfaction with consultative decision making on the use of family resources	52.70%
35	Early childhood development and reduction of malnutrition	52.23%
36	Teenage pregnancy ratio (per 1000 teens)	51.19%
37	Percentage of backlog cases in the judiciary	50.85%
38	Citizen satisfaction with the respect of gender equality in the family	49.90%
39	Resilience to climate change and reduced impacts of disasters	49.02%
40	Exports of goods and services (USD billions)	47.95%
41	Number of new decent and productive jobs created	47.81%
42	Inflation rate	40.00%
43	Value of MICE (tourism sub-sector) revenues (USD millions)	37.86%
44	Sustainable management of natural resources	34.34%
45	Anti-corruption committees in public and private institution trained	23.16%
46	Percentage of government services fully digitized (end to end)	11.00%

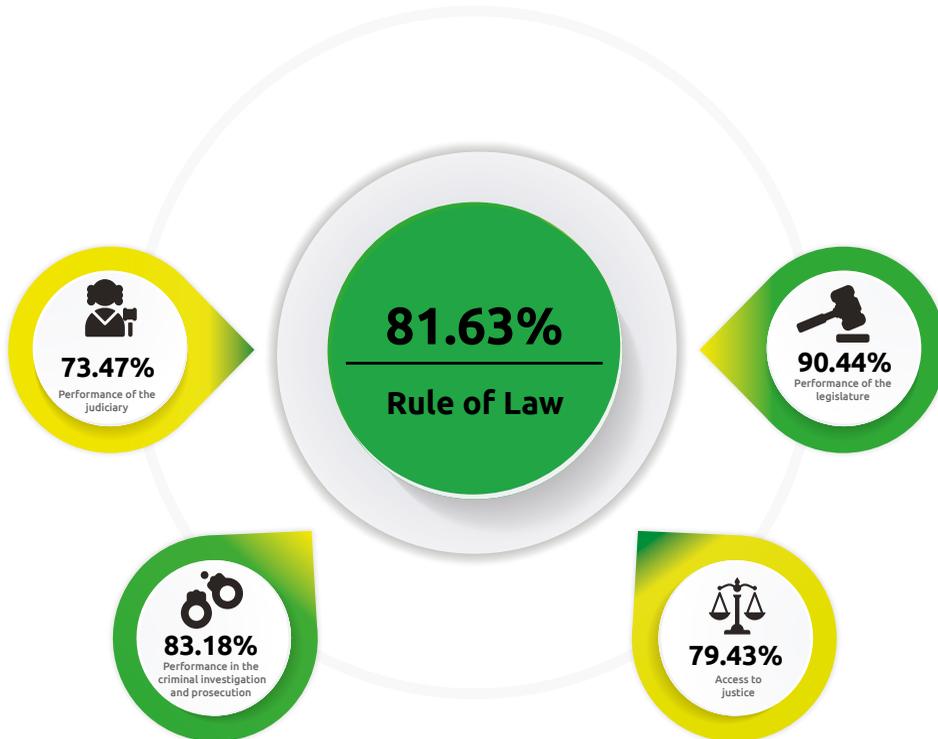
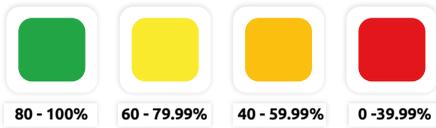
Source: RGS 12<sup>th</sup> edition

As shown in table 3 above, 46 variables scored below 70%. The four lowest-performing variables (below 39.99%) are: Percentage of government services fully digitized (end to end); Anti-corruption committees in public and private institutions trained; Sustainable management of natural resources and Value of MICE (tourism sub-sector) revenues (USD millions). It is important to highlight that the Investing in Human and Social Development pillar has more variables (17) that scored below 70%.

## Performance of pillars



# Rule of Law



## 6 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 Rule of Law pillar is composed of four indicators and seventeen variables. The four indicators are: Performance of the judiciary,

Performance in the criminal investigation and prosecution, Access to justice and Performance of the legislature. The overall performance of the Rule of Law pillar is 81.63%.

**Table 3: 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	<b>1</b>	<b>Performance of the judiciary</b>				<b>73.47%</b>	
	1.1	Trust in the judiciary	90.00%	100%	CRC, 2025	90.00%	
	1.2	Percentage of backlog cases in the judiciary	59.00%	30.00%	Supreme court, 2024	50.85%	
	1.3	Independence of courts	95.50%	100%	CRC, 2025	95.50%	
	1.4	No unreasonable delay	71.00%	100%	Rule of Law Index, 2024	71.00%	
	1.5	Number of cases judged per judge and per month	25	15	Supreme court, 2024	60.00%	
	<b>2</b>	<b>Performance in the criminal investigation and prosecution</b>				<b>83.18%</b>	
	2.1	Performance in criminal investigation				70.38%	
	2.1.1	Citizen perception on detention and release procedures	78.70%	100%	CRC, 2025	78.70%	
	2.1.2	Percentage of unsentenced detainees	9.70%	4.00%	RCS, 2025	41.24%	
	2.1.3	Citizen satisfaction with RIB responsiveness to reported cases	91.20%	100%	CRC, 2025	91.20%	
	2.2	Performance in prosecution				95.98%	
	2.2.1	Percentage of cases processed				98.95%	
	2.2.1.1	Criminal cases processed	99.50%	100%	NPPA, 2024	99.50%	
	2.2.1.2	Gender based violence cases processed	98.40%	100%	NPPA, 2024	98.40%	
	2.2.2	Percentage of convicted cases against cases submitted to courts	93.00%	100%	NPPA, 2024	93.00%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
RULE OF LAW	<b>3</b>	<b>Access to justice</b>				<b>79.43%</b>	
	3.1	Citizen satisfaction with execution of judgements	72.70%	100%	CRC, 2025	72.70%	
	3.2	Citizen satisfaction with access to legal aid	78.40%	100%	CRC, 2025	78.40%	
	3.3	Citizen satisfaction with MAJ effectiveness	81.60%	100%	CRC, 2025	81.60%	
	3.4	Citizen satisfaction with Abunzi performance	81.40%	100%	CRC, 2025	81.40%	
	3.5	Percentage of Disputes handled by Abunzi committees against total received	99.50%	100%	MINIJUST, 2025	99.50%	
	3.6	Impartial and effective ADRs	63.00%	100%	Rule of Law Index, 2024	63.00%	
	<b>4</b>	<b>Performance of the legislature</b>				<b>90.44%</b>	
	4.1	Performance in the oversight of the government actions				86.90%	
	4.1.1	Senate				100%	
	4.1.1.1	Number of Senate oversight reports on economic transformation	3	3	Senate, 2025	100%	
	4.1.1.2	Number of Senate oversight reports on social transformation	5	5	Senate, 2025	100%	
	4.1.1.3	Number of Senate oversight reports on transformational governance	6	6	Senate, 2025	100%	
	4.1.1.4	Number of Senate oversight reports on diplomacy and international cooperation	2	2	Senate, 2025	100%	
	4.1.2	Chamber of deputies				73.80%	
	4.1.2.1	Number of oversight activity reports on implementation of policies	6	3	Chamber of Deputies, 2025	100%	
	4.1.2.2	Monitoring reports produced and recommendations made by plenary session	10	5	Chamber of Deputies, 2025	100%	
	4.1.2.3	Number of reports on SDGs analysed	1	9	Chamber of Deputies, 2025	11.11%	
	4.1.2.4	The number of laws analysed and reports prepared	19	27	Chamber of Deputies, 2025	70.37%	
	4.1.2.5	Number of reports on the follow up of the implementation of recommendations submitted to the Government	7	8	Chamber of Deputies, 2025	87.50%	
	4.2	Performance in the Outreach and engagement with citizens				77.78%	
	4.2.1	Senate				100%	
	4.2.1.1	Number of engagements with citizens as per parliamentary standards	66	66	Senate, 2025	100%	
	4.2.1.2	Number of field visits for standing committees and parliamentary network and forum	8	8	Senate, 2025	100%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
	4.2.2	Chamber of deputies				77.78%	
	4.2.2.1	Number of field visits carried out, reports made and recommendations submitted to the Executive	3	1	Chamber of Deputies, 2025	100	
	4.2.2.2	Number of field visits done by standing committees in Chamber of deputies and reports produced	5	9	Chamber of Deputies, 2025	55.56%	
	4.3	Number of assessment reports on accountable governance and fundamental principles by the Senate	6	6	Senate, 2025	100	
	4.4	Independence of the parliament	97.10%	100%	CRC, 2025	97.10%	
<b>Pillar Overall Score</b>						<b>81.63%</b>	



### 6.1. Colour rating and performance trend of the Rule of Law pillar

Figure 9: Number of indicators and variables

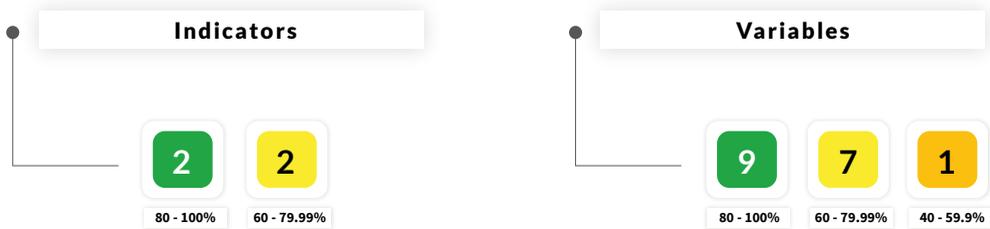
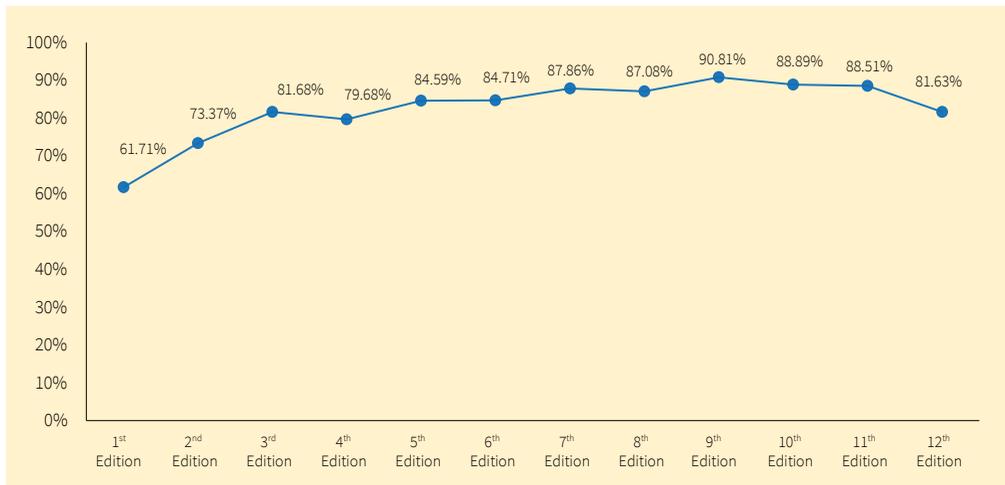
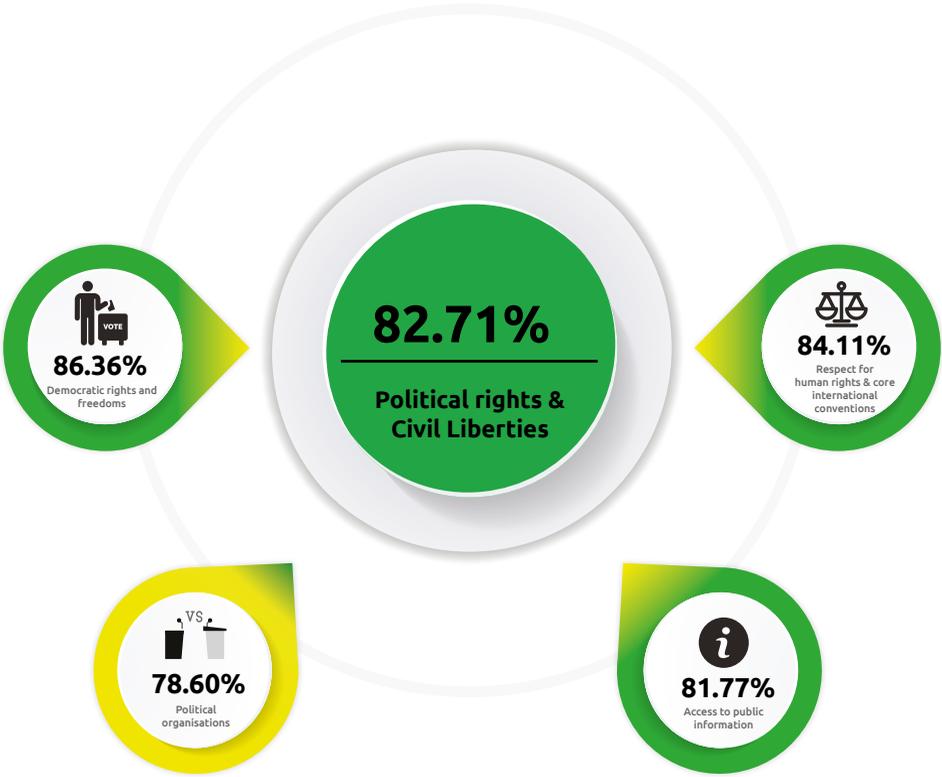
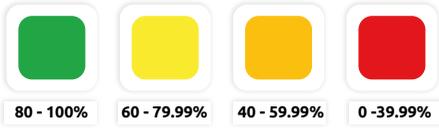


Figure 10: Performance trend of the Rule of Law pillar since RGS 1<sup>st</sup> edition





# Political rights and Civil Liberties



## 7 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 was previously composed of five indicators and sixteen variables. The indicator of the role of non-state actors in governance and its variables now features under the pillar of participation and inclusiveness. This pillar is now composed of four indicators: Democratic rights and freedoms, Political organisations, Access to public information and Respect for human rights and core international conventions. The overall performance of this pillar is 82.71%.

**Table 4: Detailed performance of the 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	<b>Democratic rights and freedoms</b>				<b>86.36%</b>	
	1.1	<b>Democratic rights</b>				<b>94.53%</b>	
	1.1.1	Independence of national electoral body (National electoral commission - NEC)	96.90%	100%	CRC, 2025	96.90%	
	1.1.2	Universal suffrage				91.20%	
	1.1.2.1	Legislative elections	98.20%	100%	NEC, 2024	98.20%	
	1.1.2.2	Local government elections	77.20%	100%	NEC, 2024	77.20%	
	1.1.2.3	Presidential elections	98.20%	100%	NEC, 2024	98.20%	
	1.1.3	Citizen satisfaction with free and fair elections	95.50%	100%	CRC, 2025	95.50%	
	1.2	Democratic freedoms				84.23%	
	1.2.1	Freedom of adherence to political organizations	81.10%	100%	CRC, 2025	81.10%	
	1.2.2	Freedom of speech	90.10%	100%	CRC, 2025	90.10%	
	1.2.3	Exercise of freedom of expression	82.10%	100%	RMB, 2024	82.10%	
	1.2.4	Satisfaction with the respect of the freedom of expression	83.60%	100%	RMB, 2024	83.60%	
	1.3	Non state actors' rights and freedoms				80.32%	
	1.3.1	Media rights and freedoms				84.08%	
	1.3.1.1	Journalists' satisfaction with access to information	57.80%	100%	RMB, 2024	57.80%	
	1.3.1.2	Editorial independence	92.00%	100%	RMB, 2024	92.00%	
	1.3.1.3	Respect of the right of journalists to protect their sources	90.60%	100%	RMB, 2024	90.60%	
	1.3.1.4	Citizens' perception on the independence of media	95.90%	100%	CRC, 2025	95.90%	
	1.3.2	CSO Environment				76.56%	
	1.3.2.1	Legal and regulatory environment	83.76%	100%	RCSB, 2023	83.76%	
	1.3.2.2	Freedoms and Rights	95.85%	100%	RCSB, 2023	95.85%	
	1.3.2.3	Social cultural context	84.58%	100%	RCSB, 2023	84.58%	
	1.3.2.4	Government-civil society relations	80.79%	100%	RCSB, 2023	80.79%	
	1.3.2.5	Civil society-Private sector relations	37.81%	100%	RCSB, 2023	37.81%	



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING	
POLITICAL RIGHTS AND CIVIL LIBERTIES	<b>2</b>	<b>Political Organisations</b>				<b>78.60%</b>		
	2.1	Citizen satisfaction with Political organisations in promoting governance	83.60%	100%	CRC, 2025	83.60%		
	2.2	Citizen satisfaction with freedom of operation for Political organisations	90.10%	100%	CRC, 2025	90.10%		
	2.3	Percentage of citizen with knowledge about multipartyism	62.10%	100%	CRC, 2025	62.10%		
	<b>3</b>	<b>Access to public information</b>				<b>81.77%</b>		
	3.1	Citizen satisfaction with access to information	88.00%	100%	CRC, 2025	88.00%		
	3.2	Level of media plurality in practice	80.60%	100%	RMB, 2024	80.60%		
	3.3	Existence of infrastructure for media coverage	76.70%	100%	RMB, 2024	76.70%		
	<b>4</b>	<b>Respect for human rights and core international conventions</b>				<b>84.11%</b>		
	4.1	Respect for human rights				88.04%		
	4.1.1	Equal treatment and absence of discrimination	72.00%	100%	Rule of Law Index, 2024	72.00%		
	4.1.2	Complaints processed by NCHR against those reported	573	573	NCHR, 2024	100%		
	4.1.3	Complaints investigated by NCHR against those reported	87.30%	100%	NCHR, 2024	87.30%		
	4.1.4	Citizen satisfaction with respect of human rights	87.40%	100%	CRC, 2025	87.40%		
	4.1.5	Proportion of children aged 1-17 years who experienced any physical punishment and/or psychological aggression by caregivers in the past month	3.80%	100%	CRC, 2025	96.20%		
	4.1.6	Proportion of young women and men aged 18-29 years who experienced sexual violence by age 18				85.35%		
	4.1.6.1	Young women	17.50%	0%	CRC, 2025	82.50%		
	4.1.6.2	Young men	11.80%	0%	CRC, 2025	88.20%		
	4.2	International human rights conventions ratified and/or domesticated				96.30%		
	4.2.1	Number of core international human rights conventions ratified against the total number of conventions to be ratified	8	9	NCHR, 2024	88.89%		
	4.2.2	Number of core international human rights conventions domesticated against those ratified	8	8	NCHR, 2024	100%		
	4.2.3	Number of AU human rights conventions ratified against the total number of conventions to be ratified	5	5	NCHR, 2024	100%		
	4.3	Property Rights	68.00%	100%	Chandler Good Government Index, 2025	68.00%		
	<b>Pillar Overall Score</b>						<b>82.71%</b>	



### 7.1. Colour rating and performance trend of the Political Rights and Civil Liberties Pillars

Figure 11: Number of indicators and variables

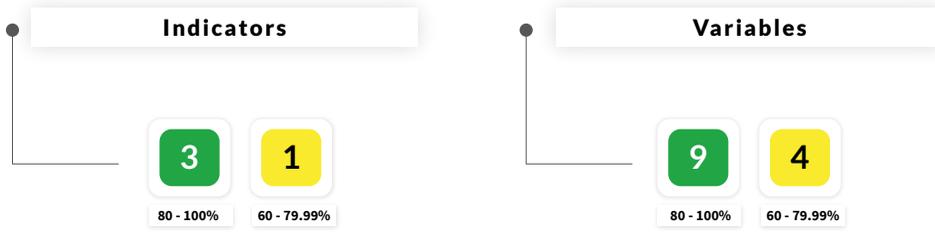
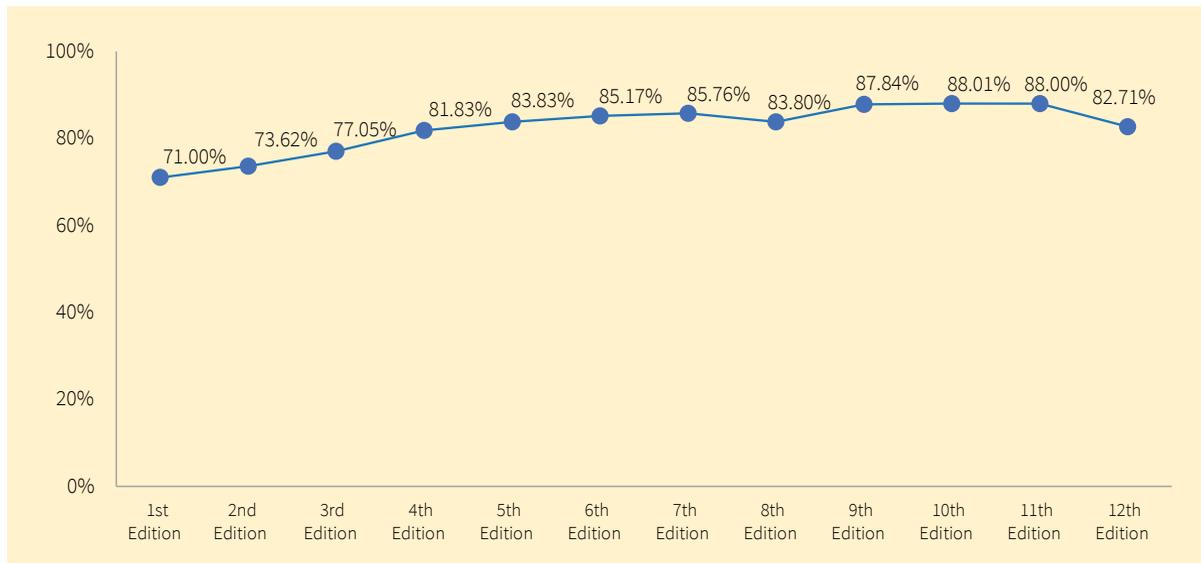
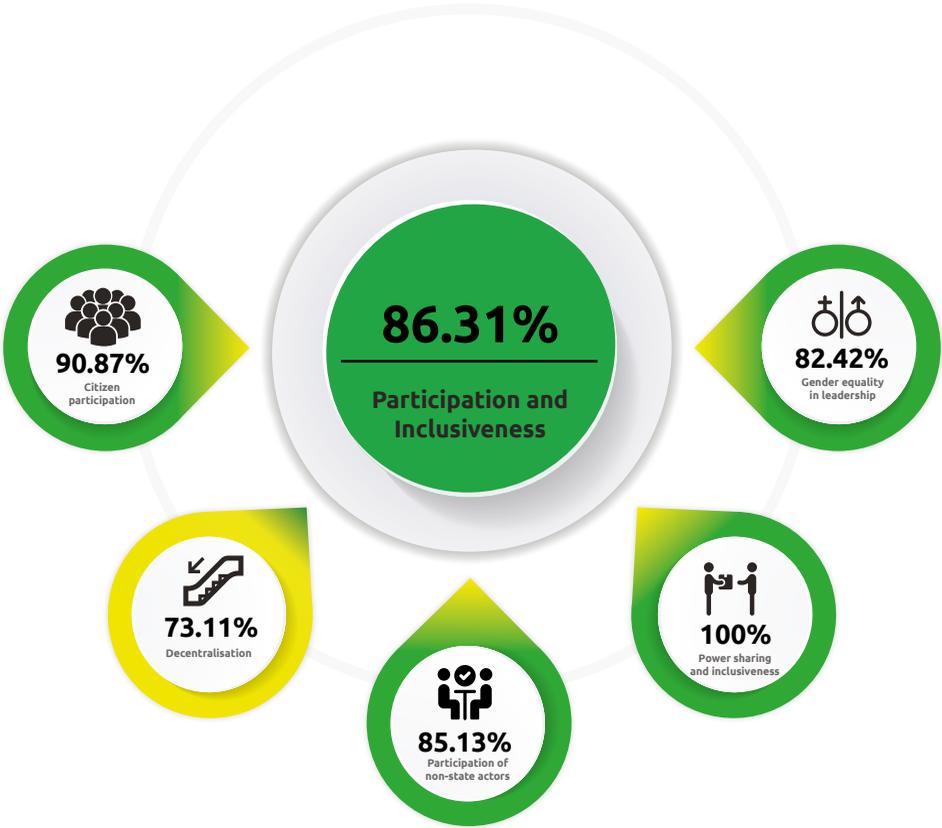
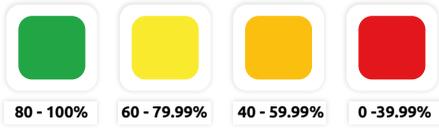


Figure 12: Performance trend of the pillar of Political Rights and Civil Liberties since RGS 1<sup>st</sup> edition





# Participation and Inclusiveness



## 8

## 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.

Participation and Inclusiveness pillar consists of five indicators and eighteen variables. The five indicators are: Citizen participation, Decentralisation, Participation of non-state actors, Power sharing

and inclusiveness as well as Gender equality in leadership. The overall performance of this pillar is 86.31%.%

Table 5: 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	<b>1</b>	<b>Citizen participation</b>				<b>90.87%</b>	
	1.1	Participation in the elaboration of district plans, Imihigo and budget	83.90%	100%	CRC, 2025	83.90%	
	1.2	Participation in elections	95.60%	100%	CRC, 2025	95.60%	
	1.3	Participation in decision making				83.73%	
	1.3.1	Participation in community forums (Inteko z'Abaturage)	95.50%	100%	CRC, 2025	95.50%	
	1.3.2	Participation in Umugoroba w'Imiryango	77.50%	100%	CRC, 2025	77.50%	
	1.3.3	Participation in the problem solving for citizens	94.30%	100%	CRC, 2025	94.30%	
	1.3.4	Participation in holding leaders accountable	83.30%	100%	CRC, 2025	83.30%	
	1.3.5	Participation in the selection of beneficiaries for social protection programs	72.60%	100%	CRC, 2025	72.60%	
	1.3.6	Participation in the Implementation of social protection programs	79.20%	100%	CRC, 2025	79.20%	
	1.4	Participation in community works (Umuganda)	96.10%	100%	CRC, 2025	96.10%	
	1.5	Participation in voluntary activities	95.00%	100%	CRC, 2025	95.00%	
	<b>2</b>	<b>Decentralisation</b>				<b>73.11%</b>	
	2.1	Performance of local government				78.35%	
	2.2.1	Performance of decentralised entities (District - Village)	78.10%	100%	CRC, 2025	78.10%	
	2.2.2	Citizen satisfaction with service delivery in decentralised entities	78.60%	100%	CRC, 2025	78.60%	
	2.2	Central government transfer to the decentralised entities (Block grant-billions)	79.40%	83.00%	MINECOFIN, 2025	95.66%	
	2.3	Districts own revenue (billions)	89.70%	159.53%	RRA, 2024	56.23%	
2.4	Labor force participation rate	62.20%	100%	NISR, 2025	62.20%		



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
PARTICIPATION AND INCLUSIVENESS	<b>3</b>	<b>Participation of non-state actors</b>				<b>85.13%</b>	
	3.1	CSO participation and inclusiveness				83.91%	
	3.1.1	CSO in governance	82.80%	100%	CRC, 2025	82.80%	
	3.1.2	CSO against corruption	77.10%	100%	CRC, 2025	77.10%	
	3.1.3	FBO in governance	87.40%	100%	CRC, 2025	87.40%	
	3.1.4	Gender equality in CSOs management	87.07%	100%	RCSB, 2023	87.07%	
	3.1.5	Appreciation of the institutionalised spaces for inclusive dialogues (JADF, Sector working group, CSOs Umbrellas, Network INGOs)	85.16%	100%	RCSB, 2023	85.16%	
	3.2	Media participation				86.36%	
	3.2.1	Role of the media in promoting human rights	85.50%	100%	RMB, 2024	85.50%	
	3.2.2	Role of the media in fighting corruption	83.10%	100%	RMB, 2024	83.10%	
	3.2.3	Role of media in promoting good governance	93.40%	100%	CRC, 2025	93.40%	
	3.2.4	Role of the media in promoting gender equality	87.10%	100%	RMB, 2024	87.10%	
	3.2.5	Role of the media in educating citizens on national policies and programs	82.70%	100%	RMB, 2024	82.70%	
	<b>4</b>	<b>Power sharing and inclusiveness</b>				<b>100%</b>	
	4.1	The President of the Republic and Speaker of Chamber of Deputies are from different political organisations	100%	100%	Parliament, 2024	100%	
	4.2	Representation of various categories in Chamber of Deputies	100%	100%	NEC, 2024	100%	
	4.3	Representation of various categories in the Senate	100%	100%	NEC, 2024	100%	
	<b>5</b>	<b>Gender equality in leadership</b>				<b>82.42%</b>	
	5.1	The Executive				65.71%	
	5.1.1	Percentage of women in ministerial positions	37.14%	50.00%	GMO, 2025	74.28%	
	5.1.2	Percentage of women heading public institutions	27.95%	50.00%	GMO, 2025	55.90%	
	5.1.3	Percentage of women permanent secretaries	23.81%	50.00%	GMO, 2025	47.62%	
	5.1.4	Percentage of women at permanent secretary level	34.67%	50.00%	GMO, 2025	69.34%	
5.1.5	Percentage of women in district executive committee	40.70%	50.00%	MINALOC, 2025	81.39%		



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING	
PARTICIPATION AND INCLUSIVENESS	5.2	The Legislature				100%		
	5.2.1	Percentage of women senators	53.80%	50.00%	Senate, 2025	100%		
	5.2.2	Percentage of women in Senate bureau	66.60%	50.00%	Senate, 2025	100%		
	5.2.3	Percentage of women in the Chamber of Deputies	63.75%	50.00%	Chamber of Deputies, 2025	100%		
	5.2.4	Percentage of women in bureau of Chamber of Deputies	66.00%	50.00%	Chamber of Deputies, 2025	100%		
	5.3	The Judiciary				86.39%		
	5.3.1	Percentage of women in judiciary leadership				85.14%		
	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	33.00%	50.00%	Supreme court, 2024	66.00%		
	5.3.1.4	Intermediary Courts	29.00%	50.00%	Supreme court, 2024	58.00%		
	5.3.1.5	Primary Courts	36.00%	50.00%	Supreme court, 2024	72.00%		
	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	50.00%	50.00%	Supreme court, 2024	100%		
	5.3.3	Percentage of women judges in Court of Appeal	47.00%	50.00%	Supreme court, 2024	94.00%		
	5.3.4	Percentage of women judges in High Court	32.00%	50.00%	Supreme court, 2024	64.00%		
	5.3.5	Percentage of women judges in Intermediary Courts	48.00%	50.00%	Supreme court, 2024	96.00%		
	5.3.6	Percentage of women judges in Primary Courts	59.00%	50.00%	Supreme court, 2024	100%		
	5.3.7	Percentage of women judges in High Commercial Court	29.00%	50.00%	Supreme court, 2024	58.00%		
	5.3.8	Percentage of women judges in Commercial Court	47.00%	50.00%	Supreme court, 2024	94.00%		
	5.4	Citizen satisfaction with the respect of gender equality principles	77.60%	100%	CRC, 2025	77.60%		
	<b>Pillar Overall Score</b>						<b>86.31%</b>	



### 8.1. Colour rating and performance trend of the Participation and Inclusiveness pillar

Figure 13: Number of indicators and variables

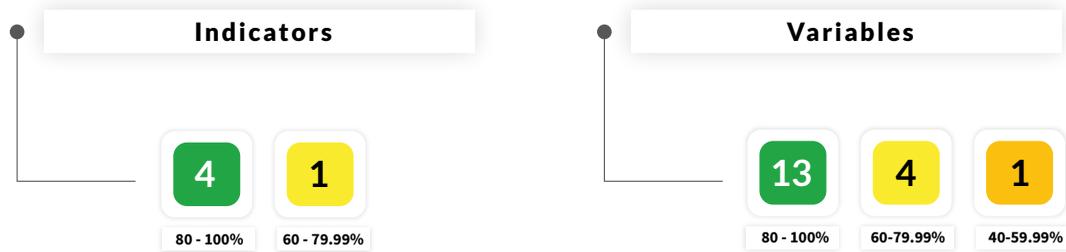
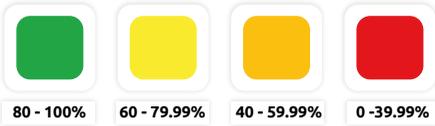


Figure 14: Performance trend of Participation and Inclusiveness pillar since RGS 1<sup>st</sup> edition





# Safety and Security



## 9 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.

Safety and Security pillar is composed of four indicators and fifteen variables. The four indicators are: maintaining security, national security, personal and property safety, as well as reconciliation, social cohesion and unity. The overall performance of this pillar is 90.02%. The Safety and Security pillar remains the highest performing pillar since the introduction of the RGS.

**Table 6: Detailed Performance of indicators and variables of Safety and Security pillar**

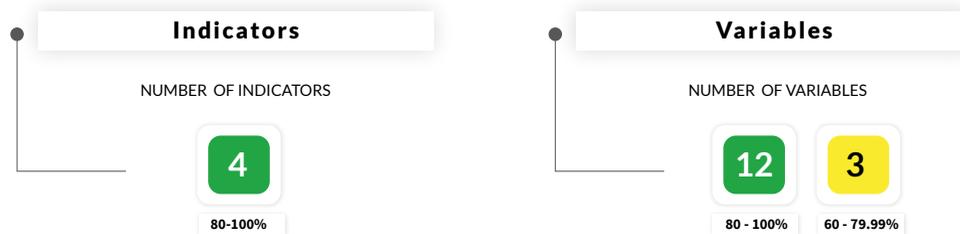
PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
SAFETY AND SECURITY	<b>1</b>	<b>Maintaining security</b>				<b>90.09%</b>	
	1.1	Citizen confidence in Rwanda Defence Force	99.60%	100%	CRC, 2025	99.60%	
	1.2	Reliability and confidence in Rwanda National Police				83.96%	
	1.2.1	Law enforcement	85.70%	100%	Mo Ibrahim Foundation, Ibrahim Index of African Governance 2024	85.70%	
	1.2.2	Ratio of police officer to persons	1/663	1/450	RNP, 2025 and United Nations Office on Drugs and Crime (UNODC), 2025	67.87%	
	1.2.3	Citizen confidence in Rwanda National Police	98.30%	100%	CRC, 2025	98.30%	
	1.3	Citizen confidence in District Administrative Security Support Organ (DASSO)	86.70%	100%	CRC, 2025	86.70%	
	<b>2</b>	<b>National security</b>				<b>90.12%</b>	
	2.1	Absence of crime	0.73	1	World Justice Project, Rule of Law Index 2024	73.00%	
	2.2	Absence of civil conflict	1.00	1	World Justice Project, Rule of Law Index 2024	100%	
	2.3	Absence of violent redress	0.83	1	World Justice Project, Rule of Law Index 2024	81.00%	
	2.4	Absence of armed conflict	99.70%	100%	Mo Ibrahim Foundation, Ibrahim Index of African Governance 2024	99.10%	
	2.5	Citizen satisfaction with national security	97.50%	100%	CRC, 2025	97.50%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING	
SAFETY AND SECURITY	<b>3</b>	<b>Personal and property safety</b>				<b>86.78%</b>		
	3.1	Homicides rates (per 100,000)	4/100000	0/100000	RIB, 2024	99.60%		
	3.2	Percentage of population who feel safe walking alone at night in the city or area where they live	76.90%	100%	CRC, 2025	76.90%		
	3.3	Citizen satisfaction with property security	76.80%	100%	CRC, 2025	76.80%		
	3.4	Citizen satisfaction with personal security	93.80%	100%	CRC, 2025	93.80%		
	<b>4</b>	<b>Reconciliation, social cohesion and unity</b>				<b>93.12%</b>		
	4.1	Citizens' trust in country's leadership				95.17%		
	4.1.1	Presidency	99.80%	100%	CRC, 2025	99.80%		
	4.1.2	Parliament	95.70%	100%	CRC, 2025	95.70%		
	4.1.3	Judiciary	90.00%	100%	CRC, 2025	90.00%		
	4.2	Cohesion and mutual trust				95.80%		
	4.2.1	Level of mutual trust among Rwandans	95.60%	100%	RRB, 2020	95.60%		
	4.2.2	Level of reconciliation among Rwandans	94.70%	100%	RRB, 2020	94.70%		
	4.2.3	Social cohesion	97.10%	100%	RRB, 2020	97.10%		
	4.3	Promoting cultural values and National Unity				88.38%		
	4.3.1	Proportion of youth enrolled in Voluntary National Service (Urugerero)	69.73%	95.00%	MINUBUMWE, 2024	73.40%		
	4.3.2	Level of shared sense of national identity	92.00%	95.00%	MINUBUMWE, 2024	96.84%		
	4.3.3	Adherence to Rwandanness (Ndi Umunyarwanda)	94.90%	100%	CRC, 2025	94.90%		
	<b>Pillar Overall Score</b>						<b>90.02%</b>	

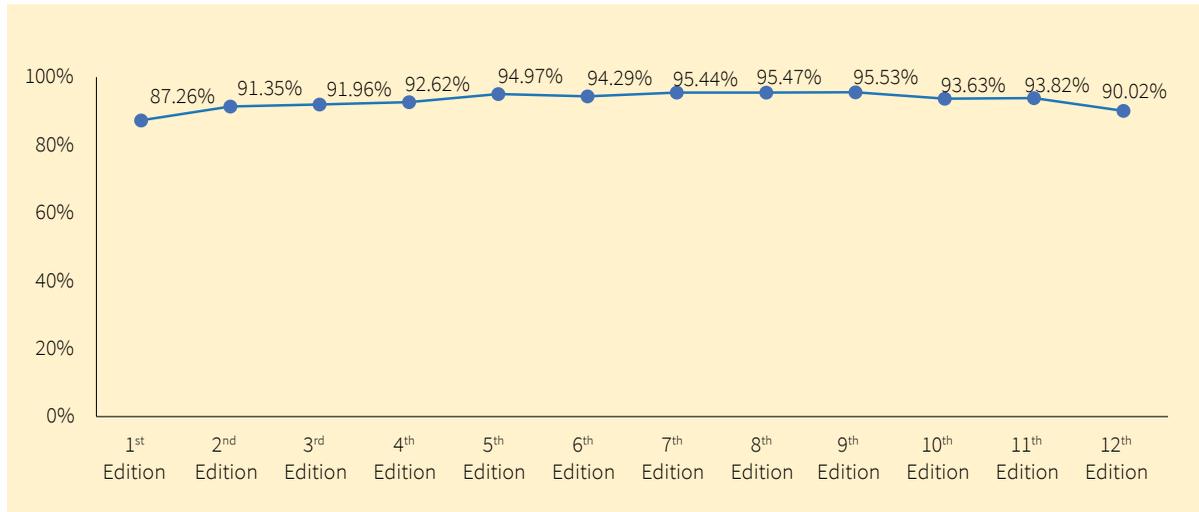


### 9.1. Colour rating and performance trend of the Safety and Security pillar

Figure 15: Number of indicators and variables

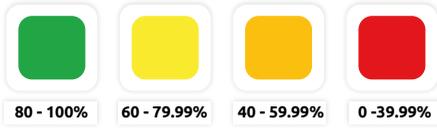


Figures 16: Performance trend of Safety and Security pillar since RGS 1<sup>st</sup> edition





# Investing in Human and Social Development





## 10 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.<sup>1</sup>

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.

In order to align the current RGS with the NST2 commitments, a new indicator of secure and prosperous family was introduced to make five indicators with twenty-two variables. The overall performance of this pillar is 64.69%.

Table 7: 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	<b>1</b>	<b>Education</b>				<b>65.65%</b>	
	1.1	Access to education				78.23%	
	1.1.1	Net enrollment rate				66.23%	
	1.1.1.1	Pre-primary	44.70%	65.00%	MINEDUC, 2024	68.77%	
	1.1.1.2	Primary Education	95.00%	100%	MINEDUC, 2024	95.00%	
	1.1.1.3	Secondary Education	29.10%	38.40%	MINEDUC, 2024	75.78%	
	1.1.1.4	Percentage of students enrolled in STEM related courses as proportion of total students in higher education	51.70%	60.00%	MINEDUC, 2024	86.17%	
	1.1.1.5	Dropout rate in primary	5.20%	0.00%	MINEDUC, 2024	5.45%	
	1.1.2	Transition rate				90.24%	
	1.1.2.1	Transition rate from Primary to lower secondary	94.20%	96.90%	MINEDUC, 2024	97.21%	
	1.1.2.2	Transition rate from Lower to Upper Secondary	83.30%	91.30%	MINEDUC, 2024	91.24%	
	1.1.2.3	Transition rate from Upper secondary to higher education	49.60%	60.30%	MINEDUC, 2024	82.26%	
	1.2	Education system strengthening				64.43%	
	1.2.1	Infrastructure				82.02%	
	1.2.1.1	Percentage of schools with water				85.87%	
	1.2.1.1.1	Primary	80.50%	98.00%	MINEDUC, 2024	82.14%	
	1.2.1.1.2	Secondary	87.80%	98.00%	MINEDUC, 2024	89.59%	
	1.2.1.2	Percentage of schools with electricity				82.35%	
	1.2.1.2.1	Primary	80.50%	100%	MINEDUC, 2024	80.50%	
	1.2.1.2.2	Secondary	84.20%	100%	MINEDUC, 2024	84.20%	
	1.2.1.3	Number of VTCs established	104	154	MINEDUC, 2024	67.53%	
	1.2.1.4	Number of TVET classrooms constructed	2223	2408	MINEDUC, 2024	92.32%	
1.2.2	Pupils, student trained teacher Ratio				64.21%		

1. 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	1.2.2.1	Pre-Primary	106:1	32:1	MINEDUC, 2024	30.19%	Red
	1.2.2.2	Primary	65:1	46:1	MINEDUC, 2024	70.77%	Yellow
	1.2.2.3	Secondary	36:1	33:1	MINEDUC, 2024	91.67%	Green
	1.2.3	Repetition rate				50.59%	Orange
	1.2.3.1	Repetition rate in Primary	29.70%	15.00%	MINEDUC, 2024	50.51%	Orange
	1.2.3.2	Repetition rate in Secondary (Lower)	21.40%	10.80%	MINEDUC, 2024	50.47%	Orange
	1.2.3.3	Repetition rate in Secondary (Upper)	6.30%	3.20%	MINEDUC, 2024	50.79%	Orange
	1.2.4	English proficiency and equipment in basic TVET and secondary schools				15.40%	Red
	1.2.4.1	Percentage of primary teachers meeting intermediate English proficiency level	4.00%	95.00%	MINEDUC, 2024	4.21%	Red
	1.2.4.2	Number of TSS Centers of Excellence established	1	30	MINEDUC, 2024	3.33%	Red
	1.2.4.3	Percentage of general secondary schools with science laboratories	11.60%	30.00%	MINEDUC, 2024	38.67%	Red
	1.2.5	Citizen satisfaction with school feeding program	78.80%	100%	CRC, 2025	78.80%	Yellow
	1.2.6	Citizen satisfaction with the role of parents in education	72.30%	100%	CRC, 2025	72.30%	Yellow
	1.2.7	Literacy rate (people aged between 15-24 years)	87.70%	100%	NISR, 2025	87.70%	Green
	1.3	Use of ICT in teaching and learning at all levels				54.29%	Orange
	1.3.1	Percentage of schools using ICT for teaching and learning	35.5%	65.0%	MINEDUC, 2024	54.62%	Orange
	1.3.2	Teacher-to-computer ratio in primary	4:1	1:1	MINEDUC, 2024	25.00%	Red
	1.3.3	Student-to-computer ratio	9:1	4:1	MINEDUC, 2024	44.44%	Orange
	1.3.4	Percentage of schools with internet connectivity	61.8%	85.0%	MINEDUC, 2024	72.71%	Yellow
	1.3.5	Percentage of citizens with basic digital literacy skills (15 years above)	74.70%	100%	MINICT, 2025	74.70%	Yellow
	<b>2</b>	<b>Health</b>				<b>74.14%</b>	Yellow
	2.1	Maternal and child health				78.55%	Yellow
	2.1.1	Immunisation rate (Full coverage)	93.10%	100%	MoH, 2024	93.10%	Green
	2.1.2	Under 5 mortality ratio (per 1,000 live births)	45	40.6	MoH, DHS 2019/2020	90.22%	Green
	2.1.3	Maternal mortality ratio (Deaths per 100,000 live births)	105	95	MoH, 2024	90.48%	Green
2.1.4	Percentage of assisted delivery in health facilities	94.90%	100%	MoH, 2024	94.90%	Green	
2.1.5	Prevalence of stunting among children under five years	33.0%	15.00%	MoH, DHS 2019/2020	45.45%	Orange	



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	2.1.6	Percentage of currently married women with unmet need of family planning	14.00%	8.00%	MoH, 2024	57.14%	Orange
	2.2	Diseases prevention and control				67.86%	Yellow
	2.2.1	Patients under antiretroviral treatment	96.90%	100%	MoH, 2024	96.90%	Green
	2.2.2	Annual incidence rate for malaria (cases per 1,000 population)	76.00	41.40	MoH, 2024	54.47%	Orange
	2.2.3	Annual Incidence rate for HIV (cases per 1,000 population)	0.243	0.238	MoH, 2024	97.94%	Green
	2.2.4	Percentage of people with disabilities who use assistive devices and/or disability related products	30.00%	60.00%	MoH, 2024	50.00%	Orange
	2.2.5	Probability of dying between age 30 and 70 from any of cardiovascular diseases, cancer, diabetes, or chronic respiratory diseases	20.00%	8.00%	MoH, 2024	40.00%	Orange
	2.3	Health system strengthening				76.01%	Yellow
	2.3.1	Life expectancy at birth (years)	70.20	77.90	NISR, 2025	90.12%	Green
	2.3.2	Percentage of population who are covered by health insurance schemes	90.40%	100%	MoH, 2024	90.40%	Green
	2.3.3	Ratio of active licensed nurses (number per 100.000 of population)	97.40	118.2	MoH, 2024	82.40%	Green
	2.3.4	Ratio of active licensed midwives (number per 100.000 of population)	58.10	86	MoH, 2024	67.72%	Yellow
	2.3.5	Ratio of active licensed doctors (number per 100.000 of population)	15.20	18.90	MoH, 2024	80.42%	Green
	2.3.6	Turnover rate among health care workers (doctors, nurses, midwives, pharmacists)				77.80%	Yellow
	2.3.6.1	Doctors	44.00%	35.00%	MoH, 2024	79.55%	Yellow
	2.3.6.2	Nurses	26.00%	15.00%	MoH, 2024	57.69%	Orange
	2.3.6.3	Midwives	14.00%	12.00%	MoH, 2024	85.71%	Green
	2.3.6.4	Pharmacists	85.00%	75.00%	MoH, 2024	88.24%	Green
	2.3.7	Citizen satisfaction with Community based health insurance (CBHI)	90.10%	100%	CRC, 2025	90.10%	Green
	2.3.8	Citizen satisfaction with Community health workers (CHWs)	85.70%	100%	CRC, 2025	85.70%	Green
	2.3.9	Ratio of health posts to cells (1:1)	1280	2148	MoH, 2024	59.59%	Orange
	2.3.10	Health facilities fully equipped	65.00%	85.00%	MoH, 2024	76.47%	Yellow
	2.3.11	Percentage of households with access to improved sanitation facilities	94.30%	100%	MININFRA, 2024	94.30%	Green
	2.3.12	Percentage of population with basic sanitation services	72.40%	100%	MININFRA, 2024	72.40%	Yellow
2.3.13	Population served by one ambulance	53000	20000	MoH, 2024	37.74%	Red	
2.3.14	International Health Regulation (IHR) index	68.00%	80.00%	MoH, 2024	85.00%	Green	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	2.3.15	Proportion of health facilities (hospitals and health centers) with fully functioning Electronic Medical Record (EMR) system	12.00%	24.00%	MoH, 2024	50.00%	
	<b>3</b>	<b>Social protection</b>				<b>67.33%</b>	
	3.1	Access to social security and income support programmes				67.38%	
	3.1.1	Number of vulnerable people benefiting from old age and child grants under the Lifecycle approach				60.51%	
	3.1.1.1	Old persons	86654	98279	LODA, 2025	88.17%	
	3.1.1.2	Children	171400	521677	LODA, 2025	32.86%	
	3.1.2	Number of houses built or refurbished for vulnerable genocide survivors	396	951	MINUBUMWE, 2024	41.64%	
	3.1.3	Number of PwDs categorized	561,620	512,443	NCPD, 2025	100%	
	3.2	Social protection programs and sustainable graduation out of poverty				70.20%	
	3.2.1	Value of partners contributions towards graduation from poverty (Billions)	60	120	MINALOC, 2025	50.00%	
	3.2.2	Number of districts partnering formally with CSOs in social protection	12	30	LODA, 2025	40.00%	
	3.2.3	Number of beneficiaries (Households) of GIRINKA program	15869	15107	RAB, 2025	100%	
	3.2.4	Timely payment for VUP program				94.83%	
	3.2.4.1	Classic public works	87.50%	100%	LODA, 2025	87.50%	
	3.2.4.2	Extended public works	99.00%	100%	LODA, 2025	99.00%	
	3.2.4.3	Direct support	98.00%	100%	LODA, 2025	98.00%	
	3.2.5	Proportion of the poor and vulnerable population covered by Social Protection systems	10.00%	20%	MINALOC, 2025	50.00%	
	3.2.6	Citizen satisfaction with social protection programs on the well being of vulnerable people	67.40%	100%	CRC, 2025	67.40%	
	3.2.7	Percentage of graduation participants graduated out of poverty	62.40%	70%	MINALOC, 2025	89.14%	
	3.3	Early childhood development and reduction of malnutrition				52.23%	
	3.3.1	Percentage of children aged 3-6 years old attending Community based ECDs facilities	8%	25%	NCDA, 2025	32.00%	
	3.3.2	Number of established operational Community Based ECD facilities (3 by cell)	2112	6444	NCDA, 2025	32.77%	



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	3.3.3	Maternal and child nutrition	75.70%	100%	ECD Scorecard 3rd Edition	75.70%	Yellow
	3.3.4	Hygiene and Sanitation in ECD facilities	66.00%	100%	ECD Scorecard 3rd Edition	66.00%	Yellow
	3.3.5	Access to clean and safe drinking water in ECD facilities	54.70%	100%	ECD Scorecard 3rd Edition	54.70%	Orange
	3.4	Level of citizens satisfaction with social protection programs implementation				79.52%	Yellow
	3.4.1	Citizen satisfaction with VUP program	75.20%	90.00%	CRC, 2025	83.56%	Green
	3.4.2	Citizen satisfaction with GIRINKA program	66.50%	90.00%	CRC, 2025	73.89%	Yellow
	3.4.3	Citizen satisfaction with Shelter program	73.00%	90.00%	CRC, 2025	81.11%	Green
	<b>4</b>	<b>Secure and prosperous family</b>				<b>60.32%</b>	Yellow
	4.1	Citizen satisfaction with consultative decision making on the use of family resources	52.70%	100%	CRC, 2025	52.70%	Orange
	4.2	Citizen satisfaction with the respect of children's rights in the family	73.00%	100%	CRC, 2025	73.00%	Yellow
	4.3	Citizen satisfaction with the respect of gender equality in the family	49.90%	100%	CRC, 2025	49.90%	Orange
	4.4	Citizen satisfaction with provision of health care for PwDs in the family	66.10%	100%	CRC, 2025	66.10%	Yellow
	4.5	Citizen satisfaction with provision of health care for elders in the family	69.00%	100%	CRC, 2025	69.00%	Yellow
	4.6	Teenage pregnancy ratio (per 1000 teens)	29.30	15.00	MoH, 2025	51.19%	Orange
	<b>5</b>	<b>Climate change and environmental resilience</b>				<b>56.00%</b>	Orange
	5.1	Resilience to climate change and reduced impacts of disasters				49.02%	Orange
	5.1.1	Number of socioeconomic sectors with weather and climate services integrated in their planning instruments	4	7	RMA, 2025	57.14%	Orange
	5.1.2	Number of district emergency command posts established and operational	8	28	MINEMA, 2025	28.57%	Red
	5.1.3	Area of land with high-risk of soil erosion restored (Ha)	351602.60	550000	RWB, 2025	63.93%	Yellow
	5.1.4	Percentage of area of land protected to maintain biological diversity	10.30%	37.70%	MoE, 2025	27.32%	Red
5.1.5	Percentage of implementation of environment and climate change indicators in different sectors	73.10%	100%	REMA, 2025	69.10%	Yellow	
5.1.6	Percentage of implementation of environment and climate change indicators in local government performance contracts	48.05%	100%	REMA, 2023	48.05%	Orange	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	5.2	Sustainable management of natural resources				34.34%	
	5.2.1	Area of degraded critical ecosystems and riparian areas restored and managed (Ha)	1,917.42	3,300	REMA, 2025	58.10%	
	5.2.2	Area of land restored or maintained under a Payment for Ecosystem Services (PES) scheme (Ha)	3,000	40,000	MoE, 2024	7.50%	
	5.2.3	Area of forests sustainably managed (Ha)	9,895	31,221	RFA, 2025	31.69%	
	5.2.4	Area of agroforestry trees planted (Ha)	525,000	1,058,920	RFA, 2025	49.58%	
	5.2.5	Area of forest managed under the Forest Monitoring and Evaluation System (Ha)	91,284	724,695	RFA, 2025	12.60%	
	5.2.6	Artificial water storage per capita (m3/capita)	6.0	45	RWB, 2025	13.33%	
	5.2.7	Citizen satisfaction with management of natural resources	67.6%	100%	CRC, 2025	67.60%	
	5.3	Land administration and management				59.58%	
	5.3.1	Percentage level of compliance to developed land use master plans	41.00%	60.00%	NLA, 2025	68.33%	
	5.3.2	Number of households settled in green model villages or green cities	132	232	REMA, 2025	56.90%	
	5.3.3	Citizen satisfaction with Land administration and management	53.50%	100%	CRC, 2025	53.50%	
	5.4	Environmental management, mitigation and adaptation to climate change				60.79%	
	5.4.1	National GHG emissions (MtCO <sub>2</sub> e)	6.75	7.5	MoE, 2025	90.00%	
	5.4.2	GHG emissions embodied in imports (tCO <sub>2</sub> )	0.5	1.0	SDGs Report, 2024	50.00%	
	5.4.3	Number of households using efficient biomass cook stoves such as Tier 3+ Firewood, charcoal, pellets, briquettes stoves	1,050,747	2,560,062	MoE, 2025	41.04%	
	5.4.4	Percentage of capital projects complying to their Environmental impact Assessment/ Environmental Management Plan	75.00%	100%	REMA, 2025	75.00%	
	5.4.5	Percentage of mines complying with sustainable and climate compatible mining practices	74.50%	100%	RMB, 2025	74.50%	
	5.4.6	Adaptive capacity (index of coping measures)				40.28%	
	5.4.6.1	City of Kigali	0.391	1	REMA, 2018	39.10%	
	5.4.6.2	Southern province	0.354	1	REMA, 2018	35.40%	
5.4.6.3	Western province	0.409	1	REMA, 2018	40.90%		
5.4.6.4	Northern province	0.472	1	REMA, 2018	47.20%		



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	5.4.6.5	Eastern province	0.388	1	REMA, 2018	38.80%	Red
	5.4.7	Sustainable use of energy and access to water				54.67%	Orange
	5.4.7.1	Percentage of households using firewood for cooking	75.00%	29.59%	MININFRA, 2024	39.45%	Red
	5.4.7.2	Percentage of households with access to electricity	82.00%	100%	MININFRA, 2024	82.00%	Green
	5.4.7.3	Percentage of Households using efficient biomass cookstoves	33.00%	61.00%	MININFRA, 2024	54.10%	Orange
	5.4.7.4	Percentage of households using clean non-biomass technologies	5.00%	39.00%	MININFRA, 2024	12.82%	Red
	5.4.7.5	Percentage share of renewable energy in power generation mix	51.00%	60.00%	MININFRA, 2024	85.00%	Green
	5.5	Sustainable settlement				64.32%	Yellow
	5.5.1	Percentage of rural households living in integrated planned rural settlements	67.90%	81.10%	MININFRA, 2024	83.72%	Green
	5.5.2	Percentage of urban population living in unplanned settlements	60.00%	52.70%	MININFRA, 2024	87.83%	Green
	5.5.3	Citizens satisfaction with basic settlement infrastructure (Water, electricity, streets, ...)	47.90%	100%	CRC, 2025	47.90%	Orange
	5.5.4	Citizens satisfaction with prevention against settlement in risk zones	82.50%	100%	CRC, 2025	82.50%	Green
	5.5.5	Citizens satisfaction with access to information on the land master plan	41.40%	100%	CRC, 2025	41.40%	Orange
	5.5.6	Percentage of households in high-risk areas protected from flood-related hazards	10.00%	40.00%	RWB, 2025	25.00%	Red
	5.5.7	Percentage of rural population with access to all-season roads	81.90%	100%	SDGs Report, 2024	81.90%	Green
	5.6	Increased climate and nature finance (cumulative-USD Billion)	5.3	7.8	MoE, 2025	67.95%	Yellow
	<b>Pillar Overall Score</b>						<b>64.69%</b>



### 10.1. Colour rating and performance trend of the Investing in Human and Social Development pillar

Figure 17: Number of indicators and variables

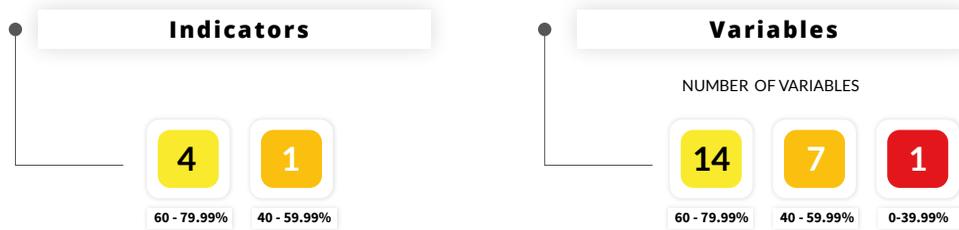
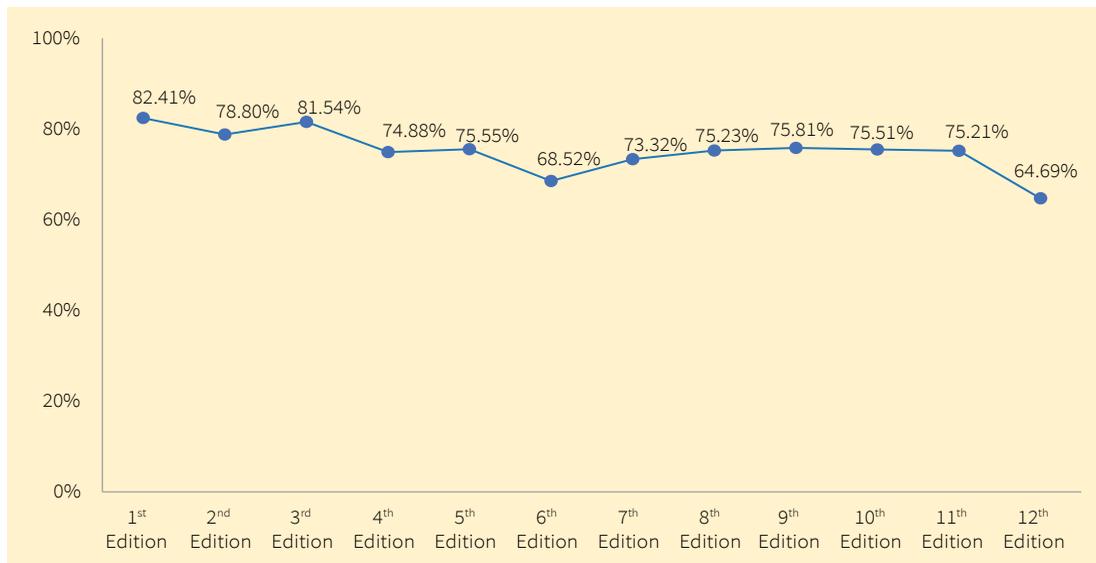


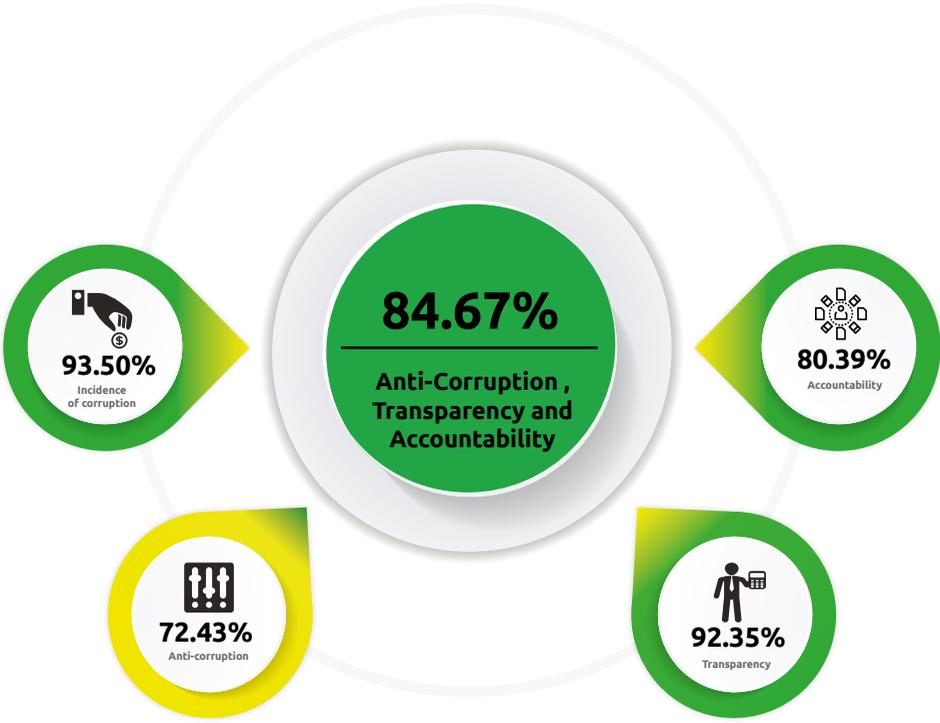
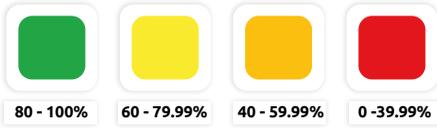
Figure 18: Performance trend of the Investing in Human and Social Development pillar since RGS 1<sup>st</sup> edition



Investing in Human and Social Development pillar is the lowest performing pillar since the 9<sup>th</sup> edition of RGS.



# Anti-Corruption, Transparency and Accountability



## 11 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 indicators and twenty-four variables. The four indicators are: incidence of corruption; anti-corruption; transparency; as well as accountability. The overall performance of Anti-corruption, transparency and accountability pillar is 84.67%.

**Table 8: 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	<b>1</b>	<b>Incidence of corruption</b>				<b>93.50%</b>	
	1.1	Percentage of citizens who have encountered corruption while interacting with service providers	12.10%	0%	CRC, 2025	87.90%	
	1.2	Percentage of citizens who were asked corruption by public servants	3.70%	0%	CRC, 2025	96.30%	
	1.3	Status of corruption in business community				94.70%	
	1.3.1	Proportion of bribe demanded against business community during the 12 previous months	7.20%	0.00%	RBI, 2024	92.80%	
	1.3.2	Proportion of bribe paid against those who were asked for it in business community during the 12 previous months	3.40%	0.00%	RBI, 2024	96.60%	
	1.4	Percentage of citizens who experienced corruption in last twelve months	4.90%	100%	CRC, 2025	95.10%	
	<b>2</b>	<b>Anti-corruption</b>				<b>72.43%</b>	
	2.1	Number of people reached in anti-corruption and anti-injustice dialogues	97826	166350	Ombudsman, 2024	58.81%	
	2.2	Anti-corruption committees in public and private institution trained	1158	5000	Ombudsman, 2024	23.16%	
	2.3	Control of corruption	73.11%	92.56%	Worldwide Governance Indicators, 2022	78.99%	
	2.4	Role of institutions in fighting corruption and injustice	82.70%	100%	CRC, 2025	82.70%	
	2.5	Citizen satisfaction with fighting corruption	78.00%	100%	CRC, 2025	78.00%	
	2.6	Citizen satisfaction with fighting injustice	79.30%	100%	CRC, 2025	79.30%	
	2.7	Citizen satisfaction with government commitment to fight corruption	80.50%	100%	RBI, 2024	80.50%	
	2.8	Citizen satisfaction with performance of local administration in fighting corruption and injustice	72.00%	100%	CRC, 2025	72.00%	
	2.9	Absence of corruption in public sector	78.10%	100%	Mo Ibrahim Foundation, Ibrahim Index of African Governance 2024	78.10%	



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
ANTI-CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY	2.10	Absence of corruption in private sector	87.80%	100%	Mo Ibrahim Foundation, Ibrahim Index of African Governance 2024	87.80%	Green
	2.11	Absence of corruption in public procurement procedures	81.90%	100%	Mo Ibrahim Foundation, Ibrahim Index of African Governance 2024	81.90%	Green
	2.12	Anti-corruption mechanisms	67.90%	100%	Mo Ibrahim Foundation, Ibrahim Index of African Governance 2024	67.90%	Yellow
	<b>3</b>	<b>Transparency</b>				<b>92.35%</b>	Green
	3.1	Share of the value of public procurement tenders awarded through competitive procurement methods	67.80%	80.00%	RPPA, 2024	84.75%	Green
	3.2	Percentage of high ranked officials and civil servants who declared their assets in time against those required to declare to the Office of Ombudsman	99.94%	100%	Ombudsman, 2025	99.94%	Green
	<b>4</b>	<b>Accountability</b>				<b>80.39%</b>	Green
	4.1	Percentage of annual national budget audited by OAG	96.10%	100%	OAG, 2025	96.10%	Green
	4.2	Percentage of entity with unqualified audit opinion on financial statements audits	94.00%	100%	OAG, 2025	94.00%	Green
	4.3	Percentage of entity with unqualified audit opinion on compliance with laws and regulations	75.00%	100%	wOAG, 2025	75.00%	Yellow
	4.4	Percentage of entities with unqualified audit opinion on realisation of value for money in utilisation of public funds	66.00%	100%	OAG, 2025	66.00%	Yellow
	4.5	Percentage of prior year audit recommendations implemented by Local Governments (Districts and /CoK)	72.75%	100%	OAG, 2025	72.75%	Yellow
	4.6	Citizens satisfaction with local government accountability	78.50%	100%	CRC, 2025	78.50%	Yellow
<b>Pillar Overall Score</b>						<b>84.67%</b>	Green



### 11.1. Colour rating and performance trend of the pillar of Anti-corruption, Transparency and Accountability

Figure 19: Number indicators and variables

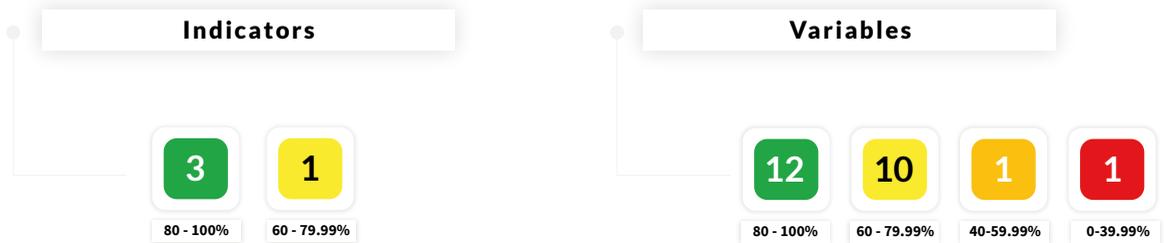
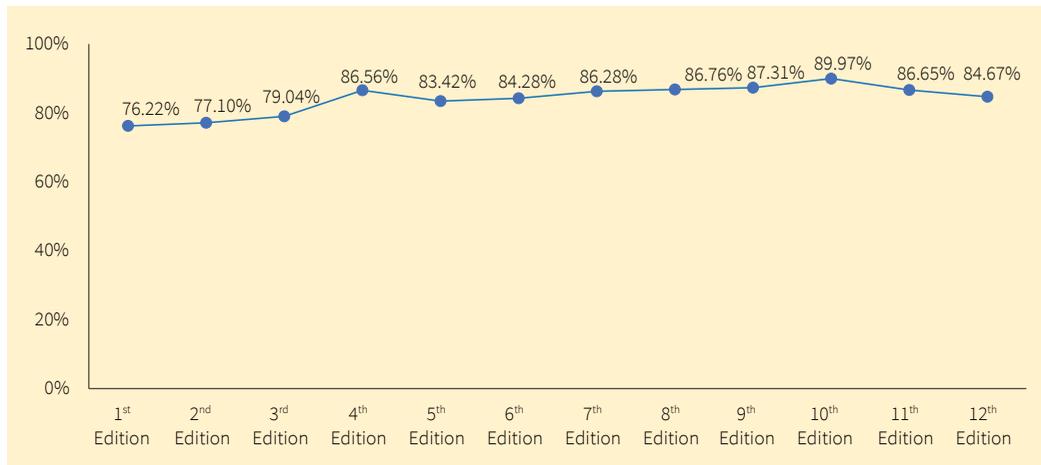
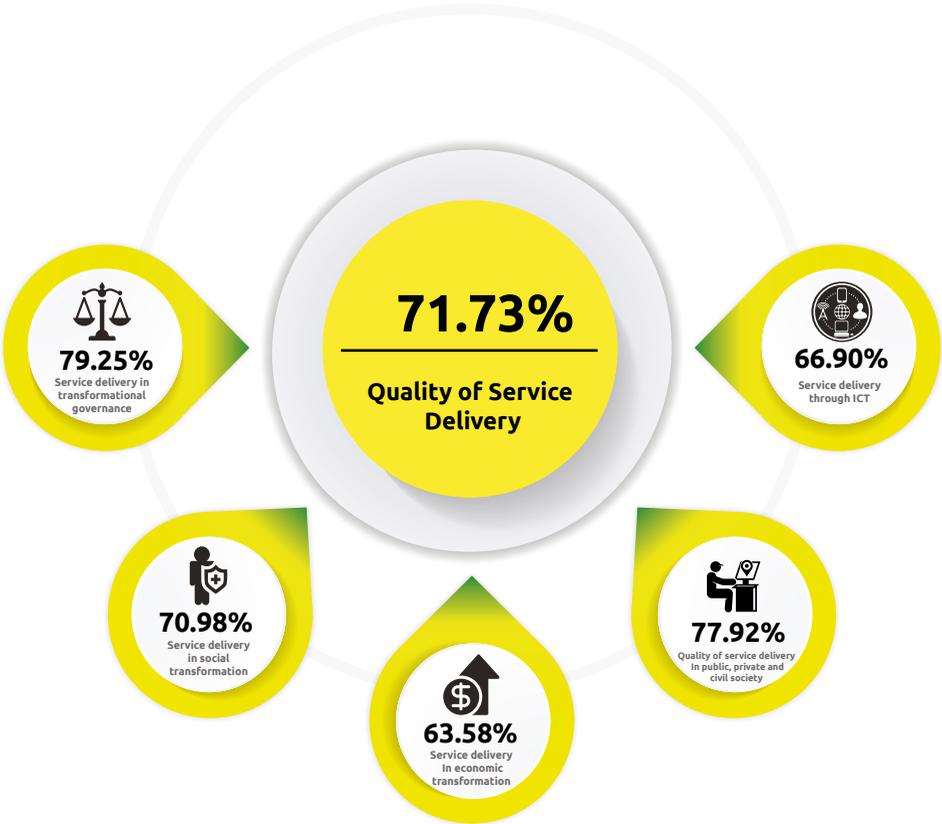
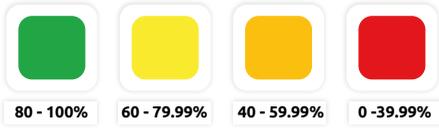


Figure 20: Performance trend of Anti-corruption, Transparency and Accountability pillar since RGS 1<sup>st</sup> edition





# Quality of Service Delivery



## 12 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 second generation of National Strategy for Transformation (NST2) targets the level of citizens' satisfaction with service delivery to be at least 90% by 2029.

This pillar is composed of five indicators and nineteen variables.

The five indicators are: Service delivery in transformational governance; Service delivery in social transformation; Service delivery in economic transformation; Quality of service delivery in public, private and civil society; as well as Service delivery through ICT. The overall performance of Quality of Service Delivery pillar is 71.73%.

**Table 9: 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	<b>1</b>	<b>Service delivery in transformational governance</b>				<b>79.25%</b>	
	1.1	Citizen satisfaction with service delivery performance in Local Administration	77.60%	100%	CRC, 2025	77.60%	
	1.2	Citizen satisfaction with service delivery in Justice sector	80.90%	100%	CRC, 2025	80.90%	
	<b>2</b>	<b>Service delivery in social transformation</b>				<b>70.98%</b>	
	2.1	Citizen satisfaction with service delivery in Health sector	71.90%	100%	CRC, 2025	71.90%	
	2.2	Citizen satisfaction with service delivery in Education sector	82.00%	100%	CRC, 2025	82.00%	
	2.3	Citizen satisfaction with service delivery in Social Welfare sector	69.60%	100%	CRC, 2025	69.60%	
	2.4	Citizen satisfaction with service delivery in Hygiene and Sanitation sector	60.40%	100%	CRC, 2025	60.40%	
	<b>3</b>	<b>Service delivery in economic transformation</b>				<b>63.58%</b>	
	3.1	Citizen satisfaction with service delivery in Agriculture sector	55.30%	100%	CRC, 2025	55.30%	
	3.2	Citizen satisfaction with service delivery in Livestock sector	59.20%	100%	CRC, 2025	59.20%	
	3.3	Citizen satisfaction with service delivery in Infrastructure sector	69.20%	100%	CRC, 2025	69.20%	
	3.4	Citizen satisfaction with service delivery in Land, Environment and Settlement sector	59.40%	100%	CRC, 2025	59.40%	
	3.5	Citizen satisfaction with service delivery in Private sector	74.80%	100%	CRC, 2025	74.80%	



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
QUALITY OF SERVICE DELIVERY	<b>4</b>	<b>Quality of service delivery in public, private and civil society</b>				<b>77.92%</b>	
	4.1	Quality of service delivery in public sector	77.80%	100%	RGB, Assessment of Service Delivery, 2025	77.80%	
	4.2	Quality of service delivery in private sector	80.66%	100%	RGB, Assessment of Service Delivery, 2023	80.66%	
	4.3	Quality of service delivery in civil society sector	75.31%	100%	RGB, Assessment of Service Delivery, 2023	75.31%	
	<b>5</b>	<b>Service delivery through ICT</b>				<b>66.90%</b>	
	5.1	Citizen satisfaction with IREMBO services	87.40%	100%	CRC, 2025	87.40%	
	5.2	Citizen satisfaction with online cases filed in courts	79.00%	100%	CRC, 2025	79.00%	
	5.3	Citizen satisfaction in payment transaction electronically with Mobile Money and Airtel Money	79.40%	100%	CRC, 2025	79.40%	
	5.4	Citizen satisfaction with radio communication	77.70%	100%	CRC, 2025	77.70%	
	5.5	Percentage of government services fully digitized (end to end)	11.00%	100%	MINICT, 2024	11.00%	
	<b>Pillar Overall Score</b>						<b>71.73%</b>



### 12.1. Colour rating and performance trend of the Quality of Service Delivery pillar

Figure 21: Number of indicators and variables

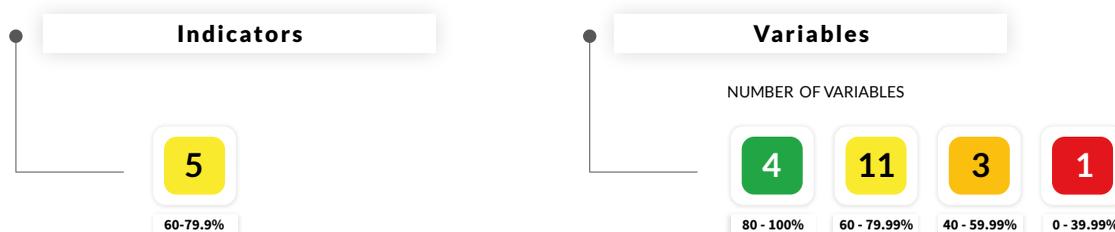
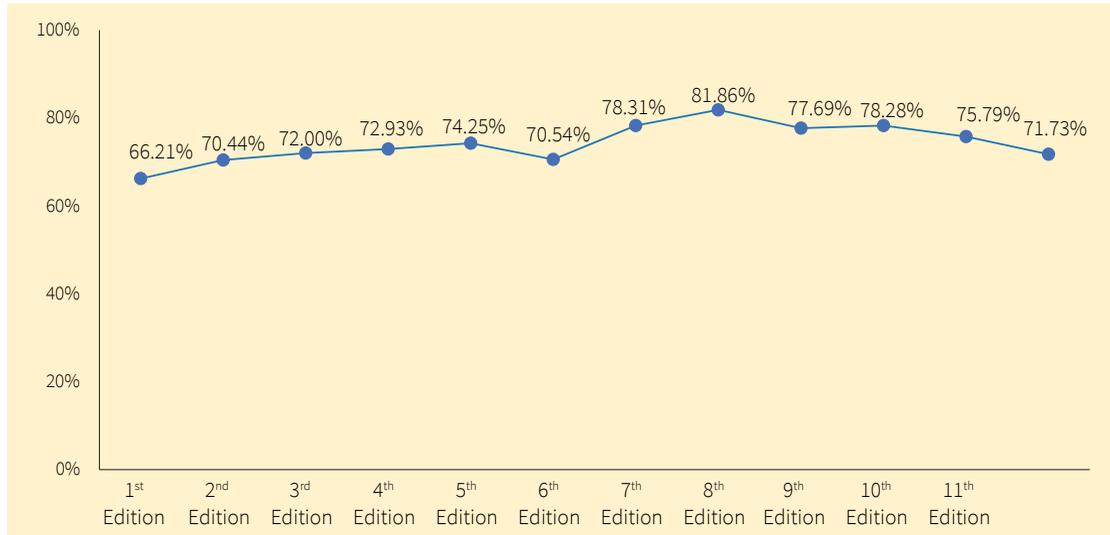
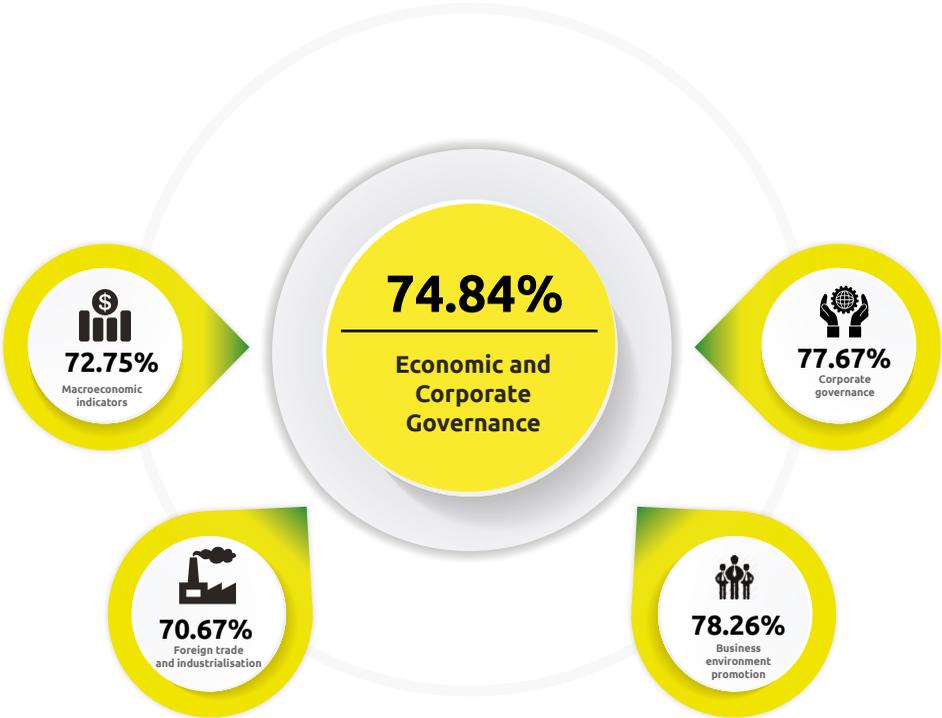
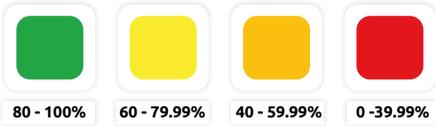


Figure 22: Performance trend of the Quality of Service Delivery pillar since RGS 1<sup>st</sup> edition





# Economic and Corporate Governance



## 13 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 indicators and twenty-three variables. The four indicators are: Macroeconomic indicators, foreign trade and industrialisation, business environment promotion, as well as corporate governance. The overall performance of Economic and Corporate Governance pillar is 74.84%.

**Table 10: 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	<b>1</b>	<b>Macroeconomic indicators</b>				<b>72.75%</b>	
	1.1	Sustainable economic growth and increased per capita incomes				77.77%	
	1.1.1	Economic growth rate	8.90%	11.50%	NISR, 2024	77.39%	
	1.1.2	Agriculture GDP growth	5.00%	6.20%	MINECOFIN, 2024	80.65%	
	1.1.3	Industry GDP growth	10.00%	12.70%	MINECOFIN, 2024	78.74%	
	1.1.4	Services GDP growth	10.00%	13.00%	MINECOFIN, 2024	76.92%	
	1.1.5	GDP per capita (USD)	1029	1369	NISR, 2025	75.16%	
	1.2	Number of new decent and productive jobs created	358564	750000	MIFOTRA, 2025	47.81%	
	1.3	Inflation rate	5.00%	2.00%	BNR, 2024	40.00%	
	1.4	Percentage of national budget covered by domestic revenues	63.00%	69.70%	MINECOFIN, 2025	90.39%	
	1.5	Income distribution (Gini Coefficient)	0.37	0.35	NISR, EICV5	94.59%	
	1.6	Percentage of people living below poverty line	27.40%	17.00%	NISR, EICV5	59.34%	
	1.7	Tax revenue as percentage of GDP	14.60%	17.80%	RRA, 2024	82.02%	
	1.8	Saving rate as percentage of GDP	15.60%	25.90%	MINECOFIN, 2024	60.23%	
	1.9	National investment as percentage of GDP	24.00%	31.00%	MINECOFIN, 2024	77.42%	
	1.10	Financial inclusion	96.00%	98.00%	MINECOFIN, 2024	97.96%	
	<b>2</b>	<b>Foreign trade and industrialization</b>				<b>70.67%</b>	
	2.1	Export to import rate	58.00%	70.60%	BNR, 2024	82.15%	
	2.2	Exports of goods and services (USD billions)	3.5	7.3	MINICOM, 2023	47.95%	
	2.3	Informal CBT balance (Exports as percentage of imports)	1750%	100%	BNR, 2024	100%	
	2.4	Current Account Deficit (Percentage of GDP)	-13%	-10.7%	BNR, 2024	82.31%	
	2.5	Value of mining exports (USD billions)	1.37	1.60	RMB, 2025	85.63%	



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
ECONOMIC AND CORPORATE GOVERNANCE	2.6	Value of Tourism revenues (USD millions)	647	1,100	RDB, 2024	58.82%	
	2.7	Value of MICE (tourism sub-sector) revenues (USD millions)	85	224	RDB, 2024	37.86%	
	<b>3</b>	<b>Business environment promotion</b>				<b>78.26%</b>	
	3.1	Business Entry	85.39%	100.00%	WB Business Ready Report, 2024	85.39%	
	3.2	Visa openness	1	1	AfDB, Africa Visa Openness Index 2024	100%	
	3.3	Financial Services	69.28%	100%	World Bank's Business Ready Report 2024	69.28%	
	3.4	Business environment through ICT				78.87%	
	3.4.1	Payment transaction done electronically as percentage of GDP	301.00%	100%	BNR, 2024	100%	
	3.4.2	Percentage of VAT registered taxpayers/ taxpayers registered to EBM	90.10%	100%	RRA, 2024	90.10%	
	3.4.3	Mobile phone penetration rate	94.81%	100%	RURA, 2025	94.81%	
	3.4.4	Internet penetration rate	72.32%	100%	RURA, 2025	72.32%	
	3.4.5	Citizen satisfaction with internet connectivity	53.60%	100%	CRC, 2025	53.60%	
	3.4.6	Citizen satisfaction with use of mobile telephone	62.40%	100%	CRC, 2025	62.40%	
	3.5	Credit to private sector as percentage of GDP	23.10%	40.00%	BNR, 2024	57.75%	
	<b>4</b>	<b>Corporate governance</b>				<b>77.67%</b>	
	4.1	Gender equality in private sector leadership				77.67%	
	4.1.1	Percentage of women in executive committee at national level	33.30%	50%	GMO, 2024	66.60%	
	4.1.2	Percentage of women in Executive committee at provincial level	46.60%	50%	GMO, 2024	93.20%	
	4.1.3	Percentage of women in Executive committee at District Level	36.60%	50%	GMO, 2024	73.20%	
	<b>Pillar Overall Score</b>						<b>74.84%</b>



### 13.1. Colour rating and performance trend of the Economic and Corporate Governance pillar

Figure 23: Number of indicators and variables

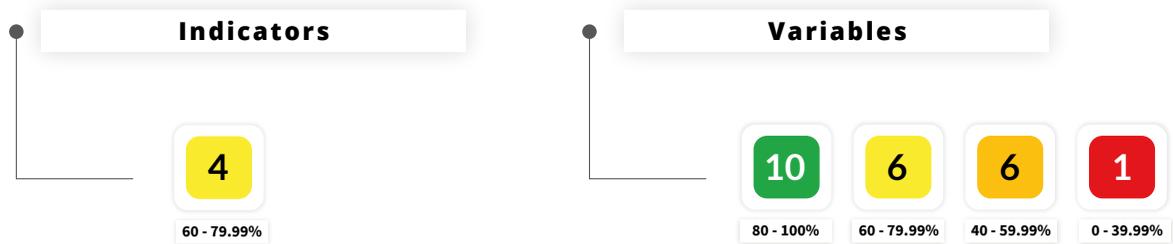
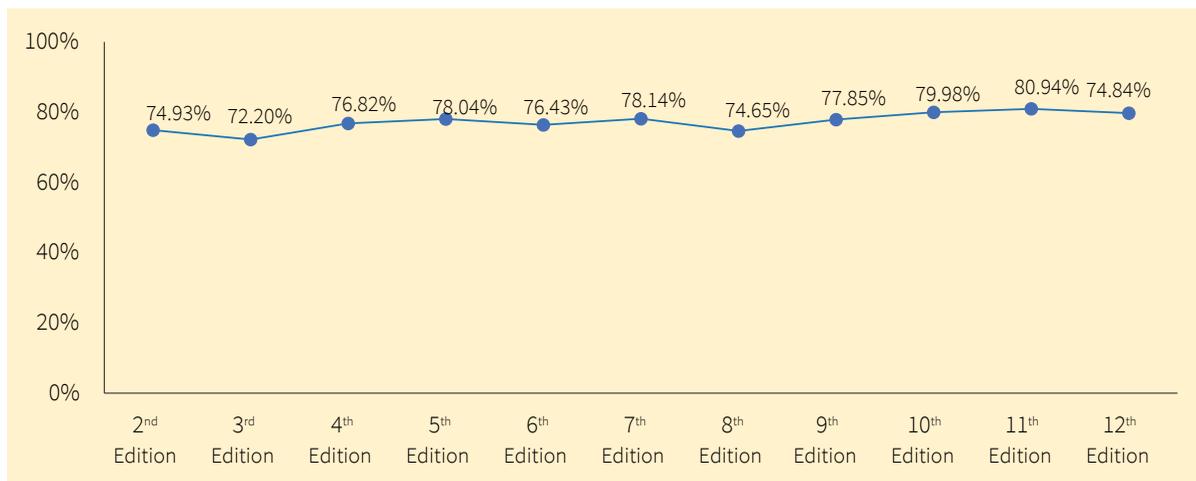


Figure 24: Performance trend of Economic and Corporate Governance pillar since RGS 2<sup>nd</sup> Edition





## 14 An overview of Rwanda's ranking in Global indices

As part of Rwanda Governance Scorecard, relevant regional and global indices are analysed to show Rwanda's position in various governance aspects measured by these indices. Analysing these indices also allows benchmarking RGS with other international indices. In this RGS edition, seven global indices were analysed to indicate Rwanda's regional and global trends in key areas of governance. The analysed indices are: Ibrahim Index of 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 ranking in Ibrahim Index of African Governance from 2016 to 2024



Ibrahim index aims at measuring and monitoring governance performance in all African countries. The index measures Security and Rule of Law; Participation, Rights and Inclusion; Foundations for Economic Opportunity; and Human Development.

Source: Mo Ibrahim Foundation.

## II. Corruption perception index

Rwanda's ranking in corruption perception index from 2017 to 2024



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

Source: Transparency International

### III. Global peace index

Rwanda's ranking in Global Peace Index from 2017 to 2025

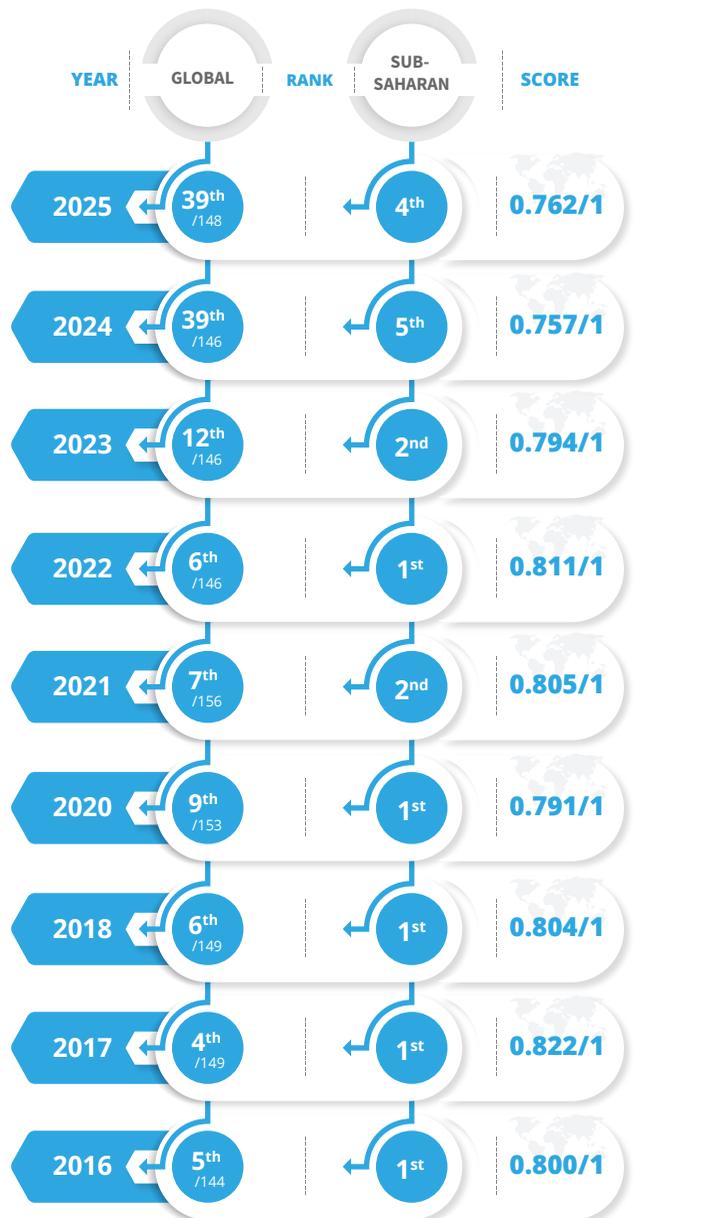


Global Peace Index measures the levels of peacefulness in 163 countries across the globe. It is produced by the Institute for Economics and Peace (IEP). The index measures 23 indicators across three domains. The three domains are Ongoing Domestic and International Conflict; Societal Safety and Security; and Militarization.

Source: Institute for Economics and Peace

## IV. Global gender gap report

Rwanda's ranking in Global Gender Gap Report from 2016 to 2025



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. This Index examines the gap between men and women across four fundamental categories (sub-indexes): Economic Participation and Opportunity; Educational Attainment; Health and Survival; and Political Empowerment.

Source: World Economic Forum.

## V. Africa visa openness index

Rwanda's ranking in Africa Visa Openness Index from 2016 to 2024



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. The index measures Visa before travel; Visa on arrival; and Visa-free.

Source: African Development Bank

## VI. Rule of law index

Rwanda's ranking in Rule of Law index from 2019 to 2024



The index measures the performance of the countries in the areas of 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 ranking in Chandler Good Government index from 2021 to 2025



The Chandler Good Governance Index measures the effectiveness and capabilities of 120 countries around the world. The index evaluates governance through seven key pillars, each comprising multiple indicators. These pillars are: Leadership and Foresight; Robust Laws and Policies; Strong Institutions; Financial Stewardship; Attractive Marketplace; Global Influence and Reputation; and Helping People Rise.

Source: Chandler Institute of Governance

In order to ensure that RGS findings impact policy formulation and implementation, every RGS edition presents implementation status of the recommendations of the previous edition as shown in the table below:

## 15 Implementation status of the recommendations for RGS 11<sup>th</sup> Edition

Table 11: Implementation status of the recommendations of RGS 11<sup>th</sup> Edition

N <sup>o</sup>	Recommendation	Current status of implementation
1.	Design and operationalise a multi-year nationwide strategy for mainstreaming climate change into development planning.	<p><b>Ministry of Environment (MoE)/ Rwanda Environment Management Authority (REMA)</b></p> <p>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 2030 at the district and centralising at the Sectoral level will be instrumental in mitigating and adapting the adverse effects of climate change.</p> <ul style="list-style-type: none"> <li>▶ A Sector Strategic Plan for 2024-2029 was developed to guide the interventions of the Climate, Environment and Natural Resources sector in achieving the NST2 objectives.</li> <li>▶ <b>Environment Checklist</b> 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.</li> <li>▶ <b>Monitoring and evaluation</b> 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.</li> <li>▶ <b>Environment and climate change monitoring statement</b> 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.</li> <li>▶ <b>Climate change budget tagging</b> 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, Private and CSOs.</li> <li>▶ <b>Awareness and advocacy</b></li> </ul> <p>a. REMA organised awareness campaign and advocacy for ECC mainstreaming through the celebration of International environmental events that included: World Wetlands Day 2025 (celebrated on 2nd February) under the theme "Protecting Wetlands for our Common Future", celebration of International Biodiversity Day combined with the celebration of World Environment Day under the theme "Ending Plastic Pollution Globally". The celebration ended with the launch of National Environment Week that took place in May 2025;</p> <p>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;</p>

N°	Recommendation	Current status of implementation
1.	Design and operationalise a multi-year nationwide strategy for mainstreaming climate change into development planning.	<p>c. In partnership with URUNANA Development Communication, ECC issues were integrated in URUNANA stories and disseminated across the country;</p> <p>d. Integrated key ECC concepts in the education system at all levels.</p> <p><b>Systems and tools in national planning, budget and other investment processes</b></p> <p>a. Engagement of private sector in green growth and climate resilience through the implementation of climate action pledges;</p> <p>b. Monitoring of the implementation of Environmental Management Plan for projects and Strategic Environment Assessment recommendations for policies, Plans and Programs;</p> <p>c. Integrated ECC mainstreaming objectives in the land use planning and management framework through the Strategic Environment Assessment for National Land Use and Development Master Plan 2020-2050.</p> <p><b>Capacity development for ECC mainstreaming</b></p> <p>a. In December 2023, REMA conducted training of planners of sector ministries on ECC mainstreaming tools and Disaster Risk Reduction to guide and inform the planning for the next Fiscal year 2024-2025;</p> <p>b. Training of mining companies on enforcement and compliance with Environmental Laws and guidelines;</p> <p>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).</p> <p><b>Policies and systems guiding Private Financial Flows</b></p> <p>a. At the UN Climate Change Conference in Dubai, UAE, Rwanda through REMA with the support of the United Nations Development Programme 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;</p> <p>b. REMA as National Designated Authority to the Green Climate Fund supported private sector in initiating projects and investments that contribute to environmental sustainability, adaptation and climate change mitigation.</p> <p><b>Innovation, pilot actions and scaling-up</b></p> <p>a. REMA initiated a recognition framework for students and lecturers with innovations such as eco-friendly cooling solution “Zero Energy Cooling Chamber” developed by RP-IPRC Musanze designed to reduce food loss and mitigate climate change;</p> <p>b. REMA in partnership with the Ministry of Environment, Rwanda Standards Board, 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;</p> <p>c. REMA through the Ecosystem/Landscape Approach to Climate Proof the Rural Settlement Programme of Rwanda (LDCF3 Project) distributed 5,000 improved cooking stoves;</p> <p>d. REMA is implementing the wetland rehabilitation component of the second Rwanda Urban Development Project, 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.</p>

N <sup>o</sup>	Recommendation	Current status of implementation
2.	Devise measures to reduce the backlogs of cases in courts	<p><b>Supreme Court</b> Judiciary adopted short term and long-term measures to address these challenges as summarised below:</p> <p><b>Short-term measures</b> Judiciary increased the number of judges and judicial officers (contractual or permanent) in order to reduce case backlogs.</p> <p><b>Long-term measures</b> The Judiciary approved a Career Development, which, among other things, intends to sustainably reduce case backlogs.</p> <p>Other initiatives that were undertaken include:</p> <ol style="list-style-type: none"> <li>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;</li> <li>b. Fostering the use of court annexed mediation and plea bargaining.</li> <li>c. Using Precedent: efforts were made to train judges, produce law reports, and use legal research to produce key information to support judges in reaching their decisions.</li> </ol>
3.	Enhance the quality of education to support the attainment of a knowledge-based economy.	<p><b>The Ministry of Education (MINEDUC)</b> The Ministry of Education has been implementing a range of initiatives aimed at expanding access to education and enhancing its quality and relevance. In this regard, the following key interventions were implemented in the fiscal year of 2024/2025:</p> <ul style="list-style-type: none"> <li>▶ Construction of 315 classrooms to reduce overcrowding of students and long distances to schools;</li> <li>▶ 135 more schools gained access to water;</li> <li>▶ 84% of schools are connected to electricity;</li> <li>▶ 6,455 new teachers recruited;</li> <li>▶ 27,805 teachers were trained;</li> <li>▶ 88 out of 160 science kits were distributed;</li> <li>▶ A total of 1,657,160 pedagogical books were distributed;</li> <li>▶ 20,000 computers were distributed to schools;</li> <li>▶ 30,000 young people under category of NEET were trained;</li> <li>▶ Career guidance and counselling guidelines were disseminated to TVET schools;</li> <li>▶ School feeding program was rolled out in all basic education levels;</li> </ul>

N <sup>o</sup>	Recommendation	Current status of implementation
4.	Enhance efficiency and effectiveness in the management of social protection programs for Persons with Disabilities.	<p><b>Ministry of Local Government (MINALOC)</b></p> <p>In line with the implementation of National Policy for Disability and Inclusion the following milestones were reached:</p> <ol style="list-style-type: none"> <li>1. Establishment of Disability Management Information System (DMIS) which serves as a digital platform designed to register, identify, and to manage data for persons with disabilities for better support and service delivery;</li> <li>2. Data collection on persons with disabilities was conducted nationwide using the Disability Management Information System (DMIS). A total of 561,620 individuals were identified and registered in the system. Data analysis is ongoing and will inform evidence-based planning;</li> <li>3. Eligible Persons with Disability benefit from social protection programmes, particularly under VUP Direct support; 15,323 PWDs (9,626 males and 5,697 females) received monthly cash transfers;</li> <li>4. A budget of 120 million Rwandan francs to support cooperatives for Persons with disabilities country wide in 2024-2025 to foster their economic empowerment and inclusion;</li> <li>5. National Dialogue on Inclusive Education for Learners with Disabilities was conducted with stakeholders from government and non-state actors in education sector;</li> <li>6. A total of 776 teachers and education staff were trained on sign language in collaboration with REB;</li> <li>7. A total of 1,073 assistive devices were delivered to vulnerable persons with disabilities across the country.</li> </ol>
5.	Promote a culture of quality service delivery in the agriculture sector to meet the NST1 targets.	<p><b>MINAGRI/RAB</b></p> <p>In order to address some of the challenges facing agriculture, the following interventions were implemented:</p> <ol style="list-style-type: none"> <li>1. The number of mobile drying machines were increased to support farmers to significantly reduce post-harvest losses especially for grains and beans. Currently, 56 mobile dryers are in place and ready to assist cereals and beans producers with post-harvest handling activities;</li> <li>2. Capacity building of farmers through training in post-harvest handling, along with the establishment and upgrade of post-harvest facilities. This is aimed at helping farmers to reduce post-harvest losses;</li> <li>3. Through soil testing, farmers are supported with accurate data and information about soil conditions which helps them determine the most suitable types of seeds or crops to grow as well as the appropriate fertilizers and their recommended doses for optimal land use;</li> <li>4. Smart Nkunganire System (SNS) is being upgraded to help farmers on how to use the Mobile Order Processing Application for registration when applying for improved seeds and fertilizers;</li> <li>5. The introduction of the “Veterinary Sanitary Mandate” is revamping the delivery of veterinary services to gradually shift from government-run to private sector-managed veterinary services. This transition was designed to enhance efficiency, effectiveness, and broaden the scope of veterinary care, ensuring better coverage and improved service delivery across the livestock subsector. Currently, 94 private veterinary companies/cooperatives were registered under this Veterinary Sanitary Mandate model and employing 1,345 veterinary professionals countrywide;</li> </ol>

N <sup>o</sup>	Recommendation	Current status of implementation
		<ol style="list-style-type: none"> <li>6. A coordination unit at the ministry level is planned to oversee and coordinate the extension services provided by both private and public extension agents. This will be under the framework of the Customized Agriculture Extension Services program, responding to the NST2 and PSTA 5 priorities where 69% of farmers are targeted for customized extension materials;</li> <li>7. A total of 8,100 agronomists, RAB technicians and farmers promoters were trained in conservation agriculture practices to create awareness to improve the quality- of-service delivery to the farmers;</li> <li>8. 3,240 farmers were trained in forage storage (hay and silage making), treatment and use of crop residues as well as general ruminant livestock husbandry against the target of 3,000 ha;</li> <li>9. 10 pig slaughterhouses were constructed under PRISM program for the purpose of producing meat with high quality;</li> <li>10. 28 private veterinary companies were established across the country under Veterinary Sanitary Mandate. The program helps farmers to get access to vaccination and artificial insemination related activities.</li> </ol>
6.	Promote a culture of quality service delivery in the Land sector to meet the NST1 targets.	<p><b>National Land Authority (NLA)</b> In order to enhance the quality of land services, the following initiatives were undertaken:</p> <ol style="list-style-type: none"> <li>1. Developed and launched Land administration Tracking Information System;</li> <li>2. Developed and launched Rwanda Land dashboard;</li> <li>3. Developed and launched Land Dispute Management System;</li> <li>4. Automation of 12 land services in collaboration with Irempo;</li> <li>5. Conducted training of 849 actors involved in the delivery of land services including NLA staff, district staff and private land surveyors.</li> <li>6. Recruitment of 119 new Private Land Notaries to deliver land services related to transfer by voluntary sale, by donation and by exchange;</li> <li>7. Conducted land clinics, community dialogues and boundary correction in 13 districts.</li> </ol>
7.	Improve service delivery through ICT by enhancing internet connectivity and mobile phone network	<p><b>Ministry of ICT and Innovation (MINICT):</b></p> <ol style="list-style-type: none"> <li>1. Satellite Internet: In partnership with SpaceX, Starlink internet is being delivered to enhance internet connectivity;</li> <li>2. Started the implementation of Mobile Number Portability service to allow mobile phone users to switch from one mobile network operator to another without changing their phone number;</li> <li>3. Upgrading network infrastructure for 204 government institutions to allow government agents to effectively and efficiently serve citizens and business communities.</li> </ol>

## 16 Conclusion and Recommendations

The RGS 12<sup>th</sup> edition provides a comprehensive status of governance based on the eight pillars. The findings indicate that, the performance of five pillars is above 80%. Investing in Human and Social Development is the lowest performing pillar with the score of 64.69%. Safety and Security has been the highest performing pillar since the first edition of RGS.

Based on the RGS 12<sup>th</sup> edition findings, recommendations for improvement are provided to relevant institutions. The table below presents recommendations:

Pillar	Indicator/Variable	Score	Recommendation	Responsible institution
Rule of Law	Performance of the Judiciary	73.47%	In line with NST2, the Judiciary should continuously develop and implement innovative strategies to accelerate court cases to achieve timely access to justice.	Judiciary, MINIJUST, NPPA
	Performance of the Legislature (Performance in the oversight of the government actions- Chamber of deputies)	73.80%	Ensure commitments in the strategic plan are effectively implemented (reporting on SDGs and laws analyzed)	Chamber of Deputies
	Performance of the Legislature (Performance in the outreach and engagement with citizens)	77.78%	Ensure commitments in the strategic plan are effectively implemented (field visits by standing committees)	Chamber of Deputies
Investing in Human and Social Development	Education (Education system strengthening)	64.43%	Increase the number of classrooms, trained teachers and teaching equipment/materials across all school levels. Reduce school dropouts particularly in primary.	MINEDUC, MINECOFIN, REB, RTB
	Education (Use of ICT in teaching and learning at all levels)	54.29%	Leverage existing ICT infrastructure to strengthen teaching and learning in schools.	MINEDUC, MINICT
	Health (Diseases prevention and control)	67.86%	Reduce malaria incidence and prevalence of Non Communicable Diseases.	MoH, RBC
	Social protection	67.33%	Enhance the functioning of social protection programs particularly ECD, fighting malnutrition and graduation from poverty.	MIGEPROF, MINALOC, MINEDUC, MoH, NCDA
	Secure and prosperous family	60.32%	Raise awareness on family harmony and promote shared decision-making in the management of family resources. Strengthen existing mechanisms to prevent teenage pregnancies.	MIGEPROF, MINALOC, MINEDUC, MoH, NCDA, LODA
	Climate change and environmental resilience	56%	Strengthen national adaptive capacity measures to mitigate climate change and enhance environmental resilience. Mainstream climate change resilience into development planning.	MoE, REMA and GREEN FUND (FONERWA), MINECOFIN, MININFRA and MoE
Anti-corruption, Transparency and Accountability	Anti-corruption	72.43%	Strengthen capacity of anti-corruption committees and regularly monitor their functioning Enhance awareness on the fighting against corruption among various categories of the population	Ombudsman, MIFOTRA, PSF, RCSP, NINGO, RIC



Pillar	Indicator/Variable	Score	Recommendation	Responsible institution
Quality of Service Delivery	Service delivery in economic transformation (Citizen satisfaction with service delivery in Agriculture sector)	55.30%	Improve agriculture value chain particularly increasing the number of drying racks for agricultural produce, expanding market for agricultural products and storage facilities of agricultural products;	MINAGRI, MINICOM, RAB
	Service delivery in economic transformation (Citizen satisfaction with service delivery in Livestock sector)	59.20%	Improve livestock value chain through consistent supply of quality livestock feed, adequate water, expanding market access for livestock products, and investing in value addition;	MINAGRI, RAB
	Service delivery in economic transformation (Citizen satisfaction with service delivery in Land, Environment and Settlement sector)	59.40%	Enhance the quality of land services and provide basic infrastructure in areas designated for planned settlement;	MINALOC, NLA
	Service delivery through ICT	66.90%	Expedite digitisation of government services in order to achieve national service delivery target.	MINICT, RISA
Economic and Corporate Governance	Macroeconomic indicators (Number of new decent and productive jobs created)	47.81%	Enhance macroeconomic stability to spur economic development and job creation.	MINECOFIN, BNR
	Macroeconomic indicators (Saving rate as percentage of GDP)	60.23%	Enhance savings mobilization to boost investment.	MINECOFIN, BNR, RSSB, RNIT
	Foreign trade and industrialization (Exports of goods and services (USD billions))	47.95%	Promote the production of high value goods and services for export to reduce trade imbalance.	MINICOM, NAEB, RDB

## 17 Abbreviations and Acronyms

ADRs	Alternative Dispute Resolutions
AfDB	African Development Bank
AU	African Union
BNR	Banque Nationale du Rwanda
CBHI	Community based health insurance (CBHI)
CBT	Cross Border Trade
CHWs	Community health workers
CRC	Citizen Report Card
CSOs	Civil Society Organisations
DMIS	Disability Management Information System
EBM	Electronic Banking/Money system
ECC	Environment and Climate Change
ECD	Early Childhood Development
EICV	Integrated Household Living Conditions Survey
EMR	Electronic Medical Record
FRW	Rwandan Francs
GDP	Gross Domestic Product
GHG	Greenhouse Gas
GMO	Gender Monitoring Office
GoR	Government of Rwanda
Ha	Hectare
HCI	Human Capital Index
HIV	Human Immunodeficiency Virus
ICT	Information and Communications Technology
IDP	Internally Displaced Persons
IEP	Institute for Economics and Peace
IHR	International Health Regulation
LDCF3	Least Developed Countries Fund
LODA	Local Administrative Entities Development Agency
MAJ	Maison d'Accès à la Justice/ Access to Justice Bureau
MICE	Meetings, Incentives, Conferences, and Exhibitions/Events
MIFOTRA	Ministry of Public Service and Labour
MIGEPROF	Ministry of Gender and Family Promotion
MINAGRI	Ministry of Agriculture and Animal Resources
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economy Planning
MINEDUC	Ministry of Education
MINEMA	Ministry of Emergency Management
MINICT	Ministry of Information Communication Technology
MINIJUST	Ministry of Justice
MININFRA	Ministry of Infrastructure
MINUBUMWE	Ministry of National Unity and Civic Engagement
MoE	Ministry of Environment
MoH	Ministry of Health
MtCO <sub>2</sub> e	Megatonnes of Carbon Dioxide Equivalent
N/A	Not Available
NCD	National Child Development Agency
NCHR	National Commission for Human Rights
NCPD	National Commission of Persons with Disabilities



NEC	National Electoral Commission
NEET	Not in Education, Employment, or Training.
NISR	National Institute of Statistics of Rwanda
NLA	National Land Authority
NPPA	National Public Prosecution Authority
NST2	The Second Generation of National Strategic for Transformation
OAG	Office of the Auditor General
PES	Payment for Ecosystem Services
PRISM	Poverty Reduction through Irrigation and Smallholder Market Access
PSTA	Strategic Plan for the Transformation of Agriculture
PwDs	People with Disabilities
RAB	Rwanda Agriculture Board
RBI	Rwanda Bribery Index
RCS	Rwanda Correctional Service
RCSB	Rwanda Civil Society Barometer
RDHS	Rwanda Demographic and Health Survey
REMA	Rwanda Environment Management Authority
RFA	Rwanda Forestry Authority
RGB	Rwanda Governance Board
RGS	Rwanda Governance Scorecard
RIB	Rwanda Investigation Bureau
RMA	Rwanda Meteorology Agency
RMB	Rwanda Media Barometer
RMB	Rwanda Mines, Petroleum and Gas Board
RNP	Rwanda National Police
RPHC	Rwanda Population and Housing Census
RPPA	Rwanda Public Procurement Authority
RRA	Rwanda Revenue Authority
RRB	Rwanda Reconciliation Barometer
RURA	Rwanda Utilities and Regulatory Agency
RWB	Rwanda Water Resources Board
SDGs	Sustainable Development Goals
SNS	Smart Nkunganire System
STEM	Science, Technology, Engineering and Mathematics
tCO <sub>2</sub>	Tonnes of carbon dioxide
TSS	Technical and Scientific Services
TVET	Technical and Vocational Education and Training
UAE	United Arab Emirates
UN	United Nations
UNDP	United Nations Development Programme
UNODC	United Nations Office on Drugs and Crime
USD	United States Dollar
VAT	Value Added Tax
VTC	Vocational Training Center
VUP	Vision 2020 Umurenge Program
WB	World Bank
WEF	World Economic Forum



A Publication of the Rwanda Governance Board  
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ISSN: 977-2306-937-656



*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 twelfth 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.*

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**Rwanda Governance Scorecard**  
A publication of Rwanda Governance Board

ISSN: 2306-9376