

Rwanda

GOVERNANCE SCORECARD 13th EDITION

THE STATE OF GOVERNANCE IN RWANDA

Rwanda

Governance Scorecard 13th Edition

THE STATE OF GOVERNANCE IN
RWANDA

2026

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2026

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FOREWORD

The Rwanda Governance Board (RGB) is pleased to present the 13th edition of the Rwanda Governance Scorecard (RGS), a home-grown, evidence-based index that provides a comprehensive assessment of the state of governance in Rwanda. The RGS combines internationally recognised governance principles and standards with indicators grounded in Rwanda's national context and priorities, providing a credible basis for tracking progress, identifying gaps, and informing policy and institutional improvement.

Like the previous editions, the 13th edition assesses governance performance across 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; and Economic and Corporate Governance.

The RGS is published as part of RGB's mandate to conduct governance research and monitor governance practices and service delivery across sectors. As Rwanda's Governance Council within the African Peer Review Mechanism (APRM) framework, RGB also contributes to advancing accountable, transparent, inclusive and effective governance at national and continental levels.

The findings of the 13th edition highlight both significant achievements and areas requiring continued attention. Safety and Security remains the highest-performing pillar at 90.15%, while Quality of Service Delivery records 68.48%. These findings provide important evidence for recognising progress, addressing performance gaps, and guiding interventions aimed at strengthening institutions and improving citizens' experiences of governance and public service delivery.

Beyond measuring performance, the RGS serves as an important instrument for evidence-based decision-making, accountability and continuous improvement. Its findings are expected to support policymakers, public institutions and other stakeholders in strengthening governance and advancing Rwanda's national development aspirations.

I extend my sincere appreciation to all institutions, partners and stakeholders whose data, technical inputs and cooperation contributed to the preparation of this edition. I trust that the Rwanda Governance Scorecard, 13th Edition, will continue to serve as a valuable source of evidence and contribute to informed dialogue and sustained efforts to strengthen good governance in Rwanda.

Dr. Doris UWICYEZA PICARD
Chief Executive Officer

1 Introduction

The Rwanda Governance Scorecard (RGS) is a national governance assessment index published by the Rwanda Governance Board (RGB) to systematically measure and track the state of governance in Rwanda. Its primary objectives are to generate credible and reliable evidence on governance performance and provide an evidence base for policy formulation and reform, decision-making, implementation, and institutional improvement. The RGS also contributes to the body of contextualised knowledge on Rwanda's political, economic, and social governance.

The RGS serves as an important instrument for monitoring Rwanda's performance against national governance priorities as well as relevant regional and international commitments. Its methodology integrates internationally recognised governance principles and standards with indicators that reflect Rwanda's specific governance context and home-grown approaches. This combination enhances the relevance of the Scorecard for both national policy processes and broader comparative governance assessment.

The 13th edition of the RGS maintains methodological continuity with the 12th edition to facilitate comparison and

trend analysis across governance pillars and indicators. At the same time, the methodology is periodically reviewed and refined to strengthen the relevance, robustness, and comprehensiveness of the assessment. The 13th edition retains the eight governance pillars and 35 indicators used in the previous edition, while the number of variables has increased from 151 to 153, reflecting efforts to further strengthen the scope of the assessment.

The RGS draws on primary, secondary, and administrative data from multiple sources to provide a comprehensive assessment of governance performance. Its methodology is informed by internationally recognised standards while remaining firmly grounded in Rwanda's institutional and governance context. As in previous editions, the 13th edition also assesses the implementation status of recommendations from the preceding RGS, thereby strengthening the Scorecard's role not only as a measurement instrument but also as a mechanism for monitoring progress, promoting accountability, and supporting continuous improvement in governance.

2 Methodology

The Rwanda Governance Scorecard (RGS) applies a systematic and context-sensitive methodology that draws on internationally recognised governance measurement approaches while adapting them to Rwanda's national context, governance priorities, and development frameworks. The methodology combines relevant governance indicators with recent and credible country-specific evidence to provide a comprehensive assessment of governance performance.

The 13th edition of the RGS relies on secondary and administrative data obtained from a wide range of credible

national and other relevant sources, including findings from nationally representative surveys and institutional performance data. Performance is assessed against established national targets, particularly those contained in the Second National Strategy for Transformation (NST2) and relevant Sector Strategic Plans (SSPs), as well as other applicable benchmarks.

To ensure consistency and comparability, the RGS prioritises the most recent data available at the time of assessment. However, some major national surveys and administrative datasets are produced periodically rather than annually.

Consequently, the latest available results from sources such as the Integrated Household Living Conditions Survey (EICV), Demographic and Health Survey (DHS), Rwanda Population and Housing Census (RPHC), election results, and other periodic studies may be retained across more than one RGS edition until updated data become available. Surveys used in the RGS are based on established sampling methodologies and sufficiently large samples to provide reliable estimates for their intended levels of analysis.

Data are analysed using a structured scoring framework in which variable-level results are aggregated into indicators, and indicator scores are subsequently aggregated to determine the performance of each governance pillar.

Where applicable, performance is assessed in relation to predetermined targets or benchmarks to ensure consistency and comparability across indicators and successive editions.

Throughout data collection, validation, analysis, and scoring, RGB applies appropriate quality assurance procedures to promote the accuracy, consistency, reliability, and comparability of the data. This methodological approach enables the RGS to provide a credible evidence base for tracking governance trends, identifying areas of progress and underperformance, and informing policy and institutional improvement.

Figure 1: Number of indicators and variables



Source: RGS 13th edition

As indicated in figure 1, the 13th edition of the Rwanda Governance Scorecard (RGS) comprises eight pillars, 35 indicators, and 153 variables. While maintaining overall methodological continuity with the previous edition, selected variables were introduced, revised, replaced, removed, or reclassified to enhance the relevance and comprehensiveness of the assessment.

Under the Political Rights and Civil Liberties pillar, a new variable, “The Government does not expropriate property without lawful process and adequate compensation,” was introduced under the indicator “Respect for Human Rights and Core International Conventions”. The addition strengthens the measurement of the protection of property rights and adherence to due process. Under Investing in Human and Social Development pillar, the variable “Disaster Resilience Management” was introduced to strengthen the assessment of national efforts to prevent, prepare for, respond to, and mitigate disaster risks.

Within the Anti-corruption, Transparency and Accountability pillar, the variable “Percentage of prior-year audit recommendations implemented by Local Governments (Districts and City of Kigali)” was replaced by “Percentage of prior-year audit recommendations fully implemented.” This refinement provides a more comprehensive measure of the implementation of audit recommendations. In addition, “Number of people reached through Anti-corruption and anti-injustice dialogues” was replaced by “Government officials sanctioned for misconduct,” shifting the emphasis from measuring awareness-raising activities to assessing concrete accountability actions.

Under Economic and Corporate Governance pillar, the variable “Credit to the private sector as a percentage of GDP” was removed, while “Rwanda’s performance in corporate governance” was introduced under the “Corporate Governance indicator” to strengthen the assessment of corporate governance performance. Finally, the variable “Labour force participation rate” was reclassified from the Participation and Inclusiveness pillar to the Economic and Corporate Governance pillar, under “Macroeconomic Indicators”. This reclassification provides a stronger conceptual alignment between labour market participation and the assessment of overall economic performance.

These refinements are intended to enhance the relevance, precision, and policy usefulness of the RGS, while preserving sufficient methodological continuity to support comparison of governance performance across successive editions.

2.1. Development of Pillars, Data Identification, Collection and Scoring

The Rwanda Governance Scorecard (RGS) draws on diverse and credible data sources to construct its pillars, indicators, and variables. The selection and organisation of these measures are informed by internationally recognised governance frameworks and indices, national development priorities, and Rwanda’s governance context and home-grown approaches. This combination enables the RGS to assess governance performance in a manner that is both contextually relevant and aligned with broader governance standards.

2.1.1. Sources of Data

To ensure that the RGS remains firmly grounded in Rwanda’s governance context and reflects citizens’ experiences and perceptions, it incorporates findings from established national surveys, assessments, and monitoring reports produced by RGB and other institutions. Key sources include, but are not limited to, the Citizen Report Card, Rwanda Media Barometer, Civil Society Barometer, Early Childhood Development Scorecard, and Service Delivery Monitoring Reports. Although some of these reports are based on primary perception and experience surveys, the RGS draws on their published findings and datasets as secondary data.

Perception and experience-based evidence is particularly important for assessing dimensions of governance that cannot be adequately captured through administrative data alone. It provides insights into how citizens and other stakeholders experience and evaluate the responsiveness, accountability, transparency, integrity, and effectiveness of public institutions. Such evidence is particularly relevant to governance dimensions such as corruption, institutional trust, citizen participation, and satisfaction with public service delivery.

The RGS also draws on official statistics, administrative records, published research, sector and institutional performance reports, the National Strategy for Transformation (NST2), Sector Strategic Plans and their implementation reports, policy implementation reports, and other relevant institutional documents. Drawing on multiple sources allows evidence to be cross-checked where appropriate and enhances the comprehensiveness, reliability, and credibility of the assessment.

2.1.2. Development of Pillars

The RGS is structured around eight pillars representing the major dimensions of governance assessed in Rwanda: 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; and Economic and Corporate Governance.

The development and refinement of the pillars, indicators, and variables are guided by their relevance to Rwanda's governance priorities, their ability to measure governance performance and trends, and the availability of credible and comparable data. Relevant public institutions, private sector actors, and civil society organisations with appropriate expertise are consulted, where necessary, to strengthen the relevance and validity of the indicators and variables used in the assessment.

2.1.3. Data Analysis and Scoring

Following data identification and collection, the data undergo verification and validation to ensure their accuracy, consistency, relevance, and suitability for inclusion in the RGS. The validated data are then organised according to the eight governance pillars and analysed using a standardised scoring methodology. Because the RGS draws on data from diverse sources and measurement scales, source data are transformed into a common 0–100 scoring scale to facilitate comparability and aggregation. The scoring approach applied to each variable depends on the nature and direction of the measure. Where applicable, performance is assessed against established targets and benchmarks

derived from NST2, Sector Strategic Plans, and relevant regional and international commitments.

For positive variables, where a higher raw value represents better governance performance, scores increase as performance approaches or attains the relevant target or benchmark. Conversely, for negative variables, where a lower raw value represents better performance, such as measures of corruption, crime, or other undesirable outcomes an inverse scoring approach is applied. This transformation ensures consistency in interpretation across the Scorecard, such that higher RGS scores always represent better governance performance and lower scores indicate weaker performance.

Depending on the nature of the variable and availability of an appropriate benchmark, other standardisation or transformation methods may also be applied to convert source data into the common 0–100 scale. These transformations preserve the substantive meaning and direction of the underlying measures while enabling data from different sources to be compared and aggregated. The scoring process follows a hierarchical aggregation approach. First, the relevant source data are transformed and scored at the variable level. All variables within an indicator are assigned equal weight and averaged to generate the corresponding indicator score. Similarly, all indicators within a pillar are assigned equal weight and averaged to produce the overall pillar score.

Where an indicator contains (n) variables:

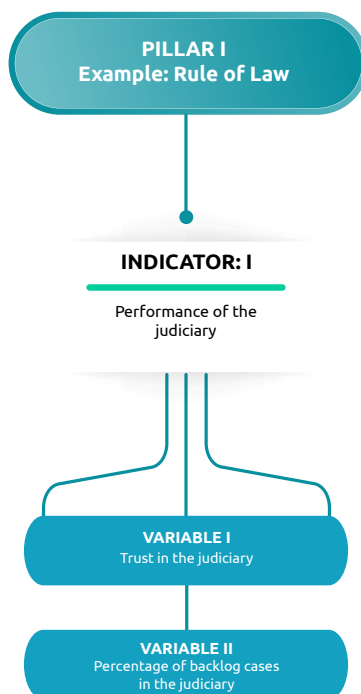
- Indicator Score = $\text{Sum of Variable Scores} \div \text{Number of Variables}$

Where a pillar contains (m) indicators:

- Pillar Score = $\text{Sum of Indicator Scores} \div \text{Number of Indicators}$

The resulting scores range from 0 to 100, with higher scores consistently indicating stronger governance performance. This standardised and equal-weighting approach provides a transparent basis for aggregating different governance measures and facilitates comparison across variables, indicators, pillars, and successive RGS editions.

The figure below illustrates the RGS process from data sources and variable standardisation to indicator and pillar scores.



2.1.4. Scoring Methods

The RGS applies different scoring methods depending on the nature of the variable, the direction of desired performance, and the availability of an established target or benchmark. The principal scoring methods are described below.

a) Scoring Against National and International Targets

Where established targets are available, variable performance is assessed against the relevant target. Targets are primarily drawn from the Second National Strategy for Transformation (NST2) and Sector Strategic Plans (SSPs). Depending on the nature and reporting cycle of a variable, the applicable benchmark may be an annual, mid-term, or end-of-period target.

Where an applicable target is not available in NST2 or the relevant Sector Strategic Plan, an institutional target may be used. International targets or benchmarks may also be applied where appropriate. Where more than one target is available for the same variable, the RGS applies the following order of priority:

NST2 target → Sector Strategic Plan target → Institutional target → International target.

For positively oriented variables, where higher values indicate better performance, full achievement or overachievement of the applicable target results in a maximum score of 100, while partial achievement generates a proportionate score on the 0–100 scale.

For negatively oriented variables, where lower values represent better governance outcomes; such as certain measures of corruption, crime, or other undesirable

outcomes; the scoring direction is reversed or otherwise transformed so that higher RGS scores consistently represent better performance.

b) Scoring Variables on Gender Equality

For variables measuring gender equality, gender parity constitutes the principal benchmark. A distribution of 50% women and 50% men is considered parity and therefore receives the maximum score of 100.

Where women's representation exceeds 50%, the variable continues to receive a maximum score of 100 rather than being penalised for exceeding parity. This approach recognises the historical under-representation of women, particularly in leadership and decision-making positions, while maintaining gender parity as the benchmark for assessing equality.

c) Scoring Based on Forecasting Methods

Where a variable does not have an established national, sectoral, institutional, or international target, a forecasting approach may be applied. The expected performance is estimated using historical performance from previous RGS editions or other relevant time-series data. The forecast value provides a benchmark against which the current performance is assessed.

This approach enables the RGS to assess progress for variables for which predetermined policy targets are unavailable while maintaining consistency in the measurement of performance over time.

Where other transformations are required because of the specific characteristics of a variable, the scoring method is adjusted accordingly to ensure that all results are expressed on the common 0–100 scale, with higher scores consistently representing better governance performance.

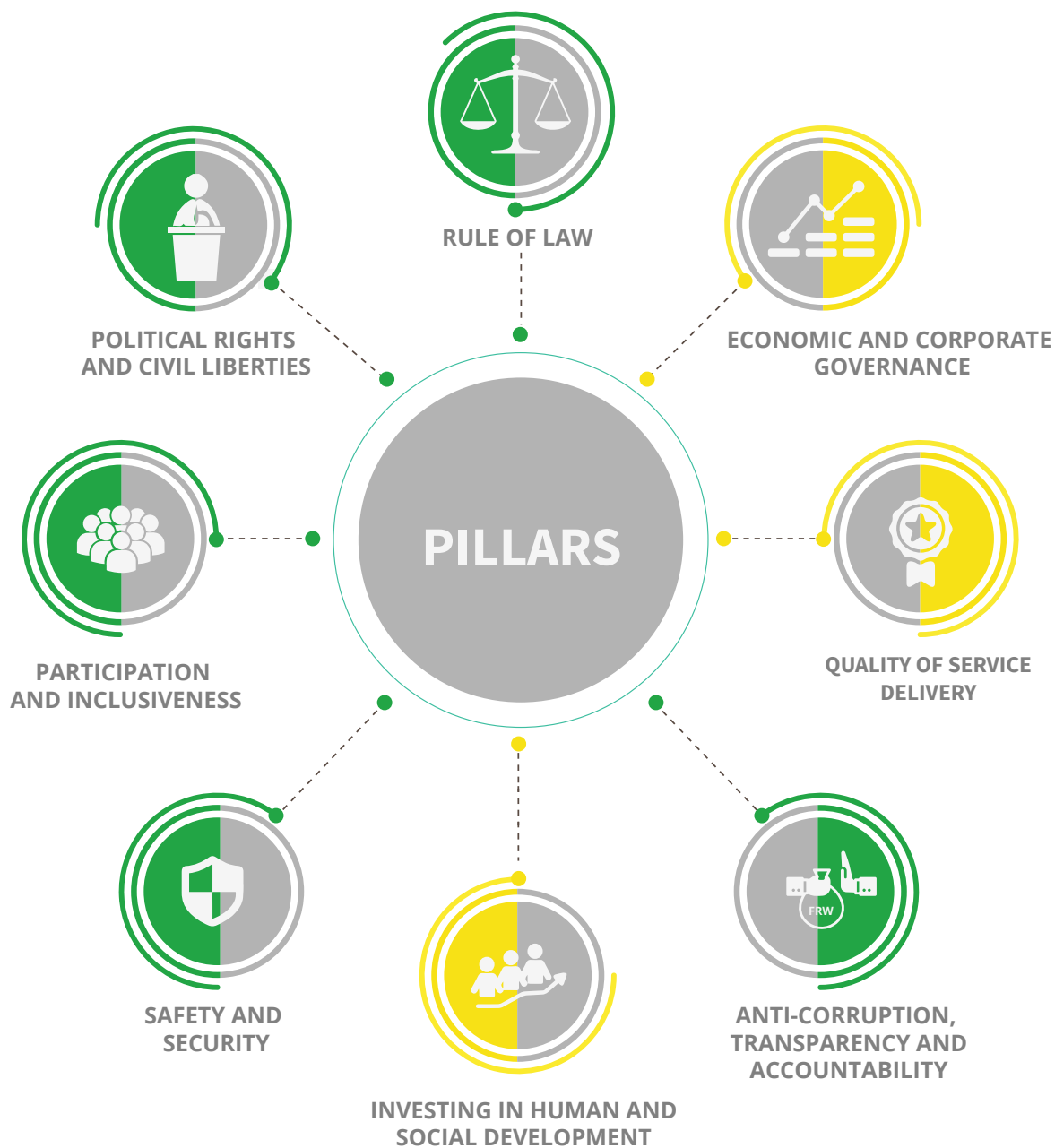
2.2. Highlights of the Rwanda Governance Scorecard 13th Edition

2.2.1. Rating System

The performance of RGS variables, indicators, and pillars is interpreted using a four-category colour-coded rating system. The rating assigned to each variable, indicator, or pillar is determined by its score on the 0–100 scale, as presented in Table below.

Table 1: Rating System

Scores	Colour rating	
80% - 100%		GREEN
60% - 79.99%		YELLOW
40% - 59.99%		AMBER
0% - 39.99%		RED



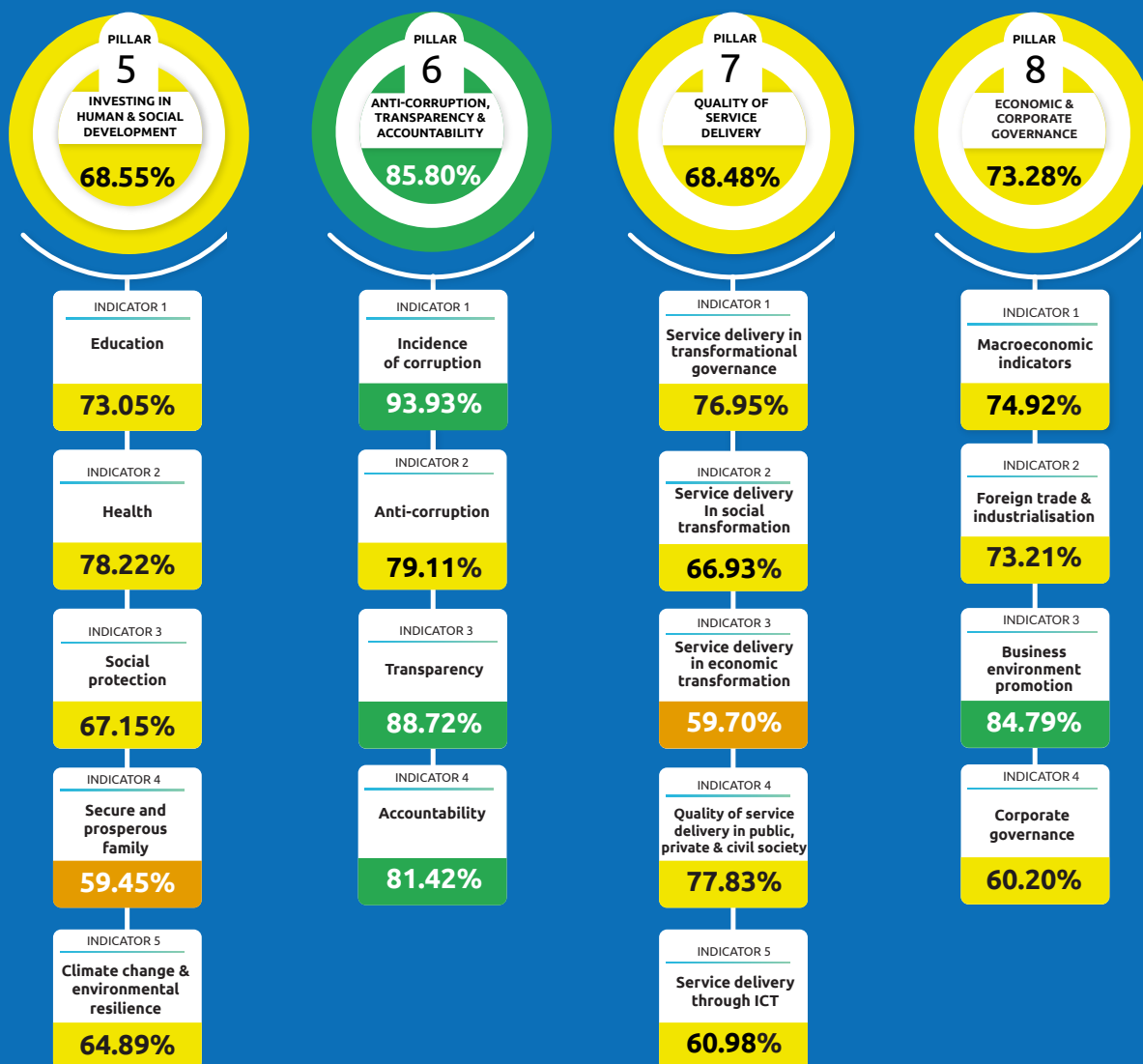


2.2.2. Overall Scores

Figure 2: Overall scores of the Rwanda Governance



Scorecard (RGS) 13th edition

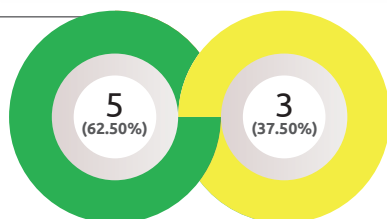


3 Highlights of the Rwanda Governance Scorecard 13th Edition

3.1 Summary of performance of pillars, indicators, and variables

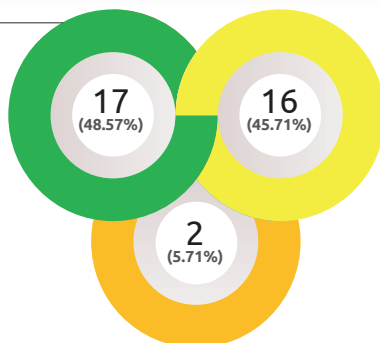
Figure 3: Performance of pillars, indicators, and variables

Number of pillars and their performance



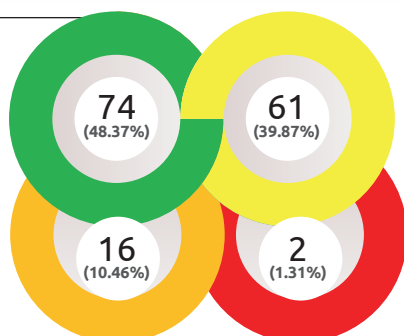
In the 13th edition of the Rwanda Governance Scorecard (RGS), five of the eight governance pillars fall within the green performance category (80–100%): Safety and Security; Anti-corruption, Transparency and Accountability; Rule of Law; Participation and Inclusiveness; and Political Rights and Civil Liberties. The remaining three pillars fall within the yellow performance category (60–79.99%), indicating areas where further improvement.

Number of indicators and their performance



Of the 35 indicators assessed in the RGS 13th edition, 17 fall within the green performance category, reflecting strong performance that should be sustained and further improved. Sixteen indicators are rated yellow, indicating areas requiring additional attention and improvement, while two indicators fall within the amber category, highlighting areas where more focused interventions are needed. Notably, all indicators under the Safety and Security pillar are rated green, demonstrating consistently strong performance across this governance dimension.

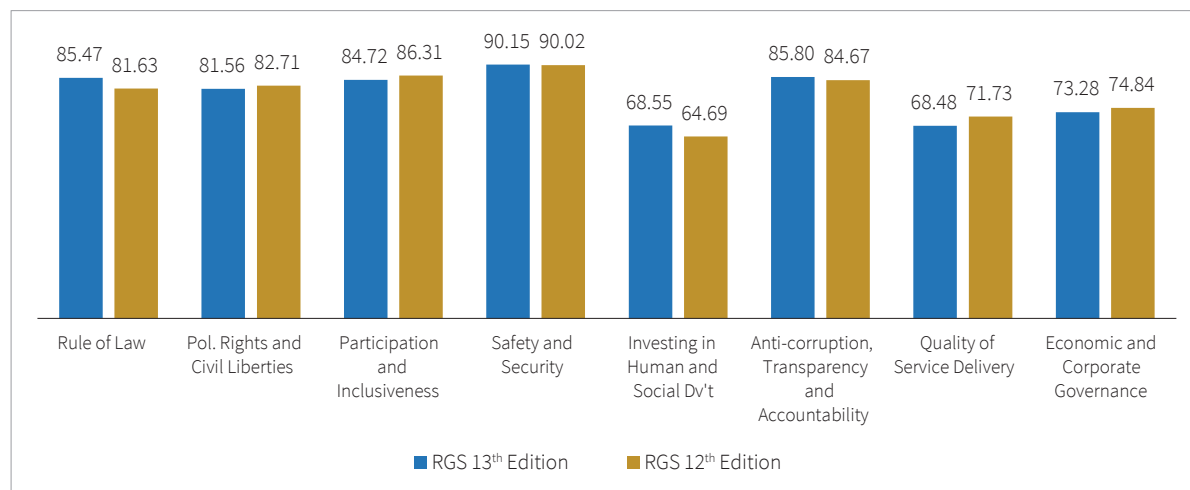
Number of variables and their performance



Of the 153 variables assessed in the RGS 13th edition, 74 are rated green, increasing from 69 in the previous edition, while 61 are rated yellow, compared with 59 previously. The number of variables in the amber category decreased from 19 to 16, while those rated red declined from four to two. Overall, the distribution indicates a positive shift in performance, particularly through the increase in variables attaining the green category and the reduction in those falling within the amber and red categories.

3.2. Highlights of pillars and indicators' performance

Figure 4: Comparison of the performance of pillars in RGS 13th and 12th editions



Source: RGS 13th edition

In the RGS 13th Edition, four of the eight pillars recorded improvements compared with the RGS 12th Edition. Safety and Security maintained its position as the best-performing pillar, with a score of 90.15%.

The Investing in Human and Social Development pillar registered the largest improvement, increasing by 3.86%. This improvement was mainly driven by stronger performance in Climate Change and Environmental Resilience (+8.89%), Education (+7.40%), and Health (+4.08%).

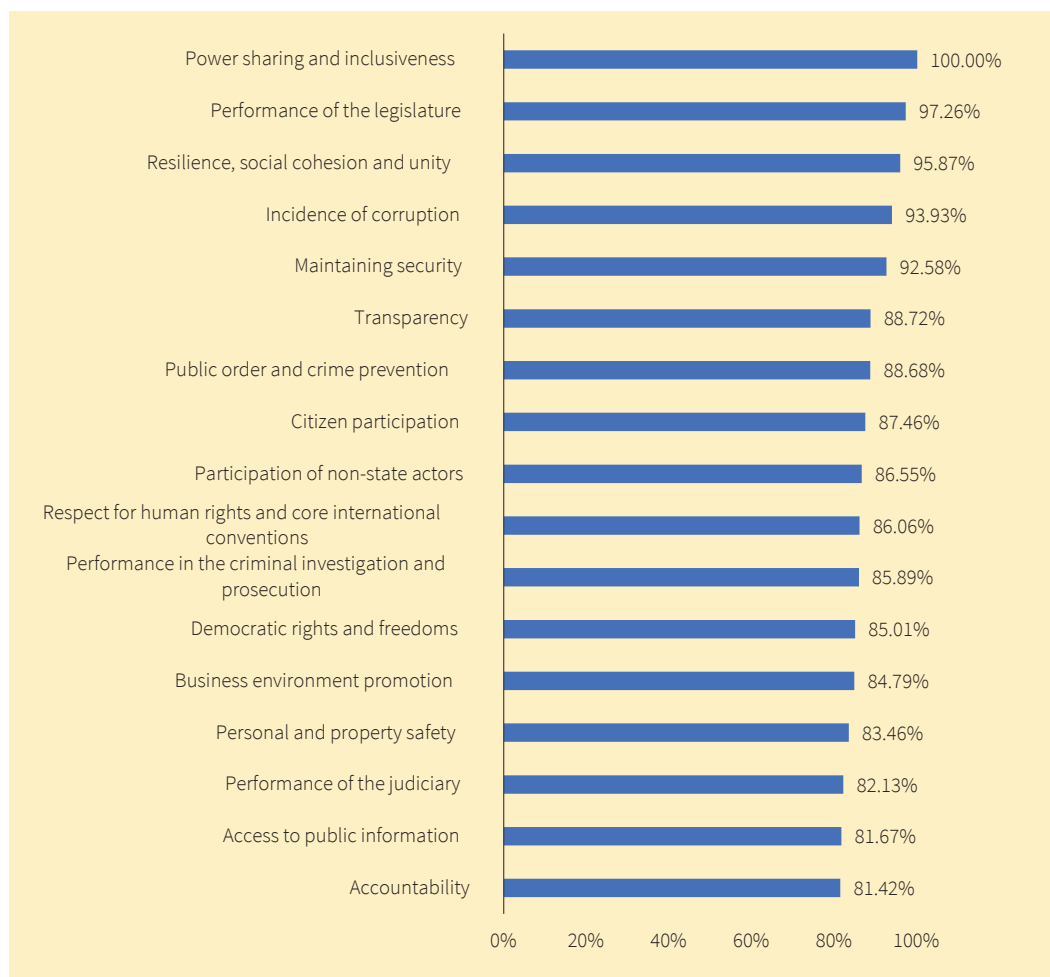
In contrast, the Quality of Service Delivery pillar recorded the largest decline, decreasing by 3.25%. This decline was largely attributable to weaker performance under the “Service Delivery through ICT” indicator. In particular, significant decreases were recorded in citizen satisfaction with online court case filing (-13.60%), citizen satisfaction with radio communication (-7.50%), and citizen satisfaction with Irembo services (-5.60%). These results point to the need for targeted improvements in the accessibility, reliability, and user experience of ICT-enabled public services.

Table 2: RGS pillar performance (ranking) from the 1st to the 13th editions

PILLARS	1 st EDITION	2 nd EDITION	3 rd EDITION	4 th EDITION	5 th EDITION	6 th EDITION	7 th EDITION	8 th EDITION	9 th EDITION	10 th EDITION	11 th EDITION	12 th EDITION	13 th EDITION
SAFETY AND SECURITY	1 st	1 st	1 st	1 st	1 st	1 st	1 st	1 st	1 st	1 st	1 st	1 st	1 st
ANTI-CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY	3 rd	3 rd	4 th	2 nd	4 th	4 th	3 rd	3 rd	4 th	2 nd	4 th	3 rd	2 nd
RULE OF LAW	6 th	7 th	2 nd	4 th	2 nd	3 rd	2 nd	2 nd	2 nd	3 rd	2 nd	5 th	3 rd
PARTICIPATION AND INCLUSIVENESS	4 th	4 th	6 th	5 th	6 th	6 th	5 th	4 th	5 th	5 th	5 th	2 nd	4 th
POLITICAL RIGHTS AND CIVIL LIBERTIES	5 th	6 th	5 th	3 rd	3 rd	2 nd	4 th	5 th	3 rd	4 th	3 rd	4 th	5 th
ECONOMIC AND CORPORATE GOVERNANCE	N/A	5 th	7 th	6 th	5 th	5 th	7 th	8 th	6 th	6 th	6 th	6 th	6 th
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	2 nd	2 nd	3 rd	7 th	7 th	8 th	8 th	7 th	8 th	8 th	8 th	8 th	7 th
QUALITY OF SERVICE DELIVERY	7 th	8 th	8 th	8 th	8 th	7 th	6 th	6 th	7 th	7 th	7 th	7 th	8 th

Since the inception of the RGS in 2010, Safety and Security has consistently remained the highest-performing pillar, reflecting the Government of Rwanda's sustained commitment to maintaining peace, safety, and security as fundamental enablers of socio-economic transformation. In contrast, Quality of Service Delivery, Investing in Human and Social Development, and Economic and Corporate Governance have generally remained among the relatively lower-performing pillars over the years. Their performance highlights persistent areas requiring greater policy attention, targeted interventions, and sustained improvement to accelerate progress towards the country's socio-economic transformation objectives.

Figure 5: The highest performing indicators (above 80%)



Source: RGS 13th edition

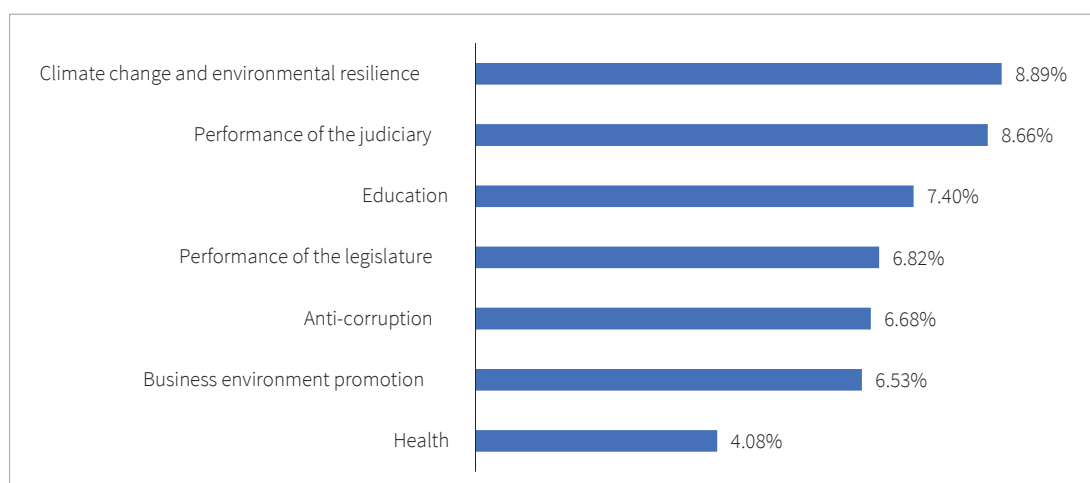
Out of the 35 indicators assessed in the RGS 13th Edition, 17 indicators scored above 80%, demonstrating strong performance across six of the eight governance pillars. These high-performing indicators are distributed across the respective pillars as follows:

- Participation and Inclusiveness: All three indicators scored above 80%: Power Sharing and Inclusiveness (100%), Citizen Participation (87.46%), and Participation of Non-State Actors (86.55%).
- Rule of Law: Three indicators recorded scores above 80%: Performance of the Legislature (97.26%), Performance in Criminal Investigation and Prosecution (85.89%), and Performance of the Judiciary (82.13%).

- **Safety and Security:** All four indicators scored above 80%: Resilience, Social Cohesion and Unity (95.87%), Maintaining Security (92.58%), Public Order and Crime Prevention (88.68%), and Personal and Property Safety (83.46%).
- **Anti-corruption, Transparency and Accountability:** All three indicators scored above 80%: Incidence of Corruption (93.93%), Transparency (88.72%), and Accountability (81.42%).
- **Political Rights and Civil Liberties:** Three indicators scored above 80%: Respect for Human Rights and Core International Conventions (86.06%), Democratic Rights and Freedoms (85.01%), and Access to Public Information (81.67%).
- **Economic and Corporate Governance:** One indicator, Business Environment Promotion (84.79%), scored above 80%.

Overall, the results demonstrate particularly strong performance in the Safety and Security pillar, which is the only pillar where all indicators scored above 80%.

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

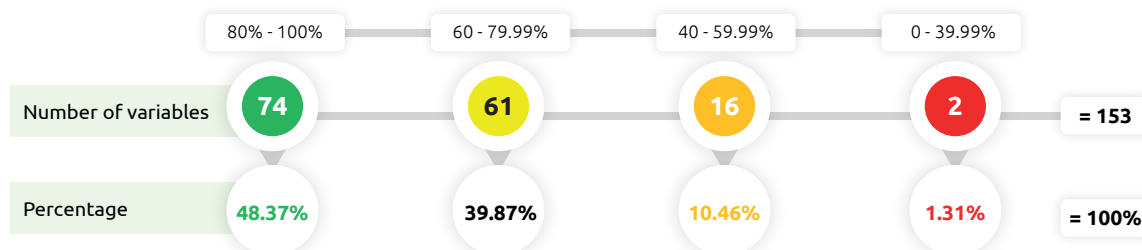


Source: RGS 13th edition

In the RGS 13th Edition, seven indicators recorded improvements compared with the previous edition. Climate Change and Environmental Resilience registered the largest improvement, increasing by 8.89%. This positive performance was supported by improvements across all five of its underlying variables: Resilience to Climate Change and Reduced Impacts of Disasters (+17.36%), Sustainable Management of Natural Resources (+15.36%), Increased Climate and Nature Finance (+13.45%), Land Administration and Management (+12.31%), and Environmental Management, Mitigation and Adaptation to Climate Change (+6.37%). The broad-based improvement across all five variables indicates strengthened performance in climate resilience, sustainable natural resource management, environmental governance, and climate financing, collectively contributing to the notable improvement of the indicator.

3.2. Highlights of the variables' performance

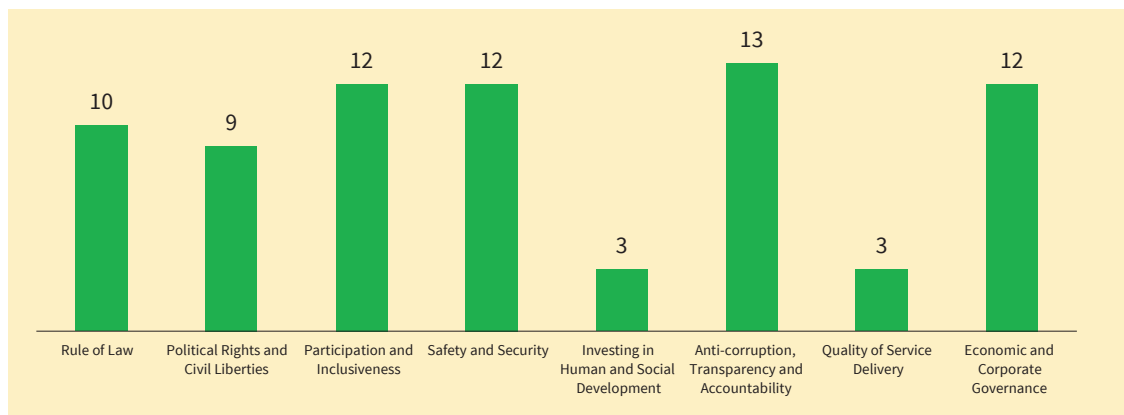
Figure 7: Performance of variables



As illustrated in the figure above, of the 153 variables assessed in the RGS 13th Edition, 74 are classified as green, 61 as yellow, 16 as amber, and two as red. This distribution shows that nearly half of the variables fall within the highest performance category, while a considerable proportion remain in the yellow category, indicating scope for further improvement.

Figures 8 and 9 below provide graphical representation of the performance of variables across the eight governance pillars.

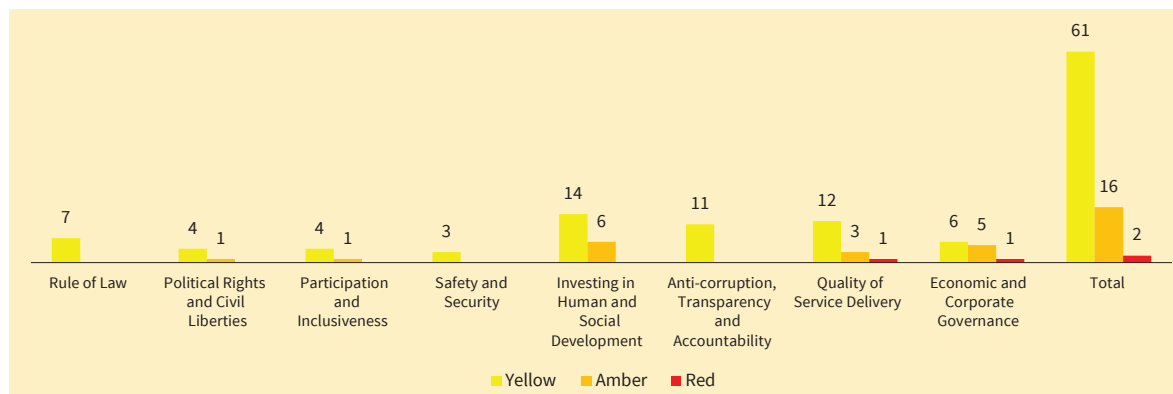
Figure 8: Number of variables in green per pillar (above 80%)



Source: RGS 13th edition

Of the 153 variables assessed in the RGS 13th Edition, 74 variables scored 80% and above, placing them in the green performance category. The Anti-corruption, Transparency and Accountability pillar recorded the highest number of variables scoring 80% and above, demonstrating comparatively strong performance across its assessed governance dimensions. In contrast, the Investing in Human and Social Development pillar recorded the lowest number of variables in the green category, highlighting the need for greater attention and targeted interventions to improve performance in the areas assessed under this pillar.

Figure 9: Number of variables scoring below 80% per pillar



Source: RGS 13th edition

As illustrated in the figure above, 61 variables fall within the yellow performance category, 16 are classified as amber, and two are in the red category. The concentration of variables below the green performance threshold highlights areas where further improvement is required. Particular attention should be given to variables in the amber and red categories, as these represent the most significant performance gaps and require targeted interventions to address underlying challenges and accelerate progress.

Table 3: Variables performing below 70%

PILLAR	Nº	PERFORMANCE OF VARIABLES	SCORE
IH&SD	1	Education system strengthening	69.65%
IH&SD	2	Citizen satisfaction with the respect of children's rights in the family	69.10%
RoL	3	No unreasonable delay in Civil Justice	69.00%
QoSD	4	Citizen satisfaction with service delivery in Social Welfare sector	68.80%
IH&SD	5	Early childhood development and eradication of malnutrition	68.38%
PR&CL	6	Property Rights	68.00%
ACT&A	7	Anti-corruption mechanisms	67.90%
RoL	8	Citizen satisfaction with execution of judgements	67.60%
ACT&A	9	Control of corruption	65.78%
RoL	10	Citizen satisfaction with access to legal aid	65.40%
QoSD	11	Citizen satisfaction with online cases filed in courts	65.40%
S&S	12	Percentage of population who feel safe walking alone at night in the city or area where they live	65.40%
ACT&A	13	Percentage of prior year audit recommendations that have been fully implemented	65.00%
IH&SD	14	Use of ICT in teaching and learning at all levels	64.90%
P&I	15	The Executive	64.76%
QoSD	16	Citizen satisfaction with service delivery in Health sector	63.90%
RoL	17	Percentage of backlog cases in the judiciary	63.83%

	Nº	PERFORMANCE OF VARIABLES	SCORE
E&CG	18	Labor force participation rate	63.80%
QoSD	19	Citizen satisfaction with service delivery in Infrastructure sector	63.50%
IH&SD	20	Citizen satisfaction with welfare of PwDs in the family	63.30%
QoSD	21	Citizen satisfaction with service delivery in Hygiene and Sanitation sector	62.80%
E&CG	22	Value of Tourism revenues (USD millions)	62.27%
IH&SD	23	Sustainable settlement	61.67%
IH&SD	24	Teenage pregnancy ratio (per 1000 teens)	61.48%
RoL	25	Impartial and effective Alternative Dispute Resolutions (ADRs)	61.00%
E&CG	26	Value of MICE (tourism sub-sector) revenues (USD millions)	60.58%
IH&SD	27	Citizen satisfaction with welfare of elders in the family	60.20%
IH&SD	28	Resilience to climate change	59.65%
E&CG	29	Percentage of people living below poverty line	59.34%
IH&SD	30	Access to social security and income support programmes	58.95%
IH&SD	31	Disaster Resilience Management	58.71%
E&CG	32	Exports of goods and services (USD billions)	57.53%
QoSD	33	Citizen satisfaction with service delivery in Livestock sector	57.10%
E&CG	34	Value of mining exports (USD billions)	54.99%
QoSD	35	Citizen satisfaction with service delivery in Agriculture sector	53.70%
IH&SD	36	Citizen satisfaction with consultative decision making on the use of family resources	53.30%
QoSD	37	Citizen satisfaction with service delivery in Land, Environment and Settlement sector	50.90%
E&CG	38	Rwanda's performance in corporate governance	49.90%
IH&SD	39	Sustainable management of natural resources	49.70%
IH&SD	40	Citizen satisfaction with the respect of gender equality in the family	49.30%
E&CG	41	Number of new decent and productive jobs created	46.31%
PR&CL	42	Percentage of citizens with knowledge about multipartyism	46.10%
P&I	43	Central government transfer to the decentralised entities (Block grant)	41.60%
E&CG	44	Inflation rate	28.57%
QoSD	45	Percentage of government services fully digitized (end to end)	11.00%

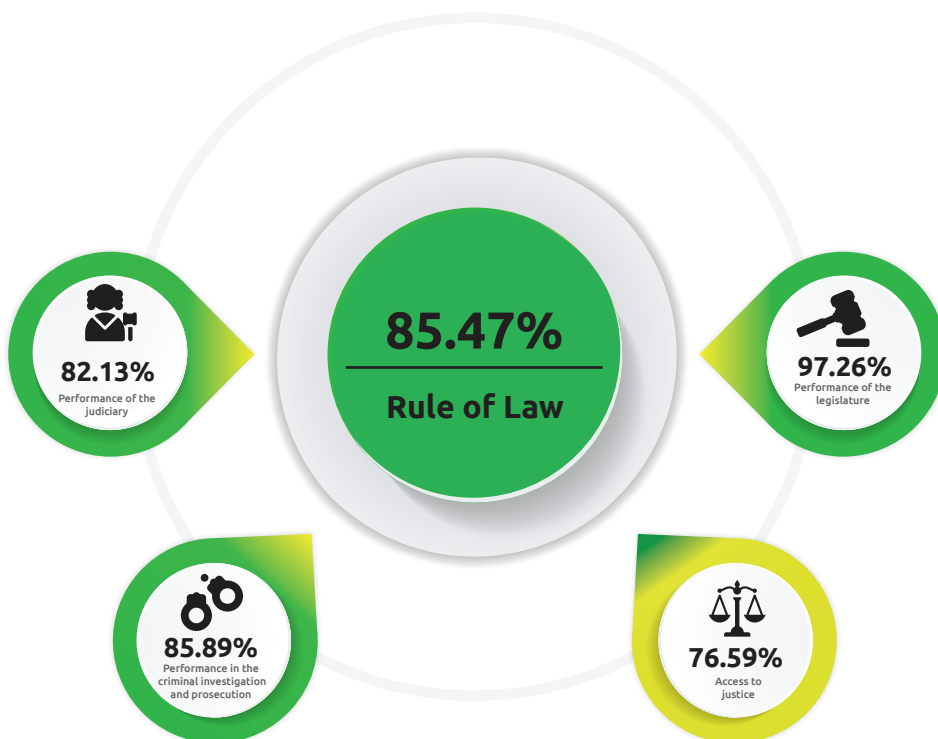
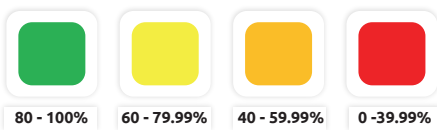
Source: RGS 13th edition

As shown in the table above, 45 variables scored below 70%, indicating areas where further improvement is required. Of particular concern are the two lowest-performing variables, which scored below 40%: Inflation Rate and Percentage of Government Services Fully Digitized (End-to-End). Their performance points to significant gaps that require targeted interventions to accelerate progress. Notably, the Investing in Human and Social Development pillar accounted for the largest number of variables scoring below 70%, with 14 variables falling within this range. This concentration of relatively low-performing variables suggests persistent challenges within the pillar and underscores the need for greater policy attention and focused interventions to improve outcomes across the affected areas.

Performance of pillars



Rule of Law



4 Rule of Law

The Rule of Law is a fundamental principle of governance under which the supremacy of law is upheld and respected. It requires all state institutions, public officials, and citizens to be accountable to laws that are publicly enacted, equally and fairly enforced, and independently adjudicated. It further entails the administration of justice in an independent, impartial, ethical, timely, and competent manner, while ensuring the protection of fundamental human rights and the security of persons and property. In the RGS 13th Edition, the Rule of Law pillar comprises four indicators and 17 variables. The four indicators are Performance of the Judiciary; Performance in Criminal Investigation and Prosecution; Access to Justice; and Performance of the Legislature.

The pillar recorded an overall score of 85.47%, representing an improvement of 3.84% compared with the RGS 12th Edition. This performance places the Rule of Law among the strongly performing governance pillars and reflects continued progress in the functioning of key institutions responsible for legislation, justice administration, criminal investigation and prosecution, and access to justice.

Table 4: Detailed performance of indicators and variables of the Rule of Law pillar

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
RULE OF LAW	1	Performance of the judiciary				82.13%	
	1.1	Trust in the judiciary	85.40%	100%	CRC, 2026	85.40%	
	1.2	Percentage of backlog cases in the judiciary	47.00%	30.00%	Supreme court, 2026	63.83%	
	1.3	Independence of courts	92.40%	100%	CRC, 2026	92.40%	
	1.4	No unreasonable delay in Civil Justice	69.00%	100%	World Justice Project, Rule of Law Index, 2025	69.00%	
	1.5	Number of cases judged per judge and per month	23.00	30.00	Supreme court, 2026	100%	
	2	Performance in the criminal investigation and prosecution				85.89%	
	2.1	Performance in criminal investigation				77.28%	
	2.1.1	Citizen perception on detention and release procedures	71.70%	100%	CRC, 2026	71.70%	
	2.1.2	Percentage of unsentenced detainees	6.70%	4.70%	RCS, 2026	70.15%	
	2.1.3	Citizen satisfaction with RIB responsiveness to reported cases	90.00%	100%	CRC, 2026	90.00%	
	2.2	Performance in prosecution				94.50%	
	2.2.1	Percentage of cases processed				95.00%	
	2.2.1.1	Criminal cases processed	95.00%	100%	NPPA, 2026	95.00%	
	2.2.1.2	Gender based violence cases processed	95.00%	100%	NPPA, 2026	95.00%	
	2.2.2	Percentage of convicted cases against cases submitted to courts	94.00%	100%	NPPA, 2026	94.00%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
RULE OF LAW	3	Access to justice				76.59%	
	3.1	Citizen satisfaction with execution of judgements	67.60%	100%	CRC, 2026	67.60%	
	3.2	Citizen satisfaction with access to legal aid	65.40%	100%	CRC, 2026	65.40%	
	3.3	Citizen satisfaction with MAJ effectiveness	87.80%	100%	CRC, 2026	87.80%	
	3.4	Citizen satisfaction with Abunzi performance	78.90%	100%	CRC, 2026	78.90%	
	3.5	Percentage of Disputes handled by Abunzi committees against total received	98.86%	100%	MINIJUST, 2026	98.86%	
	3.6	Impartial and effective ADRs	61.00%	100%	World Justice Project, Rule of Law Index, 2025	61.00%	
	4	Performance of the legislature				97.26%	
	4.1	Performance in the oversight of the government actions				98.61%	
	4.1.1	Senate				97.22%	
	4.1.1.1	Number of Senate oversight reports on economic transformation	5	5	Senate, 2026	100%	
	4.1.1.2	Number of Senate oversight reports on social transformation	5	5	Senate, 2026	100%	
	4.1.1.3	Number of Senate oversight reports on transformational governance	16	18	Senate, 2026	88.89%	
	4.1.1.4	Number of Senate oversight reports on diplomacy and international cooperation	2	1	Senate, 2026	100%	
	4.1.2	Chamber of deputies				100%	
	4.1.2.1	Number of oversight activity reports on implementation of policies	10	9	Chamber of Deputies, 2026	100%	
	4.1.2.2	Number of reports on SDGs analysed	2	1	Chamber of Deputies, 2026	100%	
	4.1.2.3	The number of laws analysed and reports prepared	15	15	Chamber of Deputies, 2026	100%	
	4.1.2.4	Number of reports on the follow up of the implementation of recommendations submitted to the Government	13	9	Chamber of Deputies, 2026	100%	
	4.2	Performance in the outreach activities with citizens				96.43%	
	4.2.1	Number of field visits for standing committees of the Senate	13	14	Senate, 2026	92.86%	
	4.2.2	Chamber of deputies				100%	
	4.2.2.1	Number of field visits carried out, reports made and recommendations submitted to the Executive	1	1	Chamber of Deputies, 2026	100%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
	4.2.2.2	Number of field visits done by standing committees in Chamber of deputies and reports produced	13	9	Chamber of Deputies, 2026	100%	
	4.3	Number of assessment reports on accountable governance and fundamental principles of the constitution by the Senate	6	6	Senate, 2026	100%	
	4.4	Independence of the parliament	94.00%	100%	CRC, 2026	94.00%	
Pillar Overall Score						85.47%	

Source: RGS 13th edition



4.1. Rating of indicators and variables under the Rule of Law pillar

Figure 10: Number of indicators and variables

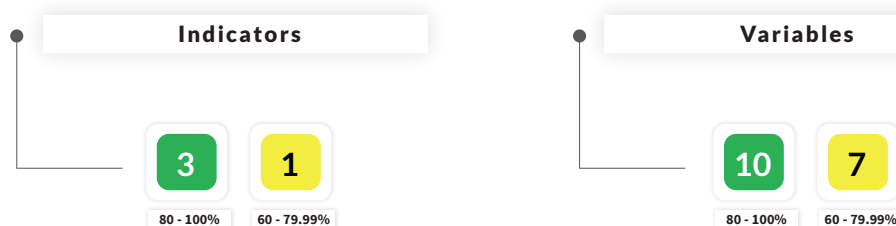
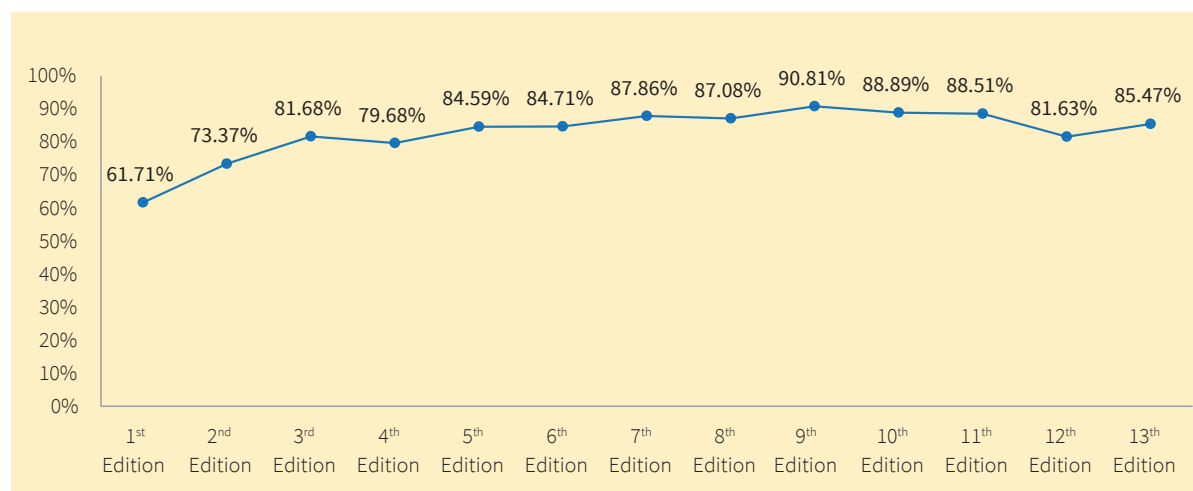
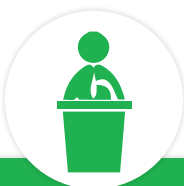


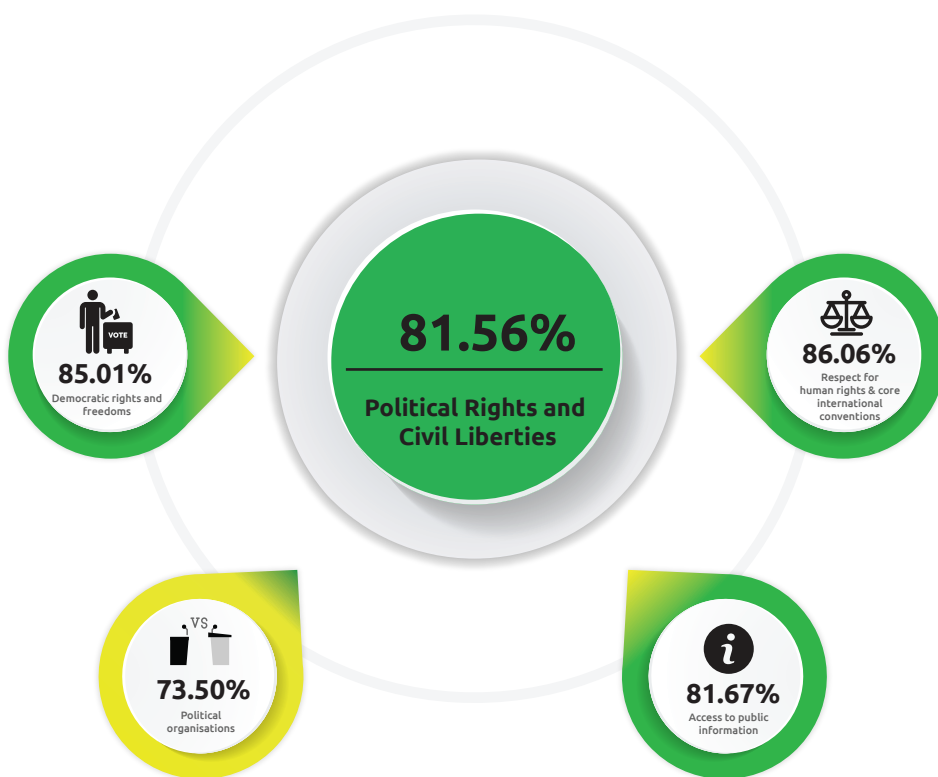
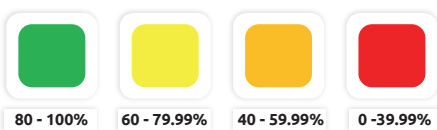
Figure 11: Performance of the Rule of Law pillar since RGS 1st edition



Source: RGS 13th edition



Political Rights and Civil Liberties



5

Political Rights and Civil Liberties

Political Rights and Civil Liberties refer to the rights and freedoms that enable citizens to participate freely and meaningfully in the civic and political life of society and the State, without discrimination or undue restriction. These rights encompass the exercise of fundamental freedoms guaranteed by law, including participation in public affairs, freedom of expression and association, and the protection of fundamental human rights.

In the RGS 13th Edition, the Political Rights and Civil Liberties pillar comprises four indicators and 14 variables. While the number of indicators remained unchanged, the number of variables increased from 13 in the RGS 12th Edition to 14 in the current edition. This change resulted from the introduction of a new variable, “The Government does not expropriate without lawful process and adequate compensation,” under the Respect for Human Rights and Core International Conventions indicator. The inclusion of this variable broadens the assessment of property rights by capturing adherence to due process and adequate compensation in cases of expropriation.

The overall performance of the pillar declined from 82.71% in the RGS 12th Edition to 81.56% in the RGS 13th Edition, representing a decrease of 1.15%. This decline was primarily driven by a 5.10% decrease in the performance of the Political Organizations indicator. Despite the decline, the pillar remained above the 80% threshold, indicating generally strong performance while highlighting the need for closer attention to the areas contributing to the decline, particularly those related to political organizations.

Table 5: Detailed performance of indicators and variables of the Political Rights and Civil Liberties pillar

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
POLITICAL RIGHTS AND CIVIL LIBERTIES	1	Democratic rights and freedoms				85.01%	
	1.1	Democratic rights				92.30%	
	1.1.1	Independence of national electoral body (National electoral commission - NEC)	94.60%	100%	CRC, 2026	94.60%	
	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	91.10%	100%	CRC, 2026	91.10%	
	1.2	Democratic freedoms				82.85%	
	1.2.1	Freedom of adherence to political organizations	81.30%	100%	CRC, 2026	81.30%	
	1.2.2	Freedom of speech	84.40%	100%	CRC, 2026	84.40%	
	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				79.89%	
	1.3.1	Media rights and freedoms				83.23%	
	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%	



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
POLITICAL RIGHTS AND CIVIL LIBERTIES	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	92.50%	100%	CRC, 2026	92.50%	
	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%	
	2	Political organisations				73.50%	
	2.1	Citizen satisfaction with political organisations in promoting governance	90.80%	100%	CRC, 2026	90.80%	
	2.2	Citizen satisfaction with freedom of operation for political organisations	83.60%	100%	CRC, 2026	83.60%	
	2.3	Percentage of citizens with knowledge about multipartyism	46.10%	100%	CRC, 2026	46.10%	
	3	Access to public information				81.67%	
	3.1	Citizen satisfaction with access to information	87.70%	100%	CRC, 2026	87.70%	
	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%	
	4	Respect for human rights and core international conventions				86.06%	
	4.1	Respect for human rights				88.29%	
	4.1.1	Equal treatment and absence of discrimination	73.00%	100%	World Justice Project, Rule of Law Index, 2025	73.00%	
	4.1.2	Complaints processed by NCHR against those reported	654	654	NCHR, 2025	100%	
	4.1.3	Complaints investigated by NCHR against those reported	87.90%	100%	NCHR, 2025	87.90%	
	4.1.4	Citizen satisfaction with respect of human rights	80.80%	100%	CRC, 2026	80.80%	
	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	4.20%	0%	CRC, 2026	95.80%	
	4.1.6	Proportion of young women and men aged 18-29 years who experienced sexual violence by age 18				92.25%	
	4.1.6.1	Young women	10.50%	0%	CRC, 2026	89.50%	
	4.1.6.2	Young men	5.00%	0%	CRC, 2026	95.00%	
	4.2	Percentage of cases of human rights violation processed and investigated against those reported	100%	100%	NCHR, 2025	100%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
	4.3	Number of monitoring sessions conducted on the respect of rights of specific categories	211	209	NCHR, 2025	100%	
	4.4	Property Rights	68.00%	100%	Chandler Good Government Index, 2025	68.00%	
	4.5	The government does not expropriate without lawful process and adequate compensation	74.00%	100%	World Justice Project, Rule of Law Index, 2025	74.00%	
Pillar Overall Score						81.56%	

Source: RGS 13th edition



5.1. Performance Rating of Indicators and Variables under the Political Rights and Civil Liberties Pillar

Figure 12: Number of indicators and variables

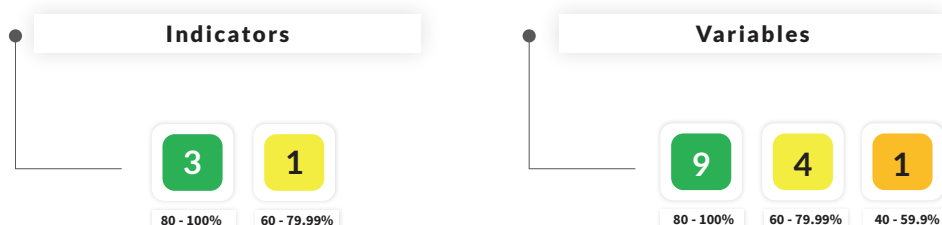
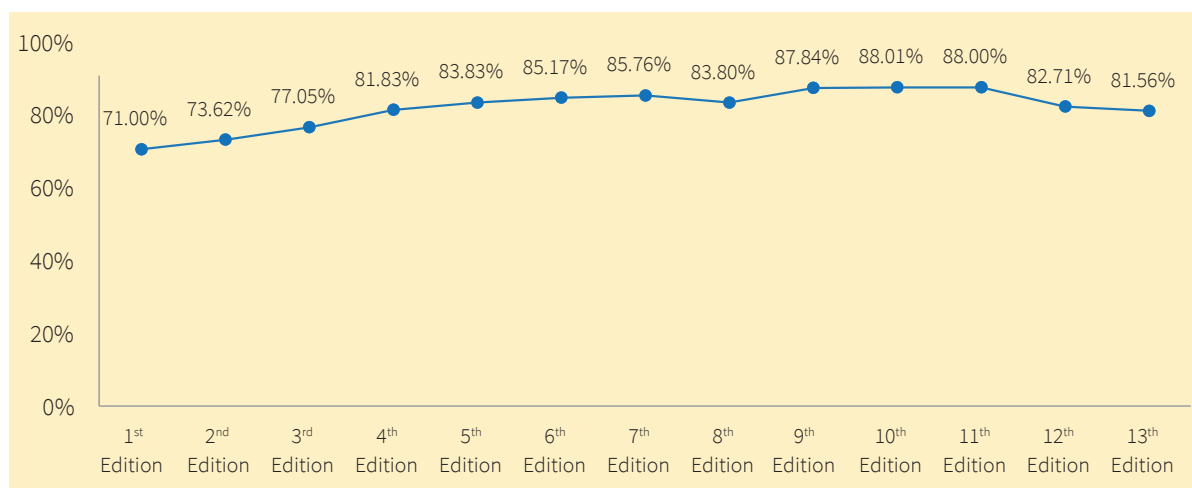


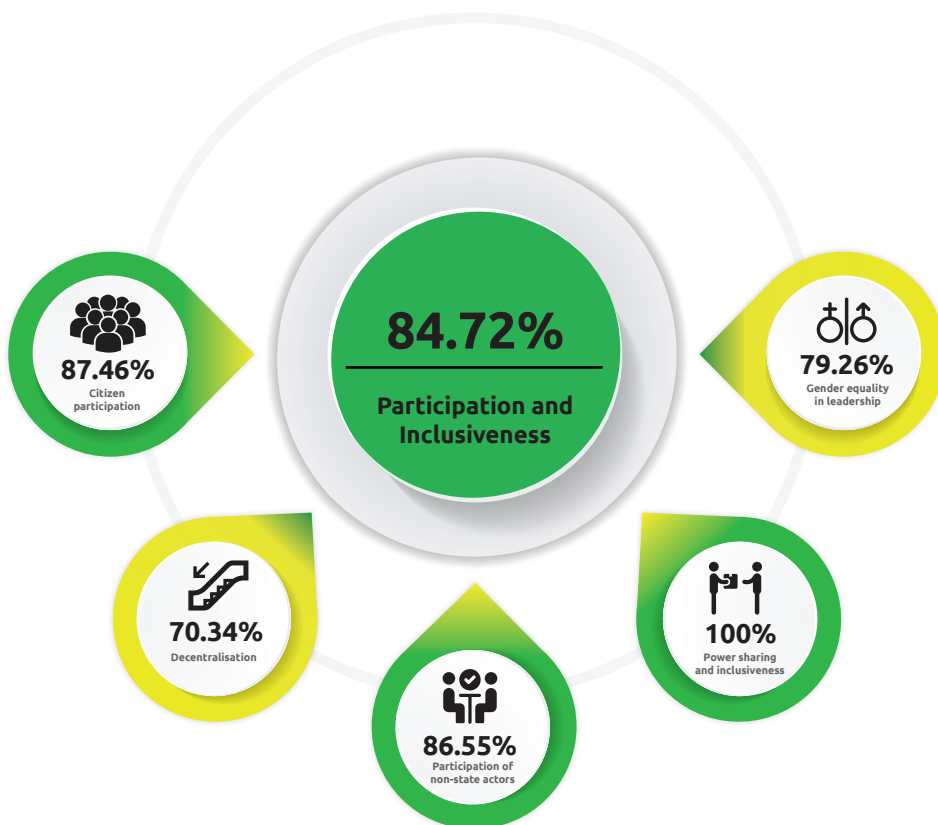
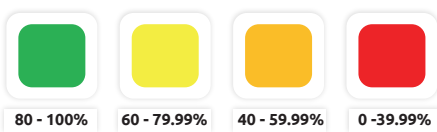
Figure 13: Performance of the pillar of Political Rights and Civil Liberties since RGS 1st edition



Source: RGS 13th edition



Participation and Inclusiveness



6 Participation and Inclusiveness

Participation and Inclusiveness refer to the meaningful involvement of citizens in public decision-making processes while ensuring that all segments of society have equitable opportunities to participate in and benefit from the country's social, political, and economic development. These principles are essential for promoting responsive governance, strengthening citizens' voice, and ensuring that no one is left behind in the national development process. In the RGS 13th Edition, the Participation and Inclusiveness pillar comprises five indicators and 17 variables. The five indicators are Citizen Participation; Decentralisation; Participation of Non-State Actors; Power Sharing and Inclusiveness; and Gender Equality in Leadership.

The overall performance of the pillar declined from 86.31% in the RGS 12th Edition to 84.72% in the current edition, representing a decrease of 1.59%. This decline was mainly driven by weaker performance in two indicators: Citizen Participation (-3.41%) and Gender Equality in Leadership (-3.16%). Despite this decline, the pillar maintained a score above the 80% threshold, reflecting generally strong performance. However, the decrease in citizen participation and gender equality in leadership highlights areas requiring greater attention to sustain inclusive governance and broaden meaningful participation in decision-making processes.

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

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
PARTICIPATION AND INCLUSIVENESS	1	Citizen participation				87.46%	
	1.1	Participation in the elaboration of district plans, Imihigo and budget	78.50%	100%	CRC, 2026	78.50%	
	1.2	Participation in elections	92.00%	100%	CRC, 2026	92.00%	
	1.3	Participation in decision making				81.70%	
	1.3.1	Participation in community forums (Inteko z'Abaturage)	93.90%	100%	CRC, 2026	93.90%	
	1.3.2	Participation in Umugoroba w'Imiryango	66.80%	100%	CRC, 2026	66.80%	
	1.3.3	Participation in the problem solving for citizens	92.30%	100%	CRC, 2026	92.30%	
	1.3.4	Participation in holding leaders accountable	80.80%	100%	CRC, 2026	80.80%	
	1.3.5	Participation in the Implementation of social protection programs	74.70%	100%	CRC, 2026	74.70%	
	1.4	Participation in community works (Umuganda)	94.70%	100%	CRC, 2026	94.70%	
	1.5	Participation in voluntary activities	90.40%	100%	CRC, 2026	90.40%	
	2	Decentralisation				70.34%	
	2.1	Performance of local government				72.25%	
	2.1.1	Performance of decentralized entities (District - Village)	72.00%	100%	CRC, 2026	72.00%	
	2.1.2	Citizen satisfaction with decentralized services	72.50%	100%	CRC, 2026	72.50%	



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
PARTICIPATION AND INCLUSIVENESS	2.1.3	Number of decentralized services against the total number of all public services to be decentralized	232	522	MINALOC, 2026	44.44%	
	2.2	Central government transfer to the decentralised entities (Block grant)	2.08%	5.00%	MINECOFIN, 2026	41.60%	
	2.3	Percentage of districts revenue collected against the annual collection target	97.16%	100.00%	MINALOC, 2026	97.16%	
	3	Participation of non-state actors				86.55%	
	3.1	CSOs participation and inclusiveness				86.31%	
	3.1.1	CSOs in governance	88.30%	100%	CRC, 2026	88.30%	
	3.1.2	CSOs against corruption	85.00%	100%	CRC, 2026	85.00%	
	3.1.3	FBOs in governance	86.00%	100%	CRC, 2026	86.00%	
	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				86.80%	
	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	95.60%	100%	CRC, 2026	95.60%	
	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%	
	4	Power sharing and inclusiveness				100%	
	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, 2026	100%	
	4.3	Representation of various categories in the Senate	100%	100%	NEC, 2026	100%	
	5	Gender equality in leadership				79.26%	
	5.1	The Executive				64.76%	
	5.1.1	Percentage of women in ministerial positions	40.00%	50.00%	GMO, 2026	80.00%	
	5.1.2	Percentage of women heading public institutions	28.50%	50.00%	GMO, 2026	57.00%	
	5.1.3	Percentage of women permanent secretaries	21.00%	50.00%	GMO, 2026	42.00%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
PARTICIPATION AND INCLUSIVENESS	5.1.4	Percentage of women at permanent secretary level	34.40%	50.00%	GMO, 2026	68.80%	
	5.1.5	Percentage of women in district executive committee	38.00%	50.00%	MINALOC, 2026	76.00%	
	5.2	The Legislature				98.05%	
	5.2.1	Percentage of women senators	46.10%	50.00%	Senate, 2026	92.20%	
	5.2.2	Percentage of women in senate bureau	66.60%	50.00%	Senate, 2026	100%	
	5.2.3	Percentage of women MPs 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				83.43%	
	5.3.1	Percentage of women in judiciary leadership				89.43%	
	5.3.1.1	Supreme Court	50.00%	50.00%	Supreme court, 2026	100%	
	5.3.1.2	Court of Appeal	50.00%	50.00%	Supreme court, 2026	100%	
	5.3.1.3	High Court	29.00%	50.00%	Supreme court, 2026	58.00%	
	5.3.1.4	Intermediate Courts	38.00%	50.00%	Supreme court, 2026	76.00%	
	5.3.1.5	Primary Courts	46.00%	50.00%	Supreme court, 2026	92.00%	
	5.3.1.6	Commercial High Court	50.00%	50.00%	Supreme court, 2026	100%	
	5.3.1.7	Commercial Court	50.00%	50.00%	Supreme court, 2026	100%	
	5.3.2	Percentage of women judges in Supreme Court	57.00%	50.00%	Supreme court, 2026	100%	
	5.3.3	Percentage of women judges in Court of Appeal	44.00%	50.00%	Supreme court, 2026	88.00%	
	5.3.4	Percentage of women judges in High Court	31.00%	50.00%	Supreme court, 2026	62.00%	
	5.3.5	Percentage of women judges in Intermediate Court	45.00%	50.00%	Supreme court, 2026	90.00%	
	5.3.6	Percentage of women judges in Primary Courts	59.00%	50.00%	Supreme court, 2026	100%	
	5.3.7	Percentage of women judges in Commercial High Court	29.00%	50.00%	Supreme court, 2026	58.00%	
	5.3.8	Percentage of women judges in Commercial Court	40.00%	50.00%	Supreme court, 2026	80.00%	
	5.4	Citizen satisfaction with the respect of gender equality principles	70.80%	100%	CRC, 2026	70.80%	
Pillar Overall Score						84.72%	

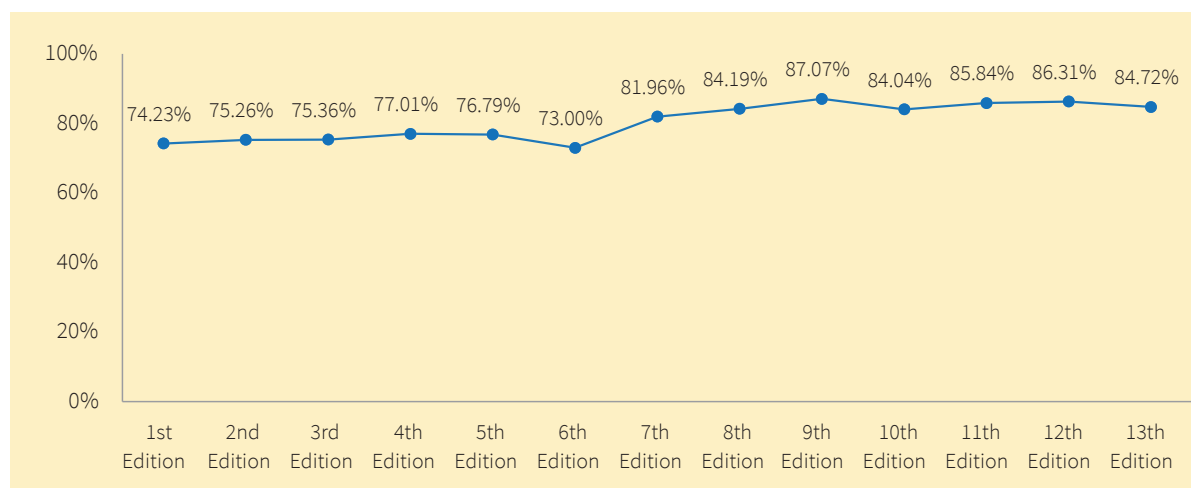


6.1. Rating of indicators and variables under Participation and Inclusiveness pillar

Figure 14: Number of indicators and variables

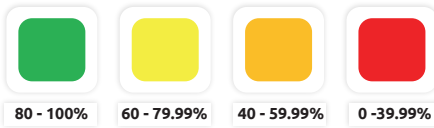


Figure 15: Performance of Participation and Inclusiveness pillar since RGS 1st edition





Safety and Security



7

Safety and Security

Safety and Security refer to the protection of persons and property, the maintenance of public order, and the safeguarding of national security. The concept also encompasses reconciliation, social cohesion, and national unity, which are essential for maintaining a peaceful, stable, and secure society and creating an enabling environment for sustainable socio-economic development. In the RGS 13th Edition, the Safety and Security pillar comprises four indicators and 15 variables. The four indicators are Maintaining Security; Public Order and Crime Prevention; Personal and Property Safety; and Reconciliation, Social Cohesion and Unity. Notably, Public Order and Crime Prevention is a newly introduced indicator, replacing the former National Security indicator to better capture performance related to the maintenance of public order and the prevention of crime.

The overall performance of the pillar registered a slight improvement of 0.13%. The Safety and Security pillar has consistently remained the highest-performing pillar since the inception of the RGS in 2010, reflecting sustained strong performance in maintaining a safe, secure, and cohesive society. Despite the pillar's strong overall performance, the Personal and Property Safety indicator recorded a decline of 3.32%. This decline warrants closer attention to the underlying variables contributing to the decrease to ensure that the gains achieved in safety and security are sustained and that emerging challenges affecting the protection of persons and property are effectively addressed.

Table 7: Detailed performance of indicators and variables of the Safety and Security pillar

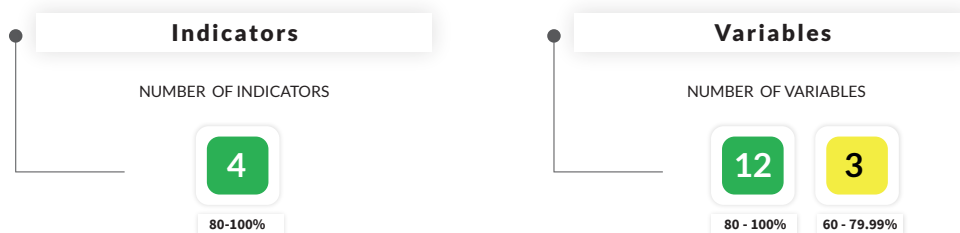
PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
SAFETY AND SECURITY	1	Maintaining security				92.58%	
	1.1	Citizen confidence in Rwanda Defence Force	99.00%	100%	CRC, 2026	99.00%	
	1.2	Reliability and confidence in Rwanda National Police				87.12%	
	1.2.1	Law enforcement	85.70%	100%	Mo Ibrahim Foundation, Ibrahim Index of African Governance 2024	85.70%	
	1.2.2	Ratio of police officer to persons	1/575	1/450	RNP and United Nations Office on Drugs and Crime (UNODC), 2026	78.26%	
	1.2.3	Citizen confidence in Rwanda National Police	97.40%	100%	CRC, 2026	97.40%	
	1.3	Citizen confidence in District Administrative Security Support Organ (DASSO)	86.50%	100%	CRC, 2026	86.50%	
	1.4	Citizen satisfaction with national security	97.70%	100%	CRC, 2026	97.70%	
	2	Public order and crime prevention				88.68%	
	2.1	Absence of crime	0.72	1	World Justice Project, Rule of Law Index 2025	72.00%	
	2.2	Absence of civil conflict	1.00	1	World Justice Project, Rule of Law Index 2025	100%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
SAFETY AND SECURITY	2.3	Absence of violent redress	0.83	1	World Justice Project, Rule of Law Index 2025	83.00%	
	2.4	Absence of armed conflict	99.70%	100%	Mo Ibrahim Foundation, Ibrahim Index of African Governance 2024	99.70%	
	3	Personal and property safety				83.46%	
	3.1	Homicides rates (per 100,000)	2.5/100000	0/100000	RIB, 2026	99.75%	
	3.2	Percentage of population who feel safe walking alone at night in the city or area where they live	65.40%	100%	CRC, 2026	65.40%	
	3.3	Citizen satisfaction with property security	77.10%	100%	CRC, 2026	77.10%	
	3.4	Citizen satisfaction with personal security	91.60%	100%	CRC, 2026	91.60%	
	4	Resilience, social cohesion and unity				95.87%	
	4.1	Citizens' trust in country's leadership				92.03%	
	4.1.1	Presidency	99.40%	100%	CRC, 2026	99.40%	
	4.1.2	Parliament	91.30%	100%	CRC, 2026	91.30%	
	4.1.3	Judiciary	85.40%	100%	CRC, 2026	85.40%	
	4.2	Cohesion and mutual trust				97.65%	
	4.2.1	Level of Unity of Rwandans	95.30%	100%	Rwanda National Unity Barometer (RNUB), 2025	95.30%	
	4.2.2	Level of Resilience among Rwandans	90.80%	90.80%	Rwanda National Unity Barometer (RNUB), 2025	100%	
	4.3	Promoting cultural values and National Identity				97.93%	
	4.3.1	Proportion of youth enrolled in Voluntary National Service (Urugerero)	87.44%	77.00%	MINUBUMWE, 2026	100%	
	4.3.2	Level of shared sense of national identity	97.00%	95.00%	Rwanda National Unity Barometer (RNUB), 2025	100%	
	4.3.3	Adherence to Rwandanness (Ndi Umunyarwanda)	93.80%	100%	CRC, 2026	93.80%	
	Pillar Overall Score						90.15%

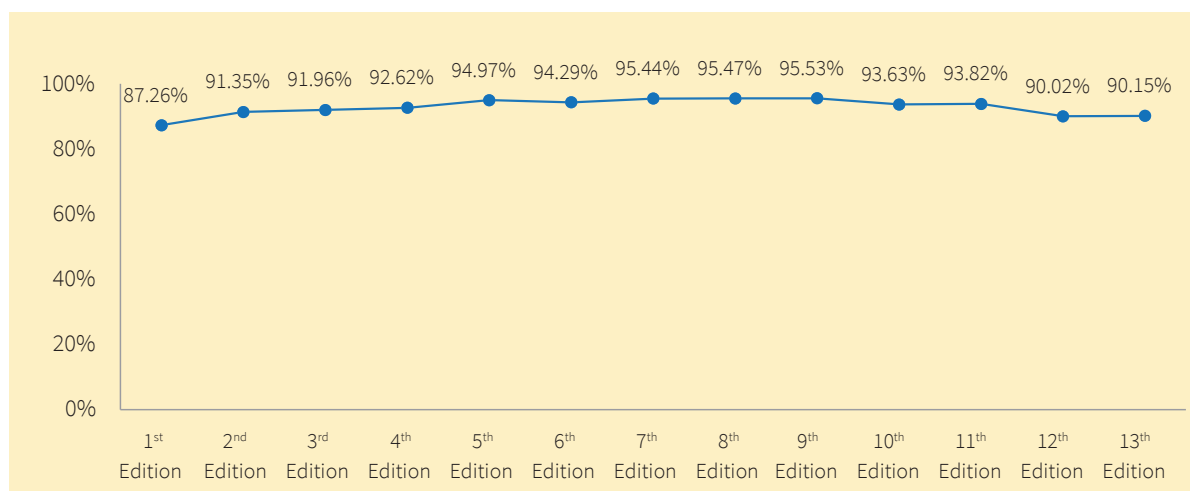


7.1. Rating of indicators and variables under Safety and Security pillar

Figure 16: Number of indicators and variables

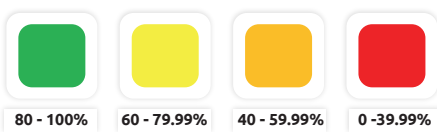


Figures 17: Performance trend of Safety and Security pillar since RGS 1st edition





Investing in Human and Social Development



Investing in Human and Social Development

Investing in Human and Social Development refers to the process of expanding people's opportunities and capabilities to live long and healthy lives, acquire quality education, enjoy a decent standard of living, and participate fully in society while exercising their fundamental rights and freedoms (UNDP, 1990). In the context of the Rwanda Governance Scorecard (RGS), this pillar measures progress in key dimensions of human and social development through five indicators: Education, Health, Social Protection, Secure and Prosperous Family, and Climate Change and Environmental Resilience. Together, these indicators assess the extent to which governance contributes to improving citizens' wellbeing, resilience, and quality of life. In the RGS 13th Edition, the pillar comprises five indicators and 23 variables, compared to 22 variables in the RGS 12th Edition. The increase is attributed to the introduction of a new variable, Disaster Resilience Management, under the Climate Change and Environmental Resilience indicator. The inclusion of this variable strengthens the assessment of governance performance in disaster preparedness and resilience, in line with Rwanda's commitment to climate adaptation and disaster risk management.

The pillar recorded an overall score of 68.55%, representing the highest improvement among all eight pillars, with an increase of 3.86% compared with the RGS 12th Edition. This improvement was primarily driven by stronger performance in the Climate Change and Environmental Resilience (+8.89%) and Education (+7.40%) indicators, reflecting notable progress in environmental governance, climate resilience, and the education sector. Despite this improvement, the pillar remains below the 80% performance threshold, indicating that sustained policy attention and investment are still required to accelerate progress across the remaining dimensions of human and social development.

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

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	1	Education				73.05%	
	1.1	Access to education				84.60%	
	1.1.1	Net enrollment rate				74.46%	
	1.1.1.1	Pre-primary	50.30%	55.80%	MINEDUC, 2025	90.14%	
	1.1.1.2	Primary Education	95.80%	98.60%	MINEDUC, 2025	97.16%	
	1.1.1.3	Secondary Education	28.90%	32.80%	MINEDUC, 2025	88.11%	
	1.1.1.4	Percentage of students enrolled in STEM related courses as proportion of total students in higher education	48.30%	53.00%	MINEDUC, 2025	91.13%	
	1.1.1.5	Dropout rate in primary	4.90%	0.00%	MINEDUC, 2025	5.77%	
	1.1.2	Transition rate				94.74%	
	1.1.2.1	Transition rate from Primary to lower secondary	83.00%	94.70%	MINEDUC, 2025	87.65%	
	1.1.2.2	Transition rate from Lower to Upper Secondary	81.90%	84.80%	MINEDUC, 2025	96.58%	
	1.1.2.3	Transition rate from Upper secondary to higher education	56.80%	53.60%	MINEDUC, 2025	100%	
	1.2	Education system strengthening				69.65%	
	1.2.1	Infrastructure				70.36%	
	1.2.1.1	Percentage of schools with water				94.79%	



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	1.2.1.1.1	Primary	83.90%	89.70%	MINEDUC, 2025	93.53%	
	1.2.1.1.2	Secondary	89.80%	93.50%	MINEDUC, 2025	96.04%	
	1.2.1.2	Percentage of schools with electricity				87.10%	
	1.2.1.2.1	Primary	86.30%	100%	MINEDUC, 2025	86.30%	
	1.2.1.2.2	Secondary	87.90%	100%	MINEDUC, 2025	87.90%	
	1.2.1.3	Number of Vocational Training Centers (VTCs) established	104	584	MINEDUC, 2025	17.81%	
	1.2.1.4	Number of TVET classrooms constructed	2223	2719	MINEDUC, 2025	81.76%	
	1.2.2	Pupils, student trained teacher Ratio				72.25%	
	1.2.2.1	Pre-Primary	95:1	32:1	MINEDUC, 2025	33.68%	
	1.2.2.2	Primary	59:1	49:1	MINEDUC, 2025	83.05%	
	1.2.2.3	Secondary	34:1	34:1	MINEDUC, 2025	100%	
	1.2.3	Repetition rate				82.80%	
	1.2.3.1	Repetition rate in Primary	20.40%	15.00%	MINEDUC, 2025	73.53%	
	1.2.3.2	Repetition rate in Secondary (Lower)	16.80%	13.40%	MINEDUC, 2025	79.76%	
	1.2.3.3	Repetition rate in Secondary (Upper)	4.10%	3.90%	MINEDUC, 2025	95.12%	
	1.2.4	English proficiency for teachers in primary and secondary levels				30.23%	
	1.2.4.1	Percentage of primary teachers meeting intermediate English proficiency level	4.00%	95.00%	MINEDUC, 2025	4.21%	
	1.2.4.2	Percentage of general secondary and TVET teachers meeting English proficiency level	45.00%	80.00%	MINEDUC, 2025	56.25%	
	1.2.5	Citizen satisfaction with school feeding program	74.50%	100%	CRC, 2026	74.50%	
	1.2.6	Citizen satisfaction with the role of parents in education	69.70%	100%	CRC, 2026	69.70%	
	1.2.7	Literacy rate (people aged between 15-24 years)	87.70%	100%	NISR, EICV7	87.70%	
	1.3	Use of ICT in teaching and learning at all levels				64.90%	
	1.3.1	Percentage of schools using ICT for teaching and learning	40.80%	65.00%	MINEDUC, 2025	62.77%	
	1.3.2	Teacher-to-computer ratio in primary	6:1	1:1	MINEDUC, 2025	16.67%	
	1.3.3	Student-to-computer ratio	10:1	7:1	MINEDUC, 2025	70.00%	
	1.3.4	Percentage of schools with internet connectivity	83.70%	85.00%	MINEDUC, 2025	98.47%	
	1.3.5	Percentage of citizens with basic digital literacy skills (15 years above)	76.60%	100%	MINICT, 2026	76.60%	
	2	Health				78.22%	
	2.1	Maternal and child health				82.36%	



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	2.1.1	Immunisation rate (Full coverage)	94.00%	100%	MoH, 2026	94.00%	
	2.1.2	Under 5 mortality rate (per 1,000 live births)	36.00	36.20	MoH, DHS 2025	100.00%	
	2.1.3	Maternal mortality rate (Deaths per 100,000 live births)	149.00	86.00	MoH, 2026	57.72%	
	2.1.4	Percentage of assisted delivery in health facilities	98.00%	100%	MoH, DHS 2025	98.00%	
	2.1.5	Prevalence of stunting among children under five years	27.00%	15.00%	MoH, DHS 2025	55.56%	
	2.1.6	Percentage of currently married women with unmet need of family planning	9.00%	8.00%	MoH, DHS 2025	88.89%	
	2.2	Diseases prevention and control				73.82%	
	2.2.1	Patients under antiretroviral treatment	98.00%	100%	MoH, 2026	98.00%	
	2.2.2	Annual incidence rate for malaria (cases per 1,000 population)	52.00	41.40	MoH, 2026	79.62%	
	2.2.3	Annual Incidence rate for HIV (cases per 1,000 population)	0.30	0.240	MoH, 2025	80.00%	
	2.2.4	Percentage of people with disabilities who use assistive devices and/or disability related products	38.00%	60.00%	MoH, 2025	63.33%	
	2.2.5	Probability of dying between age 30 and 70 from any of cardiovascular diseases, cancer, diabetes, or chronic respiratory diseases	27.00%	13.00%	MoH, 2025	48.15%	
	2.3	Health system strengthening				78.49%	
	2.3.1	Life expectancy at birth (years)	70.50	71.70	NISR, 2026	98.33%	
	2.3.2	Percentage of population who are covered by health insurance schemes	90.00%	100%	MoH, 2025	90.00%	
	2.3.3	Ratio of active licensed nurses (number per 100,000 of population)	127.50	115.60	MoH, 2026	100%	
	2.3.4	Ratio of active licensed midwives (number per 100.000 of population)	62.90	112.40	MoH, 2025	55.96%	
	2.3.5	Ratio of active licensed doctors (number per 100.000 of population)	17.90	22.40	MoH, 2025	79.91%	
	2.3.6	Turnover rate among health care workers (doctors, nurses, midwives, pharmacists)				59.32%	
	2.3.6.1	Doctors	44.00%	25.00%	MoH, 2025	56.82%	
	2.3.6.2	Nurses	26.00%	10.00%	MoH, 2025	38.46%	
	2.3.6.3	Midwives	14.00%	10.00%	MoH, 2025	71.43%	
	2.3.6.4	Pharmacists	85.00%	60.00%	MoH, 2025	70.59%	
	2.3.7	Citizen satisfaction with Community based health insurance (CBHI)	67.10%	100%	CRC, 2026	67.10%	
	2.3.8	Citizen satisfaction with Community health workers (CHWs)	77.00%	100%	CRC, 2026	77.00%	
	2.3.9	Ratio of health posts to cells (1:1)	1.63	1.66	MoH, 2025	98.19%	



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	2.3.10	Health facilities fully equipped	65.00%	85.00%	MoH, 2026	76.47%	
	2.3.11	Percentage of households with access to improved sanitation facilities	94.30%	100%	MININFRA, 2026	94.30%	
	2.3.12	Percentage of population with basic sanitation services	72.40%	100%	MININFRA, 2026	72.40%	
	2.3.13	Population served by one ambulance	27426	20000	MoH, 2025	72.92%	
	2.3.14	International Health Regulation (IHR) index	68.00%	100%	MoH, 2025	68.00%	
	2.3.15	Proportion of health facilities (hospitals and health centers) with fully functioning Electronic Medical Record (EMR) system	67.50%	100%	MoH, 2026	67.50%	
	3.	Social protection				67.15%	
	3.1	Access to social security and income support programmes				58.95%	
	3.1.1	Number of vulnerable people benefiting from old age and child grants under the Lifecycle approach				53.09%	
	3.1.1.1	Old age grants	79299	92611	LODA, 2026	85.63%	
	3.1.1.2	Child grants	101986	496390	LODA, 2026	20.55%	
	3.1.2	Number of houses built or refurbished for vulnerable genocide survivors	296	720	MINUBUMWE, 2026	41.11%	
	3.1.3	Percentage of PwDs supported with assistive devices	82.65%	100%	NCPD, 2026	82.65%	
	3.2	Social protection programs and sustainable graduation out of poverty				70.83%	
	3.2.1	Value of partners contributions towards graduation from poverty (Billions)	62.03	75.00	MINALOC, 2026	82.71%	
	3.2.2	Number of districts partnering formally with CSOs in social protection	12.00	30.00	LODA, 2026	40.00%	
	3.2.3	Number of beneficiaries (Households) of GIRINKA program	15325	28000	RAB, 2026	54.73%	
	3.2.4	Timely payment for VUP program				91.67%	
	3.2.4.1	Classic public works	88.00%	100%	LODA, 2026	88.00%	
	3.2.4.2	Extended public works	95.00%	100%	LODA, 2026	95.00%	
	3.2.4.3	Direct support	92.00%	100%	LODA, 2026	92.00%	
	3.2.5	Proportion of the poor and vulnerable population covered by Social Protection systems	9.50%	14.00%	MINALOC, 2026	67.86%	
	3.2.6	Citizen satisfaction with social protection programs on the wellbeing of vulnerable people	69.70%	100%	CRC, 2026	69.70%	
	3.2.7	Percentage of graduation participants graduated out of poverty	62.40%	70.00%	MINALOC, 2026	89.14%	



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	3.3	Early childhood development and eradication of malnutrition				68.38%	
	3.3.1	Percentage of children under six years old benefitting ECD services delivery	80%	90%	NCDA, 2026	88.89%	
	3.3.2	Number of established operational Community Based ECD facilities (3 by cell)	2388	4219	NCDA, 2026	56.60%	
	3.3.3	Maternal and child nutrition	75.70%	100%	ECD Scorecard 3rd Edition	75.70%	
	3.3.4	Hygiene and Sanitation in ECD facilities	66.00%	100%	ECD Scorecard 3rd Edition	66.00%	
	3.3.5	Access to clean and safe drinking water in ECD facilities	54.70%	100%	ECD Scorecard 3rd Edition	54.70%	
	3.4.	Level of citizens satisfaction with social protection programs implementation				70.43%	
	3.4.1	Citizen satisfaction with VUP program	67.00%	100%	CRC, 2026	67.00%	
	3.4.2	Citizen satisfaction with GIRINKA program	71.20%	100%	CRC, 2026	71.20%	
	3.4.3	Citizen satisfaction with Shelter program	73.10%	100%	CRC, 2026	73.10%	
	4	Secure and prosperous family				59.45%	
	4.1	Citizen satisfaction with consultative decision making on the use of family resources	53.30%	100%	CRC, 2026	53.30%	
	4.2	Citizen satisfaction with the respect of children's rights in the family	69.10%	100%	CRC, 2026	69.10%	
	4.3	Citizen satisfaction with the respect of gender equality in the family	49.30%	100%	CRC, 2026	49.30%	
	4.4	Citizen satisfaction with welfare of PwDs in the family	63.30%	100%	CRC, 2026	63.30%	
	4.5	Citizen satisfaction with welfare of elders in the family	60.20%	100%	CRC, 2026	60.20%	
	4.6	Teenage pregnancy ratio (per 1000 teens)	24.40	15.00	MoH, 2026	61.48%	
	5	Climate change and environmental resilience				64.89%	
	5.1	Resilience to climate change				59.65%	
	5.1.1	Number of socioeconomic sectors with weather and climate services integrated in their planning instruments	5	7	RMA (METEO RWANDA), 2026	71.43%	
	5.1.2	Area of land with high-risk of soil erosion restored (Ha)	363668.70	550000.00	RWB, 2026	66.12%	
	5.1.3	Percentage of area of land protected to maintain biological diversity	9.10%	27.00%	MoE, 2026	33.70%	
	5.1.4	Percentage of implementation of environment and climate change indicators in different sectors	74.00%	100%	REMA, 2026	74.00%	



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	5.1.5	Percentage of implementation of environment and climate change indicators in local government performance contracts	53.00%	100%	REMA, 2026	53.00%	
	5.2	Disaster Resilience Management				58.71%	
	5.2.1	Risk Knowledge	48.0%	100%	MINEMA	48.00%	
	5.2.2	Risk Prevention, Mitigation and Adaptation	58.0%	100%	MINEMA	58.00%	
	5.2.3	Risk Coordination	42.0%	100%	MINEMA	42.00%	
	5.2.4	Preparedness for Effective Response and Recovery	47.0%	100%	MINEMA	47.00%	
	5.2.5	Number of district emergency command posts established and operational	28	28	MINEMA, 2026	100%	
	5.2.6	Adaptive capacity (index of coping measures)				57.28%	
	5.2.6.1	City of Kigali	0.514	1	REMA, 2025	51.40%	
	5.2.6.2	Southern province	0.599	1	REMA, 2025	59.90%	
	5.2.6.3	Western province	0.585	1	REMA, 2025	58.50%	
	5.2.6.4	Northern province	0.572	1	REMA, 2025	57.20%	
	5.2.6.5	Eastern province	0.594	1	REMA, 2025	59.40%	
	5.3	Sustainable management of natural resources				49.70%	
	5.3.1	Area of degraded critical ecosystems and riparian areas restored and managed (Ha)	2,872.26	3,300.00	REMA, 2026	87.04%	
	5.3.2	Area of land restored or maintained under a Payment for Ecosystem Services (PES) scheme (Ha)	8,468	40,000	MoE, 2026	21.17%	
	5.3.3	Area of forests sustainably managed (Ha)	20,761.01	31,221	RFA, 2026	66.50%	
	5.3.4	Area of agroforestry trees planted (Ha)	882,608.36	1,058,920.00	RFA, 2026	83.35%	
	5.3.5	Area of forest managed under the Forest Monitoring and Evaluation System (Ha)	119,878.72	724,695	RFA, 2026	16.54%	
	5.3.6	Artificial water storage per capita (m3/capita)	5.80	45.00	RWB, 2026	12.89%	
	5.3.7	Citizen satisfaction with management of natural resources	60.4%	100%	CRC, 2026	60.40%	
	5.4	Land administration and management				71.89%	
	5.4.1	Level of compliance to developed land use master plans	45.30%	60.00%	NLA, 2026	75.50%	
	5.4.2	Number of households settled in green model villages or green cities	1,417	1,500	REMA, 2026	94.47%	



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	5.4.3	Citizen satisfaction with Land administration and management	45.70%	100%	CRC, 2026	45.70%	
	5.5	Environmental management, mitigation and adaptation to climate change				71.23%	
	5.5.1	National GHG emissions (MtCO2e)	6.75	7.50	MoE, 2026	90.00%	
	5.5.3	Number of households using efficient biomass cook stoves such as Tier 3+ Firewood, charcoal, pellets, briquettes stoves	1,565,703	2,560,062	MoE, 2026	61.16%	
	5.5.4	Percentage of capital projects complying to their Environmental impact Assessment/ Environmental Management Plan	73.00%	100%	REMA, 2026	73.00%	
	5.5.5	Percentage of mines complying with sustainable and climate compatible mining practices	77.90%	100%	RMB, 2026	77.90%	
	5.5.6	Sustainable use of energy				55.34%	
	5.5.6.1	Percentage of households using firewood for cooking	75.00%	29.59%	MININFRA, 2026	39.45%	
	5.5.6.2	Percentage of households with access to electricity	84.30%	100%	MININFRA, 2026	84.30%	
	5.5.6.3	Percentage of Households using efficient biomass cookstoves	33.00%	61.00%	MININFRA, 2026	54.10%	
	5.5.6.4	Percentage of households using clean non-biomass technologies	5.40%	39.00%	MININFRA, 2026	13.85%	
	5.5.6.5	Percentage share of renewable energy in power generation mix	51.00%	60.00%	MININFRA, 2026	85.00%	
	5.6	Sustainable settlement				61.67%	
	5.6.1	Percentage of rural households living in integrated planned rural settlements	67.90%	81.10%	MININFRA, 2026	83.72%	
	5.6.2	Percentage of urban population living in unplanned settlements	60.00%	52.70%	MININFRA, 2026	87.83%	
	5.6.3	Citizens satisfaction with basic settlement infrastructure (Water, electricity, streets,...)	45.80%	100%	CRC, 2026	45.80%	
	5.6.4	Citizens satisfaction with prevention against settlement in risk zones	78.70%	100%	CRC, 2026	78.70%	
	5.6.5	Citizens satisfaction with access to information on the land master plan	32.80%	100%	CRC, 2026	32.80%	
	5.6.6	Percentage of households in high-risk areas protected from flood-related hazards	10.00%	40.00%	RWB, 2026	25.00%	
	5.6.7	Percentage of rural population with access to all-season roads	77.80%	100%	SDGs Report, 2026	77.80%	
	5.7	Increased climate and nature finance (cumulative-USD Billion)	4.884	6	MoE, 2026	81.40%	
Pillar Overall Score						68.55%	

Source: RGS 13th edition



8.1. Performance Rating of Indicators and Variables under the Investing in Human and Social Development Pillar

Figure 18: Number of indicators and variables

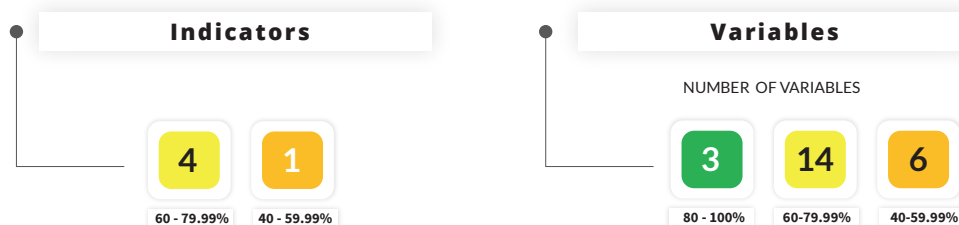
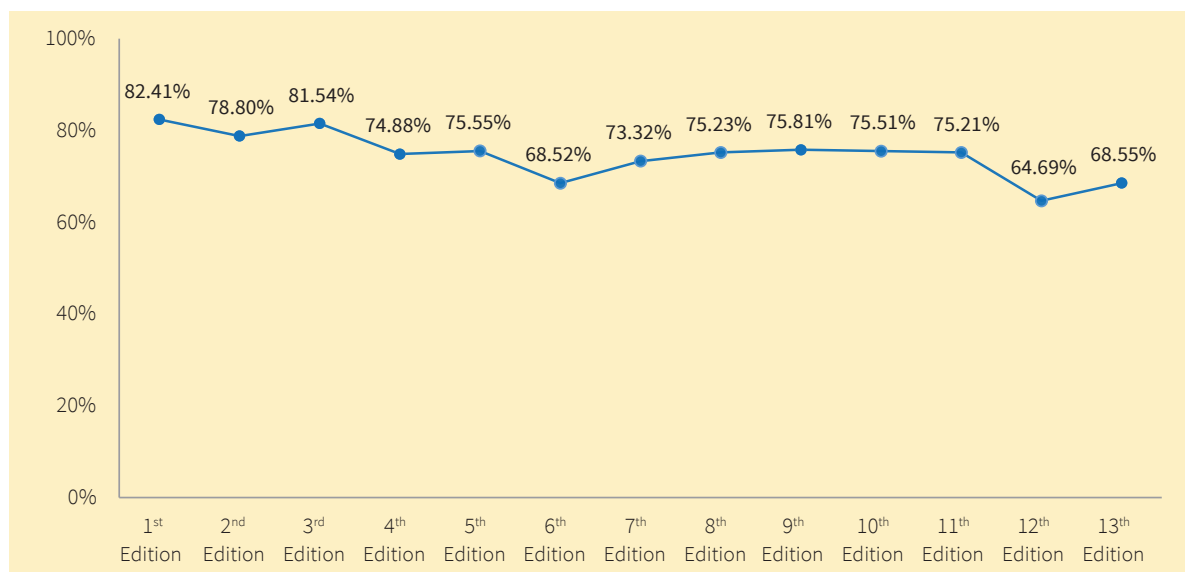


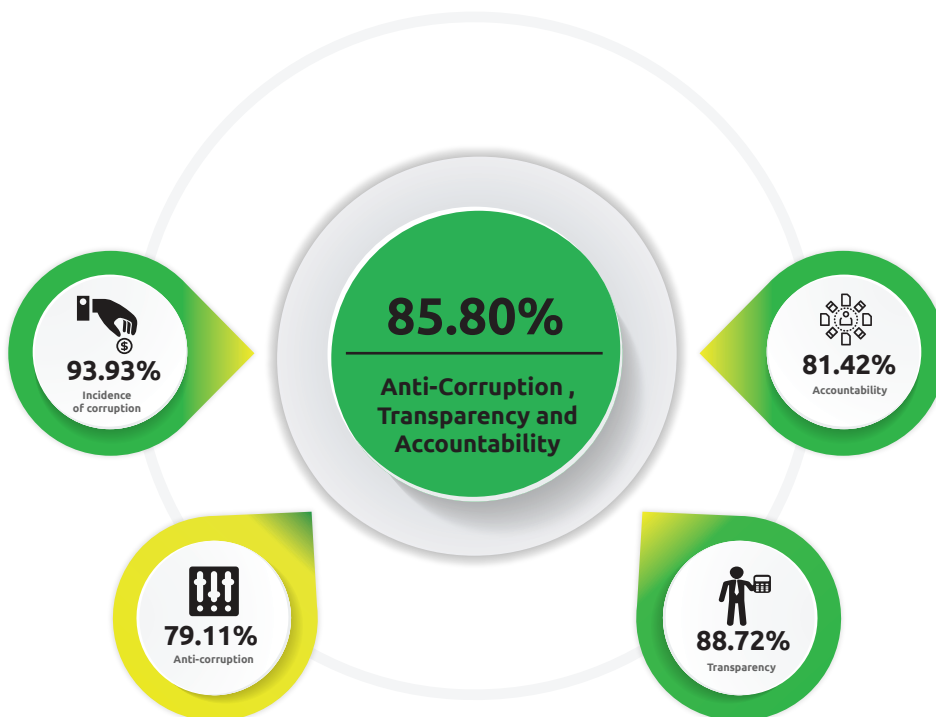
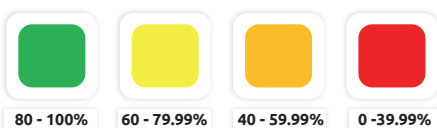
Figure 19: Performance of the Investing in Human and Social Development pillar since RGS 1st edition



Source: RGS 13th edition



Anti-Corruption, Transparency and Accountability



9

Anti-corruption, Transparency and Accountability

The Anti-corruption, Transparency and Accountability pillar assesses the effectiveness of measures established to prevent and combat corruption, as well as citizens' perceptions and experiences of corruption. It also examines the extent to which public institutions provide timely, accessible, clear, and relevant information about their processes, decisions, and actions. Furthermore, the pillar assesses the extent to which public officials and institutions are held accountable for their decisions, actions, and use of public resources, thereby promoting integrity and responsible governance.

In the RGS 13th Edition, the pillar comprises four indicators and 24 variables. As part of the methodological refinement of the pillar, the variable "Number of People Reached in Anti-corruption and Anti-Injustice Dialogues" was removed and replaced by "Government Officials Sanctioned for Misconduct." This change strengthens the focus of the assessment from measuring the reach of Anti-corruption awareness activities to capturing concrete accountability actions taken in response to misconduct.

The overall performance of the Anti-corruption, Transparency and Accountability pillar increased from 84.67% in the RGS 12th Edition to 85.80% in the current edition, representing an improvement of 1.13%. This improvement indicates continued progress in strengthening Anti-corruption measures, transparency, and accountability mechanisms. Nevertheless, sustained efforts remain important to consolidate these gains and address performance gaps across the underlying indicators and variables.

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

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
ANTI-CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY	1	Incidence of corruption				93.93%	
	1.1	Percentage of citizens who have encountered corruption while interacting with service providers	13.90%	0.00%	CRC, 2026	86.10%	
	1.2	Percentage of citizens who were asked corruption by public servants	3.30%	0.00%	CRC, 2026	96.70%	
	1.3	Status of corruption in business community				97.33%	
	1.3.1	Proportion of bribe demanded against business community during the 12 previous months	4.20%	0.00%	RBI, 2025	95.80%	
	1.3.2	Proportion of bribe paid against those who were asked for it in business community during the 12 previous months	1.14%	0.00%	RBI, 2025	98.86%	
	1.4	Percentage of citizens who experienced corruption in last twelve months	4.40%	0.00%	CRC, 2026	95.60%	
	2	Anti-corruption				79.11%	
	2.1	Anti-corruption committees in public and private institution trained	1158	800	Ombudsman, 2025	100%	
	2.2	Control of corruption	60.52%	92.00%	Worldwide Governance Indicators, 2024	65.78%	
	2.3	Role of institutions in fighting corruption and injustice	84.80%	100%	CRC, 2026	84.80%	
	2.4	Citizen satisfaction with fighting corruption	74.20%	100%	CRC, 2026	74.20%	
	2.5	Citizen satisfaction with fighting injustice	75.00%	100%	CRC, 2026	75.00%	
	2.6	Citizen satisfaction with government commitment to fight corruption	83.22%	100%	RBI, 2025	83.22%	



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
ANTI-CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY	2.7	Citizen satisfaction with performance of local administration in fighting corruption and injustice	71.50%	100%	CRC, 2026	71.50%	
	2.8	Absence of corruption in public sector	78.10%	100%	Mo Ibrahim Foundation, Ibrahim Index of African Governance 2024	78.10%	
	2.9	Absence of corruption in private sector	87.80%	100%	Mo Ibrahim Foundation, Ibrahim Index of African Governance 2024	87.80%	
	2.10	Absence of corruption in public procurement procedures	81.90%	100%	Mo Ibrahim Foundation, Ibrahim Index of African Governance 2024	81.90%	
	2.11	Anti-corruption mechanisms	67.90%	100%	Mo Ibrahim Foundation, Ibrahim Index of African Governance 2024	67.90%	
	3	Transparency				88.72%	
	3.1	Percentage of the value of contracts awarded through open tendering methods over the total value of contracts awarded	62.00%	80.00%	RPPA, 2026	77.50%	
	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%	
	4	Accountability				81.42%	
	4.1	Percentage of annual national budget audited by OAG	96.04%	100%	OAG, 2025	96.04%	
	4.2	Percentage of entities with unqualified audit opinion on financial statements audits	97.00%	100%	OAG, 2025	97.00%	
	4.3	Percentage of entities with Unqualified audit conclusion on compliance with laws and regulations on public spending	83.00%	100%	OAG, 2025	83.00%	
	4.4	Percentage of entities with conclusion audit opinion on realisation on value for money in utilisation of public funds	79.00%	100%	OAG, 2025	79.00%	
	4.5	Percentage of prior year audit recommendations that have been fully implemented	65.00%	100%	OAG, 2025	65.00%	
	4.6	Citizens satisfaction with local government accountability	71.90%	100%	CRC, 2026	71.90%	
	4.7	Government officials are sanctioned for misconduct	78.00%	100%	World Justice Project, Rule of Law Index 2025	78.00%	
Pillar Overall Score						85.80%	

Source: RGS 13th edition



9.1. Rating of indicators and variables of Anti-corruption, Transparency and Accountability pillar

Figure 20: Number indicators and variables

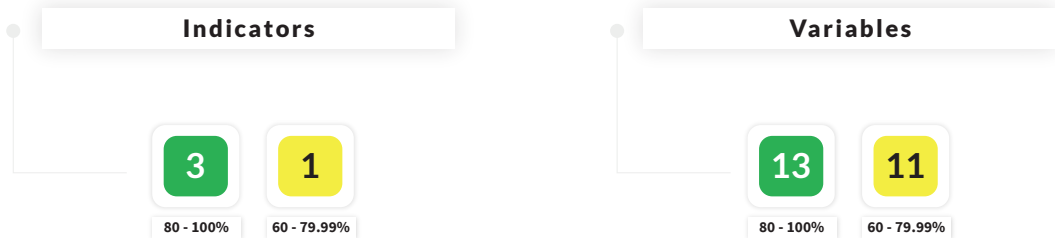
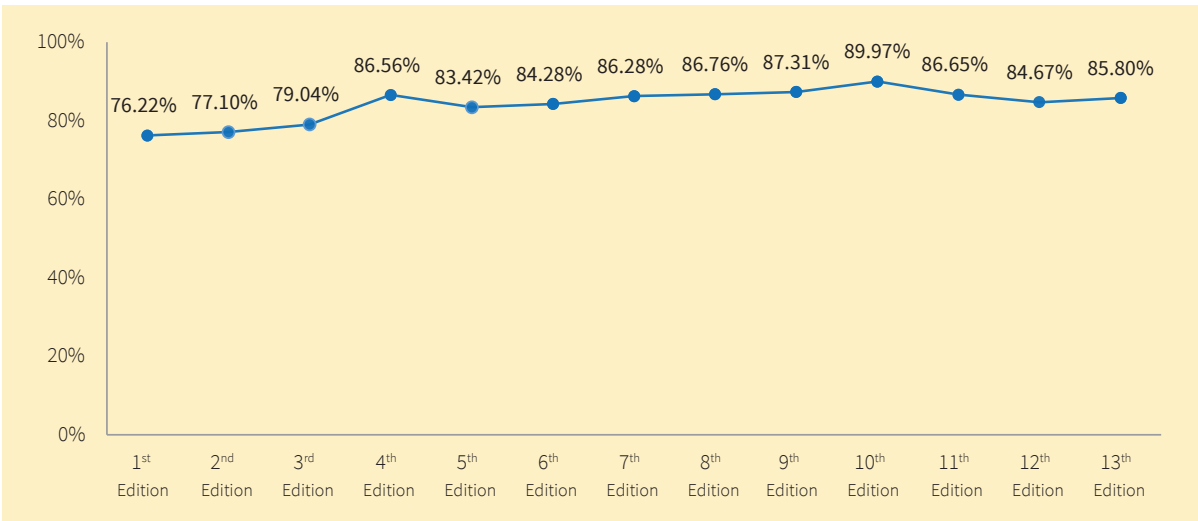


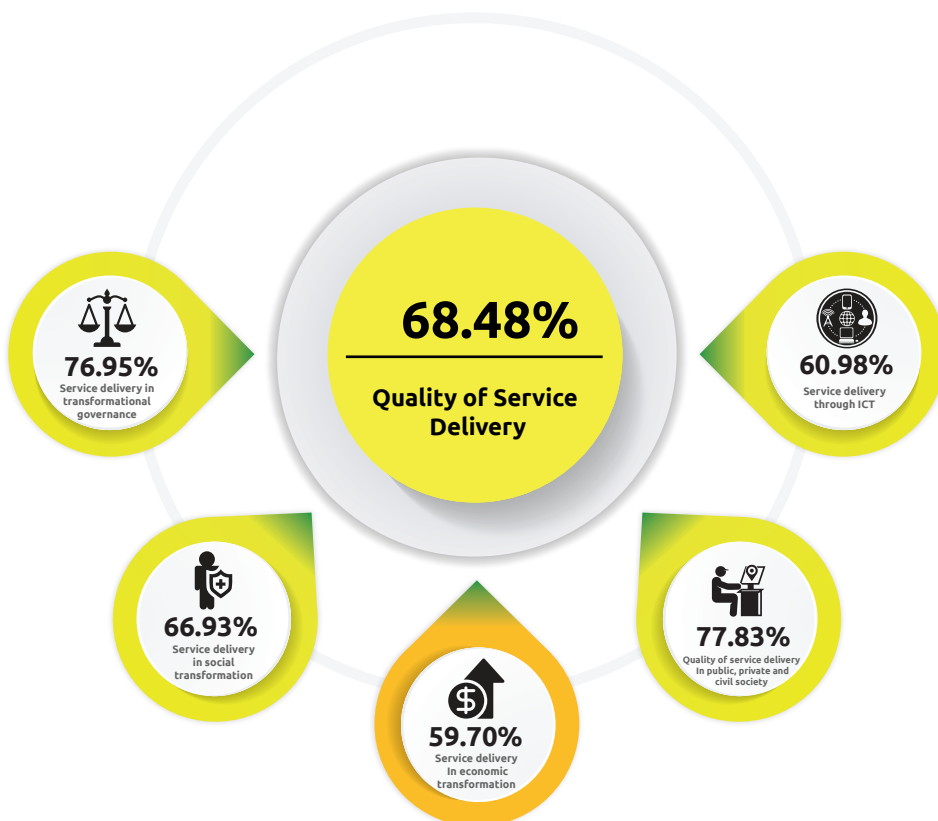
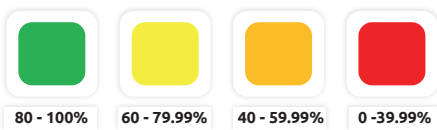
Figure 21: Performance of Anti-corruption, Transparency and Accountability pillar since RGS 1st edition



Source: RGS 13th edition



Quality of Service Delivery



10 Quality of Service Delivery

Quality of Service Delivery refers to the extent to which services provided to citizens meet established standards and respond effectively to their needs and expectations. High-quality service delivery is characterised by efficiency, effectiveness, accessibility, responsiveness, reliability, and timeliness, with service providers continuously striving to meet or exceed citizens' expectations. The Quality-of-Service Delivery pillar assesses the performance of public institutions and other service providers in meeting citizens' needs and expectations. Effective and citizen-centred service delivery is a fundamental responsibility of service providers and an important component of good governance. In this regard, the Second National Strategy for Transformation (NST2) sets a target of achieving at least 90% citizen satisfaction with public service delivery by 2029.

In the RGS 13th Edition, the pillar comprises five indicators and 19 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; and Service Delivery through ICT.

The overall performance of the Quality-of-Service Delivery pillar declined from 71.73% in the RGS 12th Edition to 68.48% in the current edition, representing a decrease of 3.25%. This decline is particularly significant given the NST2 target of at least 90% citizen satisfaction by 2029 and indicates the need to accelerate improvements in the quality, accessibility, responsiveness, and digitalisation of service delivery. As highlighted in the performance analysis, the decline was largely driven by weaker performance under the Service Delivery through ICT indicator, underscoring the need to strengthen the reliability, accessibility, and user experience of digital public services.

Table 10: Detailed performance of indicators and variables of the Quality of Service Delivery pillar

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
QUALITY OF SERVICE DELIVERY	1	Service delivery in transformational governance				76.95%	
	1.1	Citizen satisfaction with service delivery performance in Local Administration	72.80%	100%	CRC, 2026	72.80%	
	1.2	Citizen satisfaction with service delivery in Justice sector	81.10%	100%	CRC, 2026	81.10%	
	2	Service delivery in social transformation				66.93%	
	2.1	Citizen satisfaction with service delivery in Health sector	63.90%	100%	CRC, 2026	63.90%	
	2.2	Citizen satisfaction with service delivery in Education sector	72.20%	100%	CRC, 2026	72.20%	
	2.3	Citizen satisfaction with service delivery in Social Welfare sector	68.80%	100%	CRC, 2026	68.80%	
	2.4	Citizen satisfaction with service delivery in Hygiene and Sanitation sector	62.80%	100%	CRC, 2026	62.80%	
	3	Service delivery in economic transformation				59.70%	
	3.1	Citizen satisfaction with service delivery in Agriculture sector	53.70%	100%	CRC, 2026	53.70%	
	3.2	Citizen satisfaction with service delivery in Livestock sector	57.10%	100%	CRC, 2026	57.10%	
	3.3	Citizen satisfaction with service delivery in Infrastructure sector	63.50%	100%	CRC, 2026	63.50%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
QUALITY OF SERVICE DELIVERY	3.4	Citizen satisfaction with service delivery in Land, Environment and Settlement sector	50.90%	100%	CRC, 2026	50.90%	
	3.5	Citizen satisfaction with service delivery in Private sector	73.30%	100%	CRC, 2026	73.30%	
	4	Quality of service delivery in public, private and civil society				77.83%	
	4.1	Quality of service delivery in Public sector	77.53%	100%	RGB, Assessment of Service Delivery, 2026	77.53%	
	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%	
	5	Service delivery through ICT				60.98%	
	5.1	Citizen satisfaction with IREMBO services	81.80%	100%	CRC, 2026	81.80%	
	5.2	Citizen satisfaction with online cases filed in courts	65.40%	100%	CRC, 2026	65.40%	
	5.3	Citizen satisfaction in payment transaction electronically with Mobile Money and Airtel Money	76.50%	100%	CRC, 2026	76.50%	
	5.4	Citizen satisfaction with radio communication	70.20%	100%	CRC, 2026	70.20%	
	5.5	Percentage of government services fully digitized (end to end)	11.00%	100%	MINICT, 2024	11.00%	
Pillar Overall Score						68.48%	

Source: RGS 13th edition

10.1. Performance Rating of Indicators and Variables under the Quality-of-Service Delivery Pillar

Figure 22: Number of indicators and variables

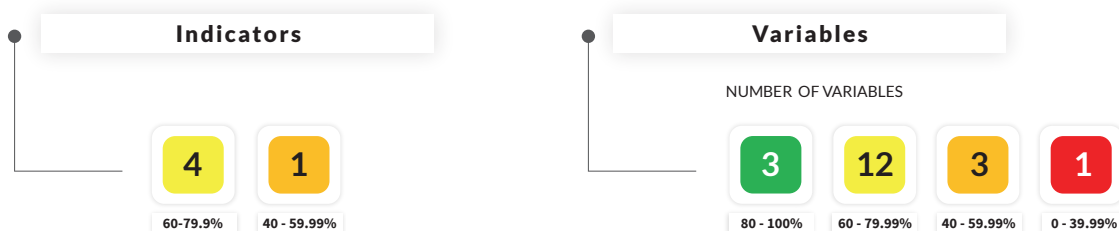
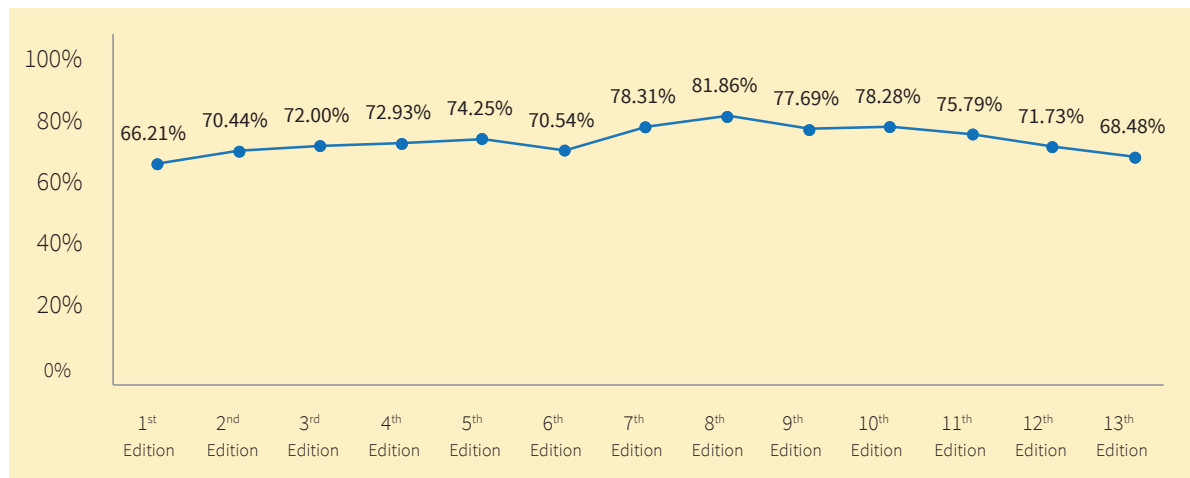


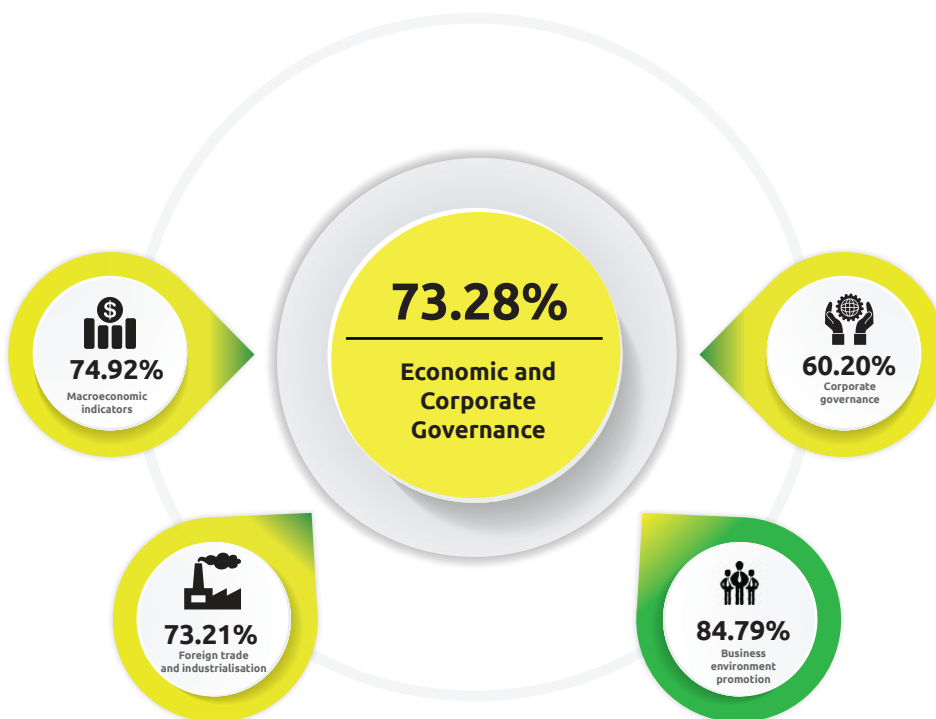
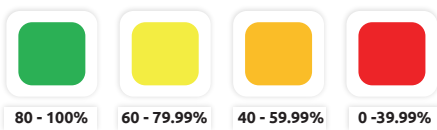
Figure 23: Performance of the Quality of Service Delivery pillar since RGS 1st edition



Source: RGS 13th edition



Economic and Corporate Governance



11 Economic and Corporate Governance

Economic and Corporate Governance refers to the systems, structures, policies, and processes through which economic institutions and organisations are directed and managed to promote effectiveness, efficiency, accountability, transparency, and sustainable economic development. In the context of the RGS, the Economic and Corporate Governance pillar assesses performance in key areas, including macroeconomic stability, the business environment, and corporate governance, which are essential for fostering private sector development, investment, economic resilience, and sustainable socio-economic transformation. In the RGS 13th Edition, the pillar retained the four indicators assessed in the previous edition, while the number of variables increased from 23 to 24. Several methodological adjustments were made to strengthen the relevance and comprehensiveness of the assessment. The variable “Credit to the Private Sector as a Percentage of GDP” was removed, while a new variable, “Rwanda’s Performance in Corporate Governance,” was introduced under the Corporate Governance indicator. In addition, the Labour Force Participation Rate variable was transferred from the Participation and Inclusiveness pillar to the Economic and Corporate Governance pillar, where it is assessed under Macroeconomic Indicators. This realignment provides a stronger conceptual fit by positioning labour force participation within the assessment of economic performance and productive participation in the economy.

The overall performance of the Economic and Corporate Governance pillar declined from 74.84% in the RGS 12th Edition to 73.28% in the current edition, representing a decrease of 1.56%. The decline indicates the need for continued attention to the underlying economic and corporate governance dimensions, particularly those constraining stronger performance. Given the pillar’s importance in creating an enabling environment for investment, private sector growth, employment, and economic transformation, addressing these performance gaps will be critical to sustaining Rwanda’s broader socio-economic development objectives.

Table 11: Detailed performance of indicators and variables of the Economic and Corporate Governance pillar

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
ECONOMIC AND CORPORATE GOVERNANCE	1	Macroeconomic indicators				74.92%	
	1.1	Sustainable economic growth and increased per capita incomes				84.41%	
	1.1.1	Economic growth rate	9.40%	11.50%	NISR, 2025	81.74%	
	1.1.2	Contribution of agriculture to GDP growth	7.00%	6.20%	MINECOFIN, 2025	100%	
	1.1.3	Contribution of industry to GDP growth	11.00%	12.70%	MINECOFIN, 2025	86.61%	
	1.1.4	Contribution of services of GDP growth	9.00%	13.00%	MINECOFIN, 2025	69.23%	
	1.1.5	GDP per capita (USD)	1156	1369	NISR, 2026	84.44%	
	1.2	Number of new decent and productive jobs created	347359	750000	MIFOTRA, 2026	46.31%	
	1.3	Labor force participation rate	63.80%	100%	NISR, 2026	63.80%	
	1.4	Inflation rate	7.00%	2.00%	BNR, 2025	28.57%	
	1.5	Percentage of national budget covered by domestic revenues	51.20%	64.00%	MINECOFIN, 2025	80.00%	
	1.6	Income distribution (Gini Coefficient)	0.37	0.35	NISR, EICV7	94.59%	
	1.7	Percentage of people living below poverty line	27.40%	20.00%	NISR, EICV7	59.34%	



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
ECONOMIC AND CORPORATE GOVERNANCE	1.8	Tax revenue as percentage of GDP	14.30%	17.80%	RRA, 2025	80.34%	
	1.9	Saving rate as percentage of GDP	23.01%	25.90%	MINECOFIN, 2025	88.84%	
	1.10	National investment as percentage of GDP	34.00%	33.70%	MINECOFIN, 2025	100%	
	1.11	Financial inclusion	96.00%	98.00%	FINScope, 2024	97.96%	
	2	Foreign trade and industrialization				73.21%	
	2.1	Export to import rate	61.00%	70.60%	BNR, 2025	86.40%	
	2.2	Exports of goods and services (USD billions)	4.2	7.3	MINICOM, 2025	57.53%	
	2.3	Informal CBT balance (Exports as percentage of imports)	1321.00%	100%	BNR, 2025	100%	
	2.4	Current Account Deficit (Percentage of GDP)	-11.8%	-10.7%	BNR, 2025	90.68%	
	2.5	Value of mining exports (USD billions)	0.8798	1.6	RMB, 2026	54.99%	
	2.6	Value of Tourism revenues (USD millions)	685	1,100	RDB, 2025	62.27%	
	2.7	Value of MICE (tourism sub-sector) revenues (USD millions)	94.5	156	RDB, 2025	60.58%	
	3	Business environment promotion				84.79%	
	3.1	Business Entry	86.70%	100%	WB Business Ready Report, 2025	86.70%	
	3.2	Visa openness	1	1	AfDB, Africa Visa Openness Index 2024	100%	
	3.3	Financial Services	72.96%	100%	WB Business Ready Report, 2025	72.96%	
	3.4	Business environment through ICT				79.50%	
	3.4.1	Payment transaction done electronically as percentage of GDP	336.00%	100%	BNR, 2025	100%	
	3.4.2	Percentage of VAT registered taxpayers/ taxpayers registered to EBM	94.20%	100%	RRA, 2025	94.20%	
	3.4.3	Mobile phone penetration rate	97.11%	100%	RURA, 2026	97.11%	
	3.4.4	Internet penetration rate	74.48%	100%	RURA, 2026	74.48%	
	3.4.5	Citizen satisfaction with internet connectivity	45.70%	100%	CRC, 2026	53.60%	
	3.4.6	Citizen satisfaction with use of mobile telephone	57.60%	100%	CRC, 2026	57.60%	
	4	Corporate governance				60.20%	
	4.1	Gender equality in private sector leadership				70.50%	
	4.1.1	Percentage of women in Board of Directors at national level	33.30%	50.00%	GMO, 2026	66.60%	
	4.1.2	Percentage of women in executive committee at national level	33.30%	50.00%	GMO, 2026	66.60%	



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
	4.1.3	Percentage of women in Executive committee at provincial level	40.00%	50.00%	GMO, 2026	80.00%	
	4.1.4	Percentage of women in Executive committee at District Level	34.40%	50.00%	GMO, 2026	68.80%	
	4.2	Rwanda's performance in corporate governance	49.90%	100%	World corporate governance index report, 2026	49.90%	
Pillar Overall Score						73.28%	

Source: RGS 13th edition



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

Figure 24: Number of indicators and variables

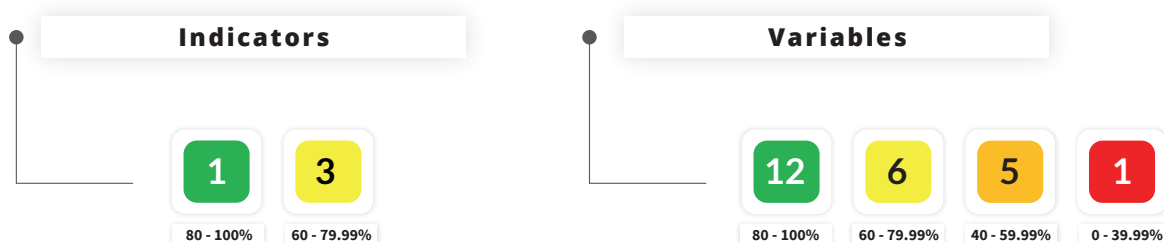
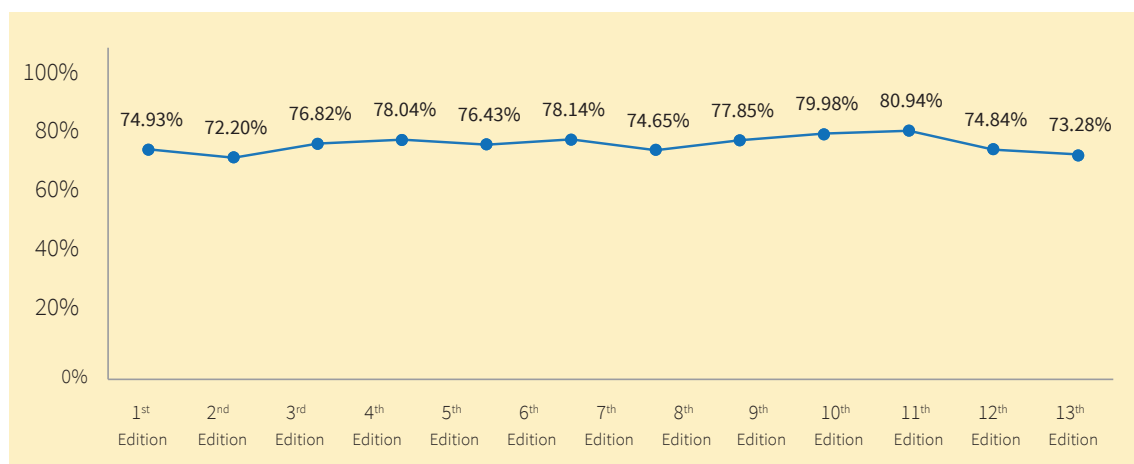


Figure 25: Performance of Economic and Corporate Governance pillar since RGS 2nd edition



Source: RGS 13th edition

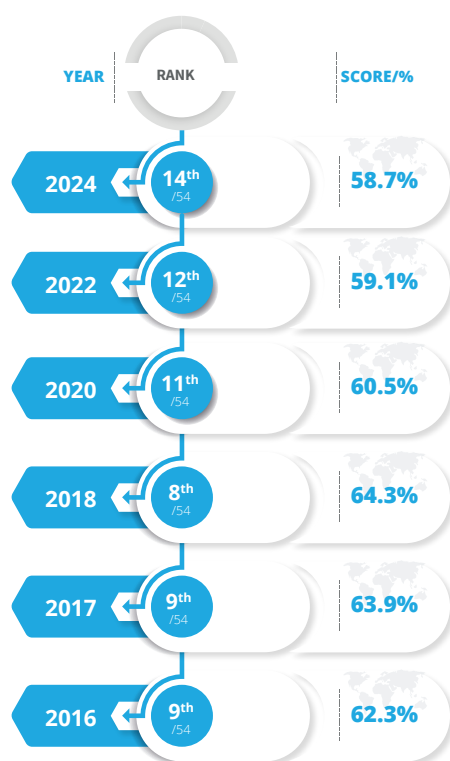
12 An overview of Rwanda's ranking in Global indices

As part of the Rwanda Governance Scorecard (RGS), selected regional and global governance indices are analysed to assess Rwanda's comparative performance and position across key dimensions of governance. The analysis provides an external perspective on the country's governance performance and enables the RGS findings to be benchmarked against internationally recognised measures. It also helps identify areas of convergence and divergence between national assessments and regional and global governance trends.

In the RGS 13th Edition, seven regional and global indices were analysed to provide insights into Rwanda's performance and trends across key governance dimensions. These are the Ibrahim Index of African Governance (IIAG), Corruption Perceptions Index (CPI), Global Peace Index (GPI), Global Gender Gap Report, Africa Visa Openness Index (AVOI), Rule of Law Index, and Chandler Good Government Index (CGGI). Taken together, these indices provide complementary perspectives on Rwanda's performance in areas such as governance, Anti-corruption, peace and security, gender equality, regional openness, rule of law, and government effectiveness, thereby providing a broader comparative context for interpreting the results of the RGS.

I. Ibrahim index of African governance

Rwanda's Performance and Ranking in the Ibrahim Index of African Governance, 2016–2024



Source: Mo Ibrahim Foundation.

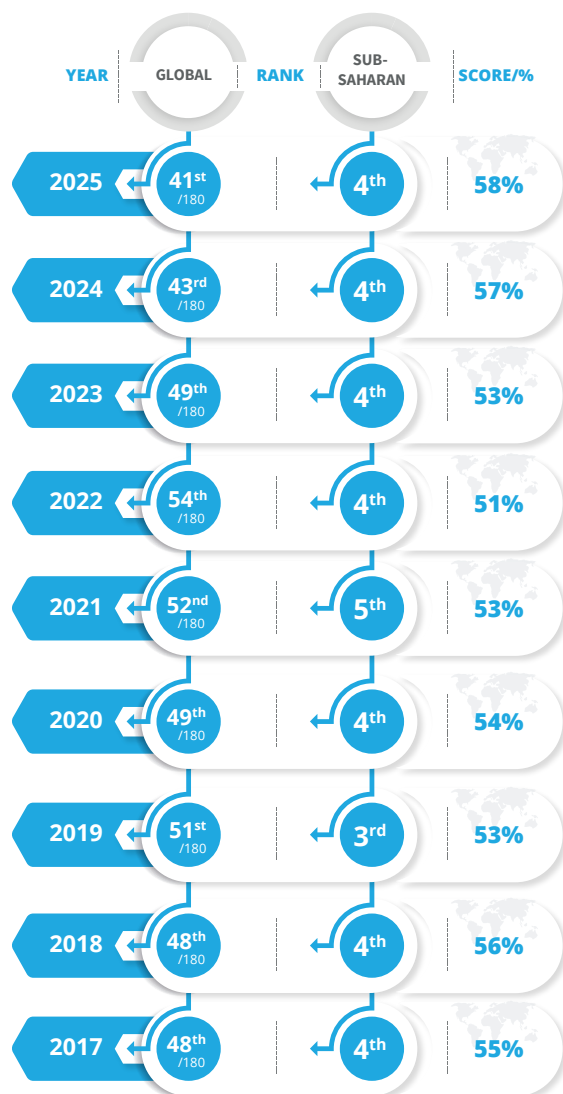
The Ibrahim Index of African Governance (IIAG), developed by the Mo Ibrahim Foundation, is a comprehensive framework for assessing and monitoring governance performance across Africa. Established in 2007, the IIAG assesses governance performance in 54 African countries using data drawn from a wide range of independent sources. It measures governance across four broad categories: Security & Rule of Law; Participation, Rights & Inclusion; Foundations for Economic Opportunity; and Human Development. Through these dimensions, the Index provides a comparative assessment of governance performance and trends across the continent.

While the IIAG was initially published annually, since 2019 the IIAG dataset has generally been updated and released biennially, with each edition providing a longitudinal assessment of governance performance over a ten-year period. This approach enables countries to assess not only their relative position within Africa but also the direction and magnitude of changes in governance performance over time.

The RGS 13th Edition examines Rwanda's performance and ranking in the IIAG over the period 2016–2024, providing a comparative perspective on the country's governance trajectory within the African context.

II. Corruption perception index

Rwanda's ranking in corruption perception index from 2017 to 2025



Source: Transparency International

The Corruption Perceptions Index (CPI), published annually by Transparency International since 1995, is a widely recognised global measure of perceived levels of public-sector corruption. The Index scores countries and territories on a scale ranging from 0 to 100, where 0 represents a high level of perceived corruption and 100 represents a very low level of perceived corruption.

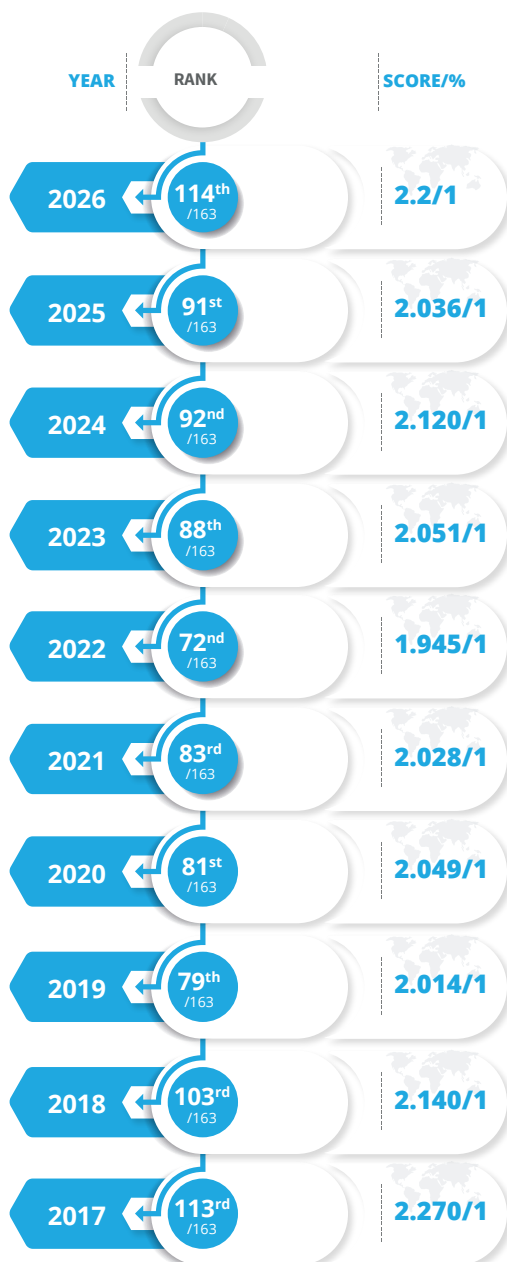
It is widely used to assess countries' relative performance, monitor trends, and provide insights into progress and persistent challenges in preventing and combating corruption.

The 2025 CPI, published in February 2026, assessed 182 countries and territories, providing a global benchmark for comparing Rwanda's performance in controlling public-sector corruption with that of other countries at the regional and international levels.

The RGS 13th Edition examines Rwanda's performance and ranking in the CPI from 2017 to 2025. This analysis provides a comparative perspective on Rwanda's progress towards fighting corruption, transparency and accountability.

III. Global peace index

Rwanda's Performance and Ranking in the Global Peace Index, 2017–2026



Source: Institute for Economics and Peace

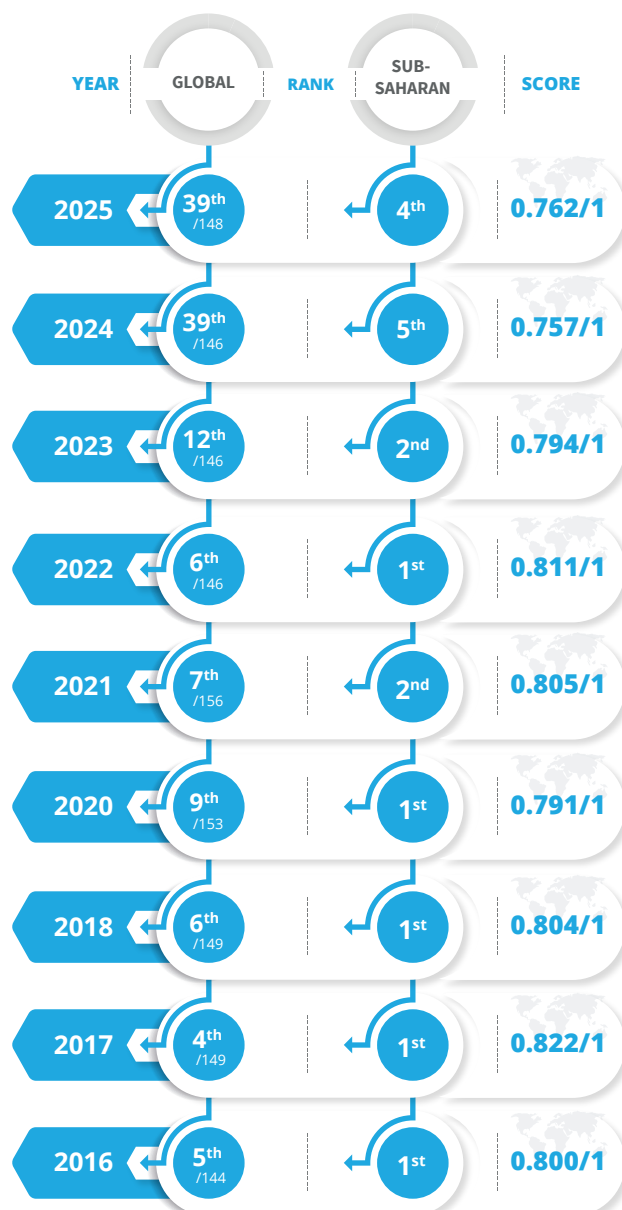
The Global Peace Index (GPI), produced annually by the Institute for Economics & Peace (IEP), is a comprehensive global measure that assesses and ranks countries and territories according to their levels of peacefulness. Launched in 2007, the GPI provides a comparative assessment of peace across three key domains: Ongoing Domestic and International Conflict, Societal Safety and Security, and Militarisation.

The Index uses 23 qualitative and quantitative indicators to assess the state of peace, focusing on the absence of violence and the fear of violence. It currently covers 163 countries and territories, representing more than 99% of the world's population, making it one of the most comprehensive global measures of peace and security.

The RGS 13th Edition examines Rwanda's performance and ranking in the Global Peace Index over the period 2017–2026. This analysis provides a comparative perspective on the country's peace and security trajectory and complements the RGS assessment of Safety and Security by positioning Rwanda's national performance within the broader regional and global context.

IV. Global gender gap report

Rwanda's Performance and Ranking in the Global Gender Gap Index, 2016–2025



Source: World Economic Forum.

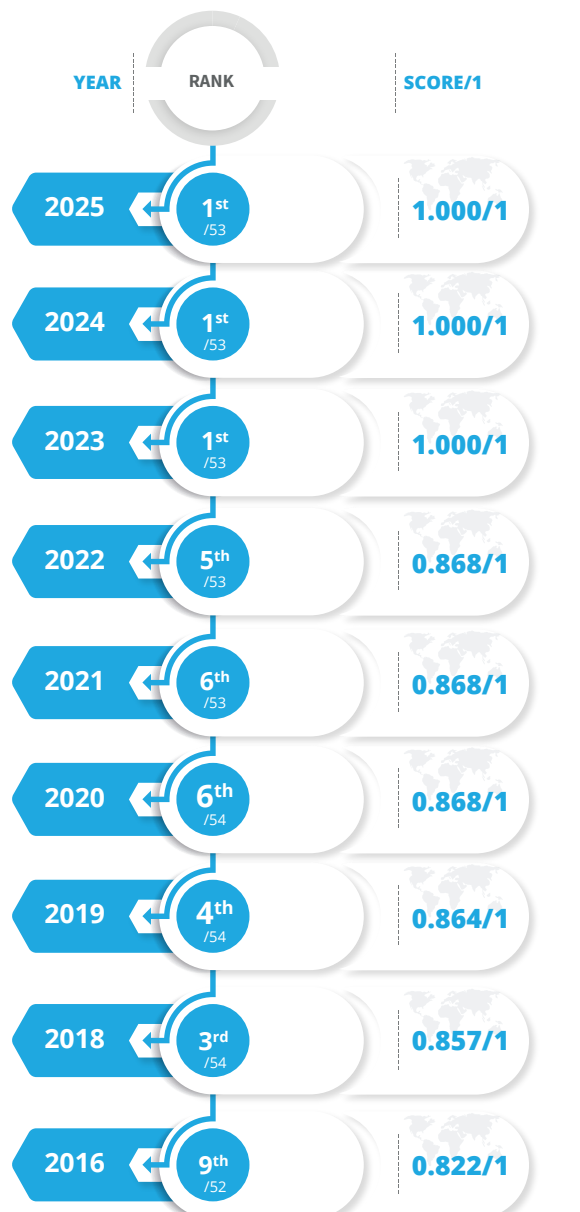
The Global Gender Gap Index, published by the World Economic Forum (WEF), is a global benchmarking tool that assesses the extent of gender parity across four key dimensions: Economic Participation and Opportunity, Educational Attainment, Health and Survival, and Political Empowerment. Introduced in 2006, the Index provides a consistent framework for monitoring progress towards gender parity across countries and over time.

The Index measures the extent to which gaps between women and men have been closed, focusing on relative outcomes rather than countries' overall levels of development. The 2025 Global Gender Gap Report, the 19th edition, benchmarks gender parity across 148 economies, providing comparative scores and rankings that enable countries to assess their progress and position relative to other economies.

The RGS 13th Edition examines Rwanda's performance and ranking in the Global Gender Gap Index over the period 2016–2025. This analysis provides a comparative perspective on Rwanda's progress towards gender parity and complements the RGS assessment of gender equality and inclusiveness, particularly in relation to women's participation in economic, social, and political life.

V. Africa visa openness index

Rwanda's Performance and Ranking in the Africa Visa Openness Index, 2016–2025



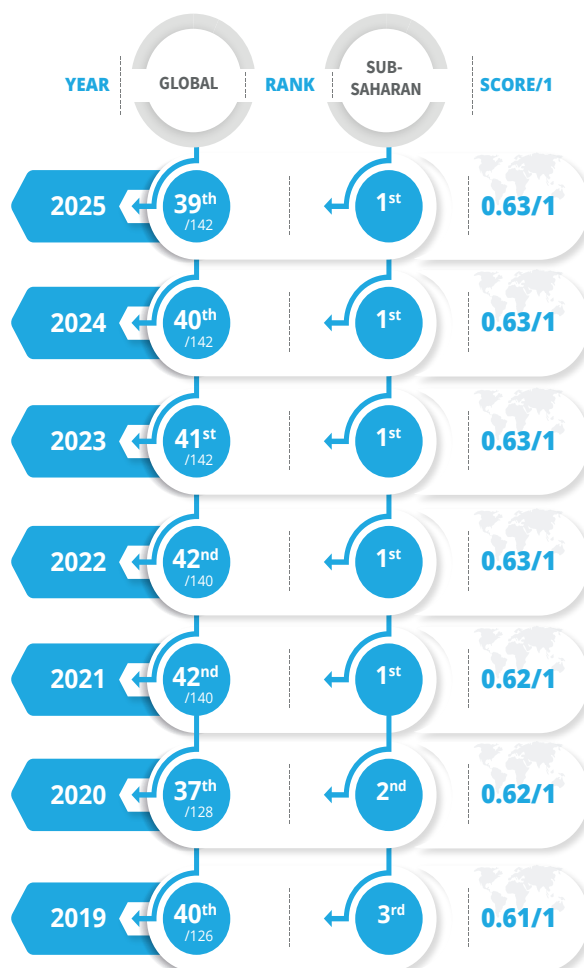
Source: African Development Bank

The Africa Visa Openness Index (AVOI), developed by the African Development Bank (AfDB), measures the extent to which African countries facilitate the entry and movement of citizens from other African countries. First published in 2016, the Index provides a comparative assessment of visa openness across the continent and tracks progress towards the free movement of people and deeper African integration. The AVOI assesses countries according to their visa requirements for African travellers, considering whether citizens of other African countries require a visa before travel, can obtain a visa on arrival, or can enter visa-free. Based on these requirements, countries are assigned scores and rankings that allow comparison of performance and monitoring of progress over time. Greater visa openness is particularly important for promoting regional integration, intra-African trade, tourism, mobility, and people-to-people connectivity.

The RGS 13th Edition analyses Rwanda's performance and ranking in the Africa Visa Openness Index from 2016 to 2025. This provides a comparative perspective on Rwanda's progress in facilitating the movement of African citizens and its contribution to advancing regional and continental integration.

VI. Rule of law index

Rwanda's Performance and Ranking in the WJP Rule of Law Index, 2019–2025



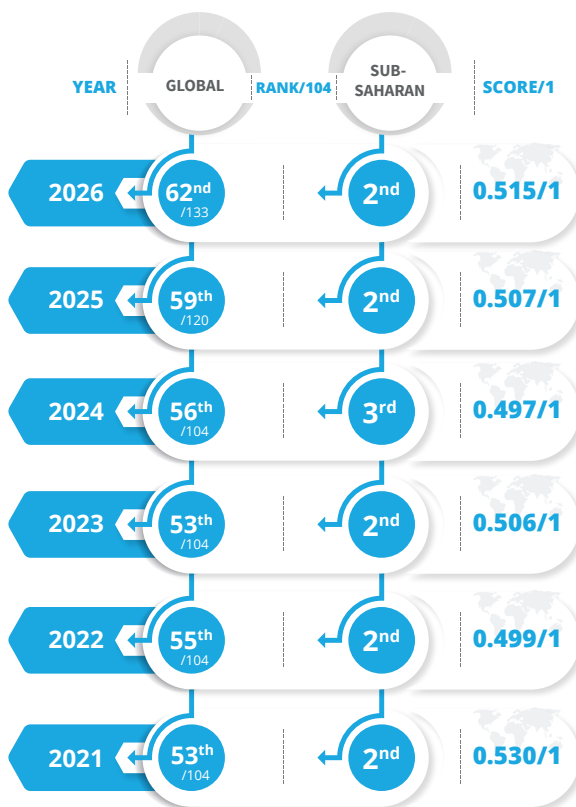
Source: World Justice Project

The World Justice Project (WJP) Rule of Law Index is a global assessment that measures how the rule of law is experienced and perceived across countries and jurisdictions. Developed by the World Justice Project (WJP), the Index provides comparative evidence on the extent to which countries adhere to fundamental principles of the rule of law. The Index assesses performance across eight key dimensions: Constraints on Government Powers, Absence of Corruption, Open Government, Fundamental Rights, Order and Security, Regulatory Enforcement, Civil Justice, and Criminal Justice. Its assessment draws on data from household surveys as well as surveys of legal practitioners and experts, thereby incorporating both citizens' experiences and professional perspectives on the functioning of rule of law institutions.

The RGS 13th Edition analyses Rwanda's performance and ranking in the WJP Rule of Law Index from 2019 to 2025. This analysis provides an external comparative perspective on Rwanda's rule of law performance and complements the RGS assessment by benchmarking the country's progress against regional and global trends in areas such as institutional accountability, fundamental rights, security, regulatory enforcement, and the administration of justice.

VII . Chandler good government index

Rwanda's ranking in Chandler Good Government index from 2021 to 2026



Source: Chandler Governance Group

The Chandler Good Government Index (CGGI), developed by the Chandler Governance Group (CGG), is a global benchmarking tool that assesses the capabilities and effectiveness of national governments. Launched in 2021 and published annually, the Index provides a comparative assessment of how effectively governments develop their capabilities, strengthen institutions, and deliver outcomes that contribute to national development and citizens' wellbeing.

The CGGI assesses government performance across seven pillars: Leadership & Foresight, Robust Laws & Policies, Strong Institutions, Financial Stewardship, Attractive Marketplace, Global Influence & Reputation, and Helping People Rise. Through these dimensions, the Index provides comparative evidence on the quality and capabilities of governments and helps identify areas of strength as well as opportunities for improving governance and public sector performance.

The RGS 13th Edition analyses Rwanda's performance and ranking in the Chandler Good Government Index from 2021 to 2026. This analysis provides an external comparative perspective on Rwanda's governance trajectory and complements the RGS by benchmarking the country's performance against international measures of government capability, institutional effectiveness, economic governance, and citizens' wellbeing.

13 Implementation Status of Recommendations from the RGS 12th Edition

To enhance the contribution of the Rwanda Governance Scorecard (RGS) to evidence-based policy formulation and implementation, each edition assesses the implementation status of recommendations made in the previous edition. This follow-up mechanism promotes accountability, tracks progress in addressing identified governance gaps, and highlights areas where further action is required.

Accordingly to the Table 12, presents the implementation status of the recommendations made in the RGS 12th Edition.

Table 12: Implementation Status of Recommendations from the RGS 12th Edition

Pillar	Recommendation	Current status of implementation
Rule of Law	In line with NST2, the Judiciary should continuously develop and implement innovative strategies to accelerate court cases to achieve timely access to justice.	The Judiciary The Judiciary continued to strengthen the implementation of Alternative Dispute Resolution (ADR) mechanisms through a range of institutional, procedural, and awareness-raising interventions. Key measures undertaken included: ► Development and application of mediation guidelines in civil, commercial, labour, and administrative cases; ► Development of plea-bargaining guidelines; ► Establishment of Victim-Offender Mediation guidelines; ► Establishment of an Advisory Committee on Mediation; ► Conducting public awareness programmes to encourage court users to make greater use of ADR mechanisms; and ► Strengthening collaboration among Justice Sector institutions and other stakeholders to enhance understanding and effective implementation of ADR mechanisms. To address the increasing caseload and reduce the existing case backlog, the Judiciary implemented short-term measures aimed at strengthening judicial capacity. These included the renewal of contracts for existing personnel and the appointment of 70 judges and 70 registrars to Primary Courts, as well as the secondment of experienced judicial personnel to higher jurisdictions. The Judiciary also continued to strengthen the professional capacity of judges and judicial staff. Key interventions included: ► Enrolment of 25 judicial staff members in the Diploma in Legal Practice Programme, comprising 9 judges, 11 registrars, 4 chief registrars, and 1 legal researcher; ► Training of 25 judges and judicial staff in mediation to strengthen their ADR knowledge and skills; and ► Conducting 25 judgment-writing training sessions targeting judges and judicial staff. Overall, these interventions demonstrate continued efforts by the Judiciary to expand the use of alternative dispute resolution, strengthen judicial human-resource capacity, reduce case backlogs, and enhance the professional competencies of judges and judicial staff, thereby contributing to improved efficiency and access to justice.
	Ensure commitments in the strategic plan are effectively implemented (reporting on SDGs and laws analyzed)	Chamber of Deputies ► Reviewed of two Sustainable Development Goals (SDGs)—SDG 2: Zero Hunger, which focuses on ending hunger, achieving food security and improved nutrition, and promoting sustainable agriculture; and SDG 16: Peace, Justice and Strong Institutions—are currently ongoing. ► During FY 2025/2026, the analysis of 15 laws was completed.

Pillar	Recommendation	Current status of implementation
	Ensure commitments in the strategic plan are effectively implemented (field visits by standing committees)	Chamber of Deputies All nine field visits planned for FY 2025/2026 were successfully conducted, achieving 100% of the annual target.
Investing in Human and Social Development	Increase the number of classrooms, trained teachers and teaching equipment/ materials across all school levels.	The Ministry of Education (MINEDUC) Increase the Number of Classrooms ▶ The number of classrooms increased by approximately 4%, from 86,870 in 2023/2024 to 90,183 in 2024/2025, contributing to the expansion of education infrastructure and improved learning conditions. Expand the Cadre of Trained Teachers ▶ The proportion of trained teachers increased across all levels of education, with the most notable improvement recorded in TVET: → Pre-primary: increased from 52.6% to 55.8%; → Primary: increased from 67.6% to 69.8%; → General and professional secondary education: increased from 78.0% to 79.1%; and → TVET: increased from 25.7% to 35.4%. These improvements demonstrate progress in strengthening teacher capacity, although the relatively low proportion of trained teachers in pre-primary and TVET indicates the need for sustained efforts in these areas. Improve the Availability of Teaching and Learning Materials across All Levels of Education ▶ The availability of teaching and learning materials improved across the assessed levels, as reflected in the following changes: → Pre-primary pupil-to-textbook ratio: improved from 21:1 to 20:1; → Student-to-book ratio in science subjects: improved from 3:1 to 2:1; → Average pupil-to-book ratio: improved from 2:1 to 1:1; and → Student-to-book ratio for TTC subject combinations: improved from 4:1 to 2:1. Overall, the reported interventions indicate progress in expanding education infrastructure, increasing the proportion of trained teachers, and improving access to teaching and learning materials. However, continued attention is required to address remaining gaps, particularly in teacher training at pre-primary and TVET levels and the availability of learning materials where optimal ratios have not yet been achieved.
	Reduce school dropouts particularly in primary	The Ministry of Education (MINEDUC) ▶ The primary school dropout rate declined from 5.2% in 2023/2024 to 4.9% in 2024/2025, indicating a modest improvement in learner retention. In contrast, the secondary school dropout rate increased from 4.4% to 4.7% over the same period, highlighting the need for strengthened interventions to improve retention at the secondary education level. Key interventions being implemented to address school dropout and support the reintegration and retention of out-of-school children and youth include: ▶ Zero Out-of-School Children Project: Implemented in collaboration with UNICEF, the project identifies out-of-school children, facilitates their reintegration into the education system, and provides financial and psychosocial support to at-risk children and families.

Pillar	Recommendation	Current status of implementation
		► Remedial Programme: Provides additional academic support to low-performing students during weekends and school holidays to strengthen learning outcomes and reduce the risk of school dropout. ► RISE Rwanda Programme: Provides flexible learning pathways targeting approximately 1.1 million out-of-school youth over a ten-year period, with particular attention to young women, persons with disabilities, and refugees. Overall, while the reduction in the primary school dropout rate represents positive progress, the increase at the secondary level underscores the need to strengthen early identification of at-risk learners, targeted retention measures, remedial support, and alternative learning pathways to prevent dropout and facilitate continued participation in education.
	Leverage existing ICT infrastructure to strengthen teaching and learning in schools	The Ministry of Education (MINEDUC) ► Between 2023/2024 and 2024/2025, access to digital teaching and learning equipment improved considerably: → The number of schools equipped with projectors increased from 1,111 to 1,485, representing an increase of approximately 34%; and → The number of schools equipped with smartboards increased from 574 to 824, representing an increase of approximately 44%. ► Strengthening Teachers' English Proficiency: A nationwide English-language proficiency training programme was rolled out for more than 100,000 in-service teachers through an AI-enabled learning platform. To facilitate access to the online training and strengthen teachers' digital learning capacity, more than 15,000 laptops were distributed to schools in January 2026. Overall, these interventions demonstrate progress in integrating technology into teaching and learning and strengthening teachers' English-language proficiency and digital competencies, contributing to improved quality of education. Ministry of ICT and Innovation (MINICT) Progress was recorded in strengthening ICT infrastructure and the integration of technology in teaching and learning between 2023/2024 and 2024/2025: ► The proportion of schools with internet connectivity increased substantially from 61.8% to 83.7%, representing an improvement of 21.9 percentage points; ► The number of computers distributed to schools increased from 500,245 to 503,549, an addition of 3,304 computers; ► The proportion of schools equipped with smart classrooms increased from 21.9% to 26.6%, representing an improvement of 4.7 percentage points; and ► The proportion of schools using ICT in teaching and learning increased from 35.5% to 40.8%, representing an improvement of 5.3 percentage points. Overall, these improvements demonstrate significant progress in expanding digital connectivity and ICT infrastructure in schools, particularly in internet access. However, the relatively lower proportion of schools with smart classrooms and those actively using ICT in teaching and learning indicates a need to accelerate the transition from ICT infrastructure availability to effective integration of digital technologies into classroom instruction and learning.

Pillar	Recommendation	Current status of implementation
	Reduce malaria incidence and prevalence of Non-Communicable Diseases.	The Ministry of Health (MoH) Malaria Prevention, Early Detection and Response a) Strengthening Targeted Malaria Prevention The Ministry of Health continued to strengthen malaria prevention through public awareness and health promotion campaigns conducted through mass media, social media, local leaders, and Community Health Workers (CHWs). These interventions promote consistent use of mosquito nets, acceptance of indoor residual spraying, and timely care-seeking among communities. b) Strengthening Early Detection and Case Management Measures to improve early detection, diagnosis, surveillance, and response to malaria include: ▶ Ensuring parasitological confirmation of suspected malaria cases through Rapid Diagnostic Tests (RDTs) and microscopy at health facilities, thereby promoting appropriate diagnosis before treatment; ▶ Implementing Home-Based Management of Malaria (HBM), which enables Community Health Workers to conduct RDTs and facilitate diagnosis and treatment closer to communities for both children and adults; ▶ Strengthening malaria surveillance through weekly reporting of cases using the Health Management Information System (HMIS) and Integrated Disease Surveillance and Response (IDSR) system. Data are analysed by district and transmission level to facilitate early identification of trends and targeted interventions; and ▶ Maintaining epidemic preparedness and response mechanisms, including surveillance thresholds, alerts, and rapid-response measures to facilitate early detection and containment of malaria outbreaks. Prevention and Management of Non-Communicable Diseases a) Strengthening NCD Prevention Rwanda continues to apply a multisectoral approach to address major risk factors for non-communicable diseases (NCDs), including tobacco use, harmful use of alcohol, unhealthy diets, physical inactivity, and obesity. Key interventions include: ▶ Conducting nationwide public awareness and health promotion campaigns through mass media, social media, local leaders, and Community Health Workers to promote healthy lifestyles and timely care-seeking; ▶ Implementing workplace wellness programmes in public and private institutions, focusing on NCD awareness, health education, and early detection; ▶ Integrating NCD education into school health programmes to equip children and young people with knowledge and practices that promote healthy lifestyles and prevent NCDs; and ▶ Scaling up cancer-prevention vaccination, including Human Papillomavirus (HPV) vaccination for girls, which has reached approximately 90% coverage to support cervical cancer prevention, as well as hepatitis B vaccination to reduce the risk of liver cancer.

Pillar	Recommendation	Current status of implementation
		b) Strengthening Early Detection of NCDs The Ministry of Health has strengthened early detection and screening through the following interventions: ▶ Conducting annual community-based NCD screening for people aged 35 years and above, incorporated into district performance contracts. More than 3 million people are screened annually for hypertension, diabetes, and obesity; ▶ Implementing the WHO Package of Essential Noncommunicable Disease Interventions (WHO PEN) across all 510 health centres, enabling screening and early diagnosis of conditions such as hypertension, diabetes, and asthma closer to communities; ▶ Integrating and scaling up cervical and breast cancer screening at the primary health care level, supported by established referral pathways. Cervical cancer screening coverage among women aged 30–49 years currently stands at 38%, against a target of 70% by 2027; and ▶ Strengthening the capacity of Community Health Workers to screen for common NCDs at community level and refer individuals with elevated risk indicators, particularly for hypertension and diabetes, for appropriate diagnosis and care. c) Strengthening NCD Treatment and Management Measures to strengthen the effective management and continuity of care for NCDs include: ▶ Expanding the PEN-Plus programme for the management of severe NCDs, including type 1 diabetes, rheumatic and congenital heart diseases, and heart failure. The programme is available in all district and provincial hospitals, with advanced care provided at referral hospitals; ▶ Including essential NCD medicines on the National Essential Medicines List and distributing them through the national medical supply chain to improve the availability and continuity of treatment; ▶ Strengthening financial protection through Community-Based Health Insurance (CBHI), which covers NCD services, including care for severe NCDs. From July 2025, the CBHI benefits package was expanded to include cancer treatment, kidney transplantation, and cardiac surgery; ▶ Using electronic medical records, health information systems, and disease registries to strengthen patient follow-up, continuity and quality of care, disease surveillance, and health-sector planning; and ▶ Implementing the 4x4 health workforce strategy, which aims to quadruple the number of healthcare professionals within four years. The initiative is expanding the pool of trained healthcare professionals and supporting their deployment across health facilities. Overall, these interventions demonstrate a comprehensive approach to addressing both communicable and non-communicable diseases, combining prevention, early detection, surveillance, treatment, financial protection, and health workforce development. The expansion of community-based screening and decentralised NCD services is particularly important for bringing prevention and care closer to citizens.

Pillar	Recommendation	Current status of implementation
	Enhance the functioning of social protection programs particularly ECD, fighting malnutrition and graduation from poverty.	Ministry of Local Government (MINALOC) During FY 2025/2026, the Ministry of Local Government continued to strengthen social protection interventions aimed at improving Early Childhood Development (ECD) outcomes and supporting vulnerable households to sustainably graduate from poverty. Key achievements include: ▶ A total of 5,226 Home-Based Early Childhood Development (HBECD) centres are being supported through the Vision Umurenge Programme (VUP); and ▶ 261,321 households are benefiting from the graduation programme, which aims to strengthen household livelihoods, resilience, and pathways towards sustainable self-reliance. These interventions demonstrate continued efforts to link social protection, early childhood development, and household economic resilience, thereby addressing both immediate vulnerabilities and longer-term pathways out of poverty. National Child Development Agency (NCDA) During the reporting period, the National Child Development Agency (NCDA) implemented a range of interventions aimed at strengthening integrated ECD services, improving child and maternal nutrition, enhancing caregiver capacity, and addressing malnutrition and stunting. 1. Strengthening Community Engagement on Integrated ECD Service Delivery NCDA conducted eight community outreach activities focusing on ECD, nutrition, malnutrition, and stunting. These comprised three live drama performances and five community dialogue sessions conducted through live radio programmes, contributing to increased community awareness and engagement on appropriate childcare and nutrition practices. 2. Strengthening the Capacity of ECD Caregivers and Key Community Actors Capacity-building interventions targeted caregivers and other actors involved in child development and nutrition: ▶ 101,809 ECD caregivers, Inshuti z'Umuryango (IZU), and parent leaders were trained across the country; and ▶ 63 journalists were trained to strengthen media engagement and reporting on ECD and nutrition issues. 3. Improving the Availability of Essential ECD Materials and Infrastructure Essential materials and equipment were distributed to strengthen the quality, safety, hygiene, and learning environment of ECD facilities: ▶ 463 ECD facilities received comprehensive ECD kits comprising utensils, water filters and containers, play and learning materials, resting-room materials, first-aid kits, and outdoor play equipment; ▶ 7,161 ceramic water filters were distributed to Home-Based ECD centres; ▶ 9,093 plastic sanitation containers were distributed; and ▶ 6,393 child-friendly handwashing facilities were provided.

Pillar	Recommendation	Current status of implementation
		4. Promoting ECD through Social and Behaviour Change Communication ECD Days were organised at district level through Social and Behaviour Change Communication (SBCC) campaigns, with two campaigns planned per district annually. These activities aim to strengthen community awareness and promote positive behaviours related to child development, nutrition, hygiene, and responsive caregiving. 5. Implementation of the Nkuza Neza Project The Nkuza Neza Project contributed to improving both the structural and service-delivery quality of community-based ECD services. Key achievements included: ▶ Improving the structural quality of 390 community-based ECD centres; and ▶ Strengthening the quality of caregiving practices among 500 ECD caregivers. 6. Provision of Incentives to Home-Based ECD Caregivers A total of 43,429 Home-Based ECD caregivers are currently receiving incentives, contributing to the motivation and sustainability of community-based ECD service provision. 7. Provision of Fortified Blended Food Nutrition support was provided to eligible children aged 6–59 months and pregnant and lactating women: ▶ 99,490 children received fortified blended food; ▶ 39,667 pregnant and lactating women benefited from the intervention; and ▶ A total of 7,350 metric tonnes of fortified blended food was distributed. 8. Provision of Milk to Malnourished Children An average of 4,837 malnourished children aged 6–59 months received milk support each month, contributing to interventions aimed at improving the nutritional status of vulnerable children. 9. Scaling Up the Peer-to-Peer Nutrition Model The Peer-to-Peer (P2P) Nutrition Model was scaled up across 91 administrative sectors through the identification of peer champions, establishment of support groups, orientation sessions, and cascade capacity-building activities. Key achievements included: ▶ 25 district officials and 611 district staff participating in orientation sessions; ▶ Training of 240 NCP focal persons, health-centre nutritionists, and ECD focal persons on the P2P model; ▶ Establishment of 2,871 P2P support groups, reaching 7,718 children under two years of age and 7,476 pregnant women; and ▶ Training of 5,763 Best Doers, 485 IZU cell coordinators, and 485 Community Health Worker (CHW) cell coordinators. 10. Strengthening Maternal, Infant and Young Child Nutrition The revised Maternal, Infant and Young Child Nutrition (MIYCN) package was produced and disseminated to strengthen nutrition counselling and service delivery. Key achievements included:

Pillar	Recommendation	Current status of implementation
		▶ Printing and distributing 44,260 counselling cards to hospitals, health centres, and Community Health Workers; ▶ Training 58 National Master Trainers; ▶ Conducting Training of Trainers (ToT) sessions in 10 districts—five in the Western Province and five in the Northern Province—reaching 591 participants; and ▶ Training 10,526 Community Health Workers in the five districts of the Western Province. Overall, the interventions implemented by MINALOC and NCDA demonstrate substantial efforts to strengthen the continuum between social protection, early childhood development, maternal and child nutrition, and household resilience. The combination of expanded ECD services, caregiver capacity development, nutrition support, community-based behaviour-change interventions, and household graduation programmes provides a comprehensive approach to addressing child vulnerability and improving human development outcomes. Continued attention to the quality and sustainability of ECD services and measurable reductions in malnutrition and stunting will be important in translating the scale of these interventions into sustained development outcomes.
	Raise awareness on family harmony and promote shared decision-making in the management of family resources	Ministry of Gender and Family Promotion (MIGEPROF) During the reporting period, the Ministry of Gender and Family Promotion (MIGEPROF) implemented various interventions aimed at promoting gender equality, strengthening families, protecting vulnerable children, and enhancing community-based mechanisms for family wellbeing. A. Strengthening the Gender Transformative Approach MIGEPROF conducted training on the Gender Transformative Approach, reaching 808 participants, including Good Governance and Programme Officers at sector level and one couple from each cell across Gasabo, Nyarugenge, Rwamagana, Kamonyi, and Gicumbi districts. The training aimed to strengthen participants' capacity to identify and address gender inequalities and promote positive changes in gender roles and relations within families and communities. Particular emphasis was placed on empowering model families to serve as agents of change in promoting gender equality and strong, safe, and resilient families. B. Conducting the Integrated Family Week Campaign in the Southern Province In collaboration with the Gender Monitoring Office (GMO) and the Southern Province, MIGEPROF conducted an Integrated Family Week Campaign across all districts of the Southern Province from 17 March to 17 April 2026. The campaign combined interventions related to family wellbeing, civil registration, health, GBV response, ECD, and leadership development. Key achievements included: ▶ Registration of 274 people for civil status services in Ruhango District; ▶ Registration of 52 children for civil status services in Nyamagabe District; ▶ Screening of 56 people for non-communicable diseases in Huye District; ▶ Assessment of service quality in **five Isange One Stop Centres—Kabutare, Kibirizi, Gakoma, Kaduha, and Kigeme—**with a focus on services provided to survivors of Gender-Based Violence (GBV); ▶ Inauguration of a model Early Childhood Development (ECD) Centre in Huye District, with a capacity to accommodate 80 children; and ▶ Training of 390 local leaders in Ruhango District to strengthen their leadership capacity.

Pillar	Recommendation	Current status of implementation
		C. Commemoration of International Women's Day On 8 March 2026, Rwanda commemorated International Women's Day across all 30 districts, marking the launch of a month-long national campaign to celebrate achievements in gender equality, strengthen partnerships, and reaffirm the country's commitment to women's empowerment and gender equality. The celebrations were held under the national theme "Empowered Women, Stronger Nation / Umugore ni uw'Agaciro." The campaign provided a platform for raising awareness, mobilising stakeholders, and reinforcing collective responsibility for advancing gender equality and women's empowerment. D. Monitoring Umugoroba w'Imiryango and Strengthening UWI Committees ▶ On 24 and 25 February 2026, MIGEPROF conducted monitoring and capacity-building activities for Umugoroba w'Imiryango (UWI) in eight districts: Musanze, Rulindo, Gicumbi, Gakenke, and Burera in the Northern Province, and Nyarugenge, Kicukiro, and Gasabo in the City of Kigali. The intervention focused on: ▶ Assessing the performance and implementation of UWI; ▶ Identifying challenges affecting its effectiveness; ▶ Assessing its contribution to household and family wellbeing; and ▶ Strengthening the capacity of UWI committee members to effectively communicate and promote family-strengthening messages within communities. These activities contribute to strengthening UWI as a community-based platform for family dialogue, conflict prevention, positive parenting, and promotion of family wellbeing. E. Monitoring the Reintegration of Families in IDP Model Villages ▶ Between February and March 2026, MIGEPROF, in collaboration with MINALOC and Imbuto Foundation, conducted joint monitoring visits to selected Integrated Development Programme (IDP) Model Villages to assess the reintegration and wellbeing of relocated families. The villages visited included: ▶ Gishuro Model Village, Nyagatare District: 64 households comprising 231 residents, including 135 women and 96 men; ▶ Kinigi Model Village, Musanze District: 139 households; and ▶ Horezo Model Village, Muhanga District: 116 households, including 48 female-headed households. The monitoring visits assessed progress in addressing previously identified challenges, identified emerging concerns, and agreed on follow-up actions with the responsible institutions. This approach strengthens institutional accountability and coordinated follow-up in supporting the sustainable integration and wellbeing of families living in IDP Model Villages. F. Monitoring the Wellbeing of Children in Foster and Adoptive Families From 24 to 25 February 2026, MIGEPROF, in collaboration with the National Child Development Agency (NCDA), conducted monitoring visits involving **25 children—11 boys and 14 girls—**placed in foster care (Malayika Murinzi) and adoptive families in Gisagara, Nyanza, and Ruhango districts.

Pillar	Recommendation	Current status of implementation
		The monitoring exercise assessed the children's wellbeing, protection, access to essential services, and integration within their respective families. Key findings showed that: ▶ Most children had been registered in civil status records; ▶ Nearly all school-age children were enrolled in school; ▶ The children were generally in good health, with no reported cases of malnutrition; ▶ No cases of abuse or legal concerns were identified; and ▶ Children expressed satisfaction with their living conditions, while foster and adoptive families demonstrated commitment to providing appropriate care and support. Overall, the interventions implemented by MIGEPROF on this recommendation demonstrate continued efforts to strengthen the interconnected dimensions of gender equality, family resilience, child protection, and community wellbeing. The combination of capacity building, community mobilisation, service-delivery monitoring, and follow-up of vulnerable families and children provides an integrated approach to strengthening families. Continued emphasis on measurable outcomes and systematic follow-up will be important to assess the extent to which these interventions translate into sustained improvements in gender equality, family stability, and child wellbeing.
	Strengthen existing mechanisms to prevent teenage pregnancies.	Ministry of Gender and Family Promotion (MIGEPROF) A. Supporting GBV and Child Abuse Survivors through Isange One Stop Centres MIGEPROF continued to strengthen support for survivors of Gender-Based Violence (GBV) and child abuse through Isange One Stop Centres (IOSCs), which provide integrated and survivor-centred services. During the reporting period, 9,910 GBV survivors, representing 100% of those who accessed IOSCs, received comprehensive services, including: ▶ Medical care; ▶ Psychosocial counselling; ▶ Legal assistance; and ▶ Reintegration support. The provision of these integrated services contributes to ensuring that survivors have access to coordinated health, psychosocial, legal, and reintegration support, thereby strengthening the overall response to GBV and child abuse. B. Conducting GBV Clinics in Ruhango and Rwamagana Districts MIGEPROF conducted GBV clinics in Ruhango and Rwamagana districts to facilitate access to integrated support services for survivors of sexual violence, with particular attention to teenage mothers. During the reporting period, 237 teenage mothers and 285 parents or guardians from the two districts were reached through the GBV clinics. Services provided included: ▶ Psychosocial counselling; ▶ Healthcare services; ▶ Legal assistance; and ▶ Support for civil status registration.

Pillar	Recommendation	Current status of implementation
		Overall, these interventions demonstrate continued efforts to strengthen a coordinated and survivor-centred response to GBV and child abuse. The combination of services provided through IOSCs and targeted GBV clinics enhances access to medical, psychosocial, and legal support while facilitating the recovery and reintegration of survivors. Continued attention to prevention, timely access to services, case follow-up, and sustainable reintegration remains important for strengthening protection against GBV and child abuse.
	Strengthen national adaptive capacity measures to mitigate climate change and enhance environmental resilience.	The Ministry of Environment (MoE) The Ministry of Environment continued to scale up climate resilience, ecosystem restoration, biodiversity conservation, and sustainable urban development interventions through a range of flagship programmes and projects. These initiatives contribute to strengthening Rwanda's capacity to adapt to climate change, reduce exposure to climate-related risks, restore degraded ecosystems, and promote sustainable management of natural resources. Key interventions include: ► Volcanoes Community Resilience Project (VCRP): Focuses on reducing flood risks, strengthening climate resilience, and improving the resilience of communities and ecosystems in the Volcanoes region; ► Green Gicumbi Project: Supports the restoration of degraded ecosystems within the Muvumba watershed, enhancement of ecosystem services, strengthening of community capacity for sustainable forest management, and promotion of climate-resilient agricultural practices among smallholder farmers; ► Congo Nile Divide Project: Promotes Forest and landscape restoration, contributing to the rehabilitation of degraded ecosystems and improved environmental resilience; ► Transforming Eastern Province through Adaptation (TREPA) and Conservation and Sustainable Management of Biodiversity (COMBIO) Projects: Support the restoration of degraded landscapes, conservation of biodiversity, and strengthening of climate resilience in the Eastern Province; ► Green City Kigali Project: Provides a model for climate-resilient and sustainable urban development by integrating affordable housing with climate adaptation and mitigation measures and environmentally sustainable urban planning; and ► City of Kigali Wetland Rehabilitation Initiatives: Support the restoration and rehabilitation of urban wetlands, contributing to improved ecosystem functioning, flood-risk management, biodiversity conservation, and urban climate resilience. In general, these interventions demonstrate a multidimensional approach to climate and environmental resilience, combining ecosystem and landscape restoration, biodiversity conservation, climate-resilient agriculture, disaster-risk reduction, and sustainable urban development. Their continued implementation contributes to strengthening Rwanda's resilience to climate change while supporting sustainable livelihoods and long-term environmental sustainability.
	Mainstream climate change resilience into development planning.	The Ministry of Environment (MoE) A. Mainstreaming Environment and Climate Change through the Environmental Checklist Each year, the Ministry of Environment, in collaboration with key economic sectors and districts, develops and agrees on a set of environmental and climate change indicators to be incorporated into their annual plans.

Pillar	Recommendation	Current status of implementation
		The indicators are aligned with relevant national policies, strategies, and development priorities and are intended to ensure that environmental sustainability and climate resilience are systematically mainstreamed into sector and district planning and budgeting processes. The Environmental Checklist is developed and approved annually and subsequently disseminated as a separate annex to the First Planning and Budgeting Call Circular. The identified environmental and climate change priorities are then integrated into the annual plans of the respective sectors and districts. This mechanism strengthens the integration of environmental considerations into public planning and promotes institutional accountability for implementing national climate and environmental priorities. B. Climate Budget Tagging A Climate Budget Tagging (CBT) system has been developed and is operational, providing a mechanism for identifying and tracking public expenditure allocated to environmental and climate change-related interventions. Climate Budget Tagging involves assigning a climate-related marker, tag, or account code to relevant budget lines or groups of budget lines within the national public financial management system. These expenditures are classified according to their contribution to climate change mitigation and/or adaptation, in alignment with Rwanda's Nationally Determined Contribution (NDC) and the Green Growth and Climate Resilience Strategy (GGCRS). The operationalisation of Climate Budget Tagging strengthens the ability to track climate-related public expenditure, assess the alignment of budget allocations with national climate priorities, enhance transparency and accountability, and inform evidence-based resource allocation. Together with the Environmental Checklist, this mechanism contributes to the systematic mainstreaming of climate change and environmental sustainability across government planning and budgeting processes.
Anti-corruption, Transparency and Accountability	Strengthen capacity of Anti-corruption committees and regularly monitor their functioning	The Office of the Ombudsman The Office of the Ombudsman continued to strengthen institutional and public engagement in the prevention and fight against corruption through capacity building, monitoring, and awareness-raising interventions. Key interventions undertaken include: ► Strengthening the capacity of Anti-corruption Committees through targeted training aimed at improving their knowledge and understanding of their roles and responsibilities. Particular attention is given to institutions that do not regularly submit reports on the activities of their Anti-corruption Committees; ► Conducting quarterly follow-ups and reminders to Anti-corruption Committees to ensure regular reporting of their activities and strengthen institutional accountability;
	Enhance awareness on the fighting against corruption among various categories of the population	The Office of the Ombudsman ► Conducting regular Anti-corruption awareness campaigns targeting different categories of citizens and leaders to increase awareness of corruption risks, promote integrity, and strengthen public participation in preventing and combating corruption. Overall, these interventions contribute to strengthening the effectiveness of institutional Anti-corruption mechanisms, compliance with reporting requirements, and public awareness of corruption prevention. Continued monitoring of Anti-corruption Committees and targeted capacity building for institutions with reporting gaps remain important for strengthening accountability and the effectiveness of Anti-corruption efforts.



Pillar	Recommendation	Current status of implementation
Quality of Service Delivery	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.	Ministry of Agriculture and Animal Resources (MINAGRI) Status of drying and storage facilities Significant post-harvest infrastructure has already been established nationwide. As of FY 2025/2026, the following infrastructure is in place: Drying facilities: ▶ 951 drying shelters were constructed; ▶ 587 drying grounds were established; ▶ 61 mobile drying machines are operational. Storage facilities: ▶ 518 warehouses were constructed; ▶ 12 silos were established; ▶ 90 cold rooms are operational; ▶ 4,593 sheetings were provided to support post-harvest handling. Market access for agricultural commodities Under the Fifth Strategic Plan for Agriculture Transformation (PSTA5), MINAGRI has adopted a coordinated, multi-stakeholder approach to strengthen farmers' access to both domestic and international markets by enhancing agricultural value chains and enabling systems. Key interventions include: ▶ Collaboration with the Ministry of Trade and Industry (MINICOM) to: → Develop structured agricultural markets; → Improve trade logistics; → Promote agricultural exports; → Ensure compliance with regional and international quality standards, thereby positioning Rwandan agricultural products competitively in global markets. ▶ Partnership with the Ministry of Infrastructure (MININFRA) to: → Expand and rehabilitate feeder roads; → Improve rural transport networks linking production areas to markets, aggregation centres, and processing facilities; → Reduce transportation costs and improve market accessibility for farmers. ▶ Engagement with the financial sector, including commercial banks, microfinance institutions, and development partners, to: → Expand access to affordable credit; → Increase access to agricultural insurance; → Promote value chain financing; → Enable farmers and agribusinesses to invest in production, post-harvest handling, and market participation.

Pillar	Recommendation	Current status of implementation
		► Implementation of complementary PSTA5 interventions, including: → Investment in storage facilities and cold chain systems; → Promotion of agro-processing; → Development of digital market information platforms; → Promotion of contract farming models; → Strengthening of quality assurance and certification systems. Through these coordinated interventions, MINAGRI continues to strengthen farmers' access to reliable, diversified, and higher-value markets at both national and international levels while improving the competitiveness of Rwanda's agricultural sector.
	Improve livestock value chain through consistent supply of quality livestock feed, adequate water, expanding market access for livestock products, and investing in value addition.	Ministry of Agriculture and Animal Resources (MINAGRI) The Ministry of Agriculture and Animal Resources (MINAGRI) continues to strengthen livestock productivity by improving the availability of quality livestock feed, expanding access to water infrastructure, and enhancing market access for livestock products. Current Implementation Status (FY 2025/2026) Quality Livestock Feed: → 47,108.7 hectares were planted with improved forage (cumulative); → Annual forage seed production reached 45.7 metric tons (MT); → 250 chopper machines were provided to improve livestock feed processing; Adequate Water → 216 dam sheets were provided; → 15 boreholes were established; → 25 valley dams were rehabilitated. Market Access for Livestock Products → 135 Milk Collection Centres (MCCs) were constructed (cumulative); → 150 Milk Collection Points (MCPs) were constructed (cumulative); → 10 pig slaughter slabs were established (cumulative); → 15 district livestock markets were established (cumulative); → 3 liquid nitrogen plants were equipped (cumulative); → 16 proximity veterinary clinics were established (cumulative).

Pillar	Recommendation	Current status of implementation
	Enhance the quality of land services and provide basic infrastructure in areas designated for planned settlement	The Ministry of Environment (MoE) The Land Administration Information System (LAIS) has been integrated with other government platforms, including the Integrated Financial Management Information System (IFMS), the Rwanda Revenue Authority (RRA), and Irembo. As a result, 12 land services are now accessible online through the Irembo platform, enhancing citizens' access to land administration services. To further improve service delivery and accessibility, Irembo agents were trained nationwide to support citizens in accessing these online services. Capacity building efforts have also been strengthened to improve the quality and efficiency of land administration services. During the reporting period: ► 611 surveyors were trained to support land demarcation and registration processes; ► 180 private land notaries were trained to enhance the efficiency, reliability, and transparency of land transactions. Progress has also been recorded in land registration, boundary data collection, and the registration of expropriated state land, contributing to improved land administration and strengthened land tenure security; Furthermore, 27 District Land Use Plans (DLUPs) were developed under the National Land Use and Development Master Plan (NLDMP), promoting more structured, coordinated, and sustainable land use planning across the country. As a result of these efforts, compliance with the National Land Use and Development Master Plan (NLDMP) has reached 42.3%.
	Expedite digitization of government services in order to achieve national service delivery target.	The Ministry of ICT & Innovation (MINICT) To accelerate government transformation committees comprising representatives from MINICT, MIFOTRA, RGB and RSB have continued streamlining digital workflows by conducting a comprehensive inventory of all government services. To achieve true end-to-end digitalization, the committees adopted the RS 600:2025 Standard to define and standardize government services. The standard provides the technical framework for the ongoing data cleaning and service mapping exercise, ensuring consistency in the classification and digitization of public services. The following activities were undertaken: ► The technical team was trained on the RS 600:2025 Standard, with particular emphasis on distinguishing a Service (Clause 3.11) from a Process (Clause 3.25). ► A comprehensive service clean-up exercise was conducted for local government services. Through the application of the RS 600:2025 Standard, the number of services in the local government inventory was streamlined from 235 to 60 standardized services. The overall objective of these interventions is to establish a comprehensive database of all government services and their current digitization status. This database will serve as a reliable baseline for measuring and reporting progress toward the digitization of government services. In parallel, licensing services provided by RSB, REMA, and RICA are being reengineered into a single end-to-end digital service. This initiative will consolidate 22 licensing services into one integrated service. In parallel, licensing services provided by RSB, REMA, and RICA are being reengineered into a single end-to-end digital service. This initiative will consolidate 22 licensing services into one integrated service.

Pillar	Recommendation	Current status of implementation
Economic and Corporate Governance	Enhance macroeconomic stability to spur economic development and job creation	Ministry of Finance and Economic Planning (MINECOFIN) Rwanda is implementing a coordinated set of fiscal, monetary, external, and structural policy actions to strengthen macroeconomic stability and translate strong growth into accelerated development and job creation in FY 2025/2026 and beyond. ▶ On the fiscal side, the government is pursuing a gradual but credible fiscal consolidation path, with the deficit estimated at about 5.7 percent of GDP. This is being achieved through improved domestic resource mobilization, building on recent tax reforms and enhanced compliance measures while rationalizing nonessential spending on goods, services, and lower priority investments. At the same time, priority expenditures in infrastructure, agriculture, and social protection are being safeguarded to support growth and employment. Reforms to the investment code, stronger public financial management systems, and improved oversight of state-owned enterprises (SOEs) are helping reduce fiscal risks and create more space for private sector led job creation; ▶ Monetary policy actions have focused on containing rising inflation and anchoring expectations. In response to elevated and broad-based inflation pressures driven by food and energy prices, the Central Bank raised the policy rate to 7.25 percent and continues to strengthen its forward looking, interest rate-based framework. Improvements in liquidity management, monetary policy communication, and development of domestic debt markets are enhancing the effectiveness of policy transmission, while sustained credit growth to key sectors such as construction, trade, and manufacturing is supporting employment creation; ▶ On the external front, authorities are maintaining a flexible exchange rate regime to absorb external shocks and preserve foreign exchange reserves. Efforts to strengthen export performance particularly in tourism, coffee, and minerals alongside remittance inflows, are helping to partially offset a still large current account deficit. At the same time, reforms are underway to improve foreign exchange market functioning and external resilience.
	Enhance savings mobilization to boost investment	Ministry of Finance and Economic Planning (MINECOFIN) The Ministry has initiated and is implementing several initiatives to enhance savings and promote a saving culture as a central pillar for economic transformation under NST2, whereby the savings rate is projected to increase to 25.9% in 2029 from 12.4% of GDP in 2023. The initiatives being implemented to enhance domestic savings include: ▶ The EjoHeza Long-Term Savings Scheme continues to play a significant role in advancing this ambition. As of April 2026, cumulative subscribers have reached 4.9 million, with 4.2 million active savers. Total contributions amount to RWF 66 billion, while assets under management have grown to RWF 94.5 billion. To further strengthen the EjoHeza program, its reform was introduced and approved by the Cabinet on 28 April 2026. The reform aims to enhance the value proposition and flexibility of the scheme, allowing more members to benefit through the introduction of dual accounts, coupled with attractive, tailored savings and insurance features; ▶ Pension reforms are also being advanced, with contribution rates increasing progressively from 6% at the end of 2024 to 12% in 2026, with a long-term target of 30%. Currently, the contribution base is aligned with the tax base depending on the employee level;

Pillar	Recommendation	Current status of implementation
		▶ Through MINECOFIN, the Government is implementing a project aimed at strengthening and professionalizing the Umurenge SACCO program through automation and consolidation, to establish stronger and more sustainable long-term financial institutions capable of supporting local community social and economic transformation through enhanced service delivery, innovative financial product development, strengthened savings mobilization, and improved community financial resilience. As of today, 30 District SACCOs were established. Following the consolidation process, the benefits have begun to materialize: → Membership in District SACCOs increased from 3,903,934 in 2024 to 4,229,603 in 2025, while total savings grew by 20.5%, rising from RWF 118.8 billion in December 2024 to RWF 143.2 billion in December 2025. In addition, NPLs declined from 9.2% to 5.8%, which is a positive sign for building trust and strengthening the financial position of the institutions; → Currently, 28 District SACCOs are offering digital financial services, including mobile banking (both pull and push services). Integration with RIPPS has also commenced to facilitate seamless transactions across the country, with three District SACCOs already on boarded. MINECOFIN is keen to fast-track the rollout of integration and onboard more District SACCOs to the National Payment System. These initiatives enhance financial intermediation in favor of savings mobilization and improved financial management behavior; ▶ An initiative to formalize and strengthen the linkage and sustainability of community savings and credit groups (tontines) is progressing steadily. As of today, 9,657 tontines were registered and approved through the Ibimina system, with a target of reaching 13,000 groups by FY 2026/2027; ▶ Savings mobilization strategies have also been revamped. In line with the celebration of International Savings Day, a savings mobilization month is organized in collaboration with all financial sector players to enhance the culture and benefits of saving at both individual and national levels.
	Promote the production of high value goods and services for export to reduce trade imbalance	Ministry of Trade and Industry (MINICOM) The Ministry of Trade and Industry has made significant, evidence-based progress, guided by the PSDYE Sector Strategic Plan (2024–2029) and the NST2. 1.Key Achievements (Validated by the FY 2024/25 Annual Report) 1.1 Strong export growth and performance Significant progress was recorded in export performance during FY 2024/25: ▶ Total merchandise exports increased from USD 2.49 billion to USD 3.17 billion; ▶ Domestic exports grew by 41%, while total exports increased by 27%; ▶ The export to import ratio reached 78%, surpassing the target of 63%. 1.2 Expansion of high value export sectors Export growth was driven by high-value commodities and services: ▶ Gold exports accounted for 85% of the overall export growth; ▶ Exports of tin, tea, and processed minerals increased; ▶ Tourism revenues reached USD 647 million in 2024, compared to USD 620 million previously.

Pillar	Recommendation	Current status of implementation
		1.3 Industrialization and value addition The Ministry continued to strengthen industrial development and value addition: ▶ The industrial sector grew by 10%, contributing significantly to national GDP; ▶ Manufacturing expanded by 7%, driven by increased production of chemicals, metal products, and construction materials; ▶ Development of industrial parks continued, including the Kigali Special Economic Zone (KSEZ), which now hosts more than 220 companies; 1.4 Trade facilitation and strengthening of the export ecosystem Several initiatives were implemented to improve trade efficiency and the export environment: ▶ Operationalized the Rusizi II One Stop Border Post, reducing cross-border trade delays; ▶ Digitized key business services, including VAT registration, business licensing, and land allocation within industrial parks; ▶ Removed export licensing requirements, except where required by importing countries. 1.5 Private sector and MSME development Support to the private sector, particularly Micro, Small and Medium Enterprises (MSMEs), was enhanced through: ▶ Export coaching, access to financing, and guarantee schemes; ▶ Launch of the Leather Value Chain Project to strengthen manufacturing and increase exports; ▶ Provision of preferential electricity tariffs benefiting more than 1,069 industries. 1.6 Job creation through industrialization Industrial growth contributed significantly to employment creation: ▶ 350,000 jobs were created, exceeding the annual target of 250,000 jobs; ▶ Manufacturing employment increased by 20%, reinforcing industrial sector growth.

14 Conclusion and Recommendations

The Rwanda Governance Scorecard (RGS) 13th Edition provides a comprehensive assessment of the state of governance in Rwanda across the eight governance pillars. The findings indicate that five of the eight pillars scored above 80%, reflecting strong performance across several dimensions of governance. Safety and Security continues to be the highest-performing pillar, a position it has consistently maintained since the inception of the RGS. This sustained performance underscores the continued strength of Rwanda's institutional and policy frameworks for maintaining peace, security, public order, and social cohesion. Despite these achievements, the findings also highlight areas requiring continued attention and improvement. Investing in Human and Social Development, with a score of 67.86%, recorded the lowest performance among the eight pillars. The results therefore underscore the need for sustained and targeted interventions to address remaining gaps, particularly in pillars, indicators, and variables that continue to perform below the desired benchmarks.

Overall, the RGS 13th Edition demonstrates areas of sustained governance strength while identifying opportunities for further improvement. Continued implementation of evidence-based interventions, strengthened institutional accountability, and systematic follow-up on identified performance gaps will be essential to consolidate achievements and enhance governance outcomes.

Based on the findings of the RGS 13th Edition, recommendations have been formulated for relevant institutions to address identified gaps and sustain progress in areas of strong performance. The table below presents recommendations arising from the findings of the RGS 13th Edition.

Table 13: RGS recommendations and responsible institutions

Pillar	Indicator/Variable	Score	Recommendation	Responsible institution
Rule of Law	Citizen satisfaction with access to legal aid	65.40%	Strengthen access to timely and quality legal aid by expanding legal-aid outreach, prioritising vulnerable categories, and establishing routine mechanisms for tracking and resolving unmet legal-aid needs.	MINIJUST
	Citizen satisfaction with execution of judgements	67.60%	Expedite the execution of court judgements through systematic tracking and regular identification of bottlenecks to affective execution.	MINIJUST and MINALOC
Political Right and Civil Liberties	Percentage of citizens with knowledge about multipartyism	46.10%	Strengthen civic and political education through continuous public awareness on multipartyism with particular attention to young people.	NFPO and NEC
Participation and Inclusiveness	Central government transfer to the decentralised entities (Block grant)	41.60%	Ensure the implementation of the commitment of Government in relation to fiscal decentralisation (Central government transfer to the decentralised entities – block grant) is respected.	MINECOFIN and MINALOC
	Participation in Umugoroba w'Imiryango	66.80%	Strengthen the functioning of Umugoroba w'Imiryango as a platform for community dialogue and family cohesion.	MIGEPROF
	Number of decentralised services against the total number of all public services to be decentralised	44.44%	Sustain decentralisation efforts through enhancing the capacity of decentralised entities and decentralising more services to reap full benefits of decentralisation.	MINALOC, MINECOFIN and sectoral lead ministries
Safety and Security	Percentage of population who feel safe walking alone at night	65.40%	Strengthen community-based and preventive safety measures in areas where perceived safety remains low.	MINALOC, MININTER and RNP

Pillar	Indicator/Variable	Score	Recommendation	Responsible institution
Investing in Human and Social Development	Maternal mortality rate (Deaths per 100,000 live births)	57.72%	Enhance efforts to reduce maternal mortality in order to accelerate the attainment of national commitments.	MoH and RBC
	Number of Vocational Training Centres (VTCs) established	17.81%	Accelerate the establishment of Vocational Training Centres across districts to achieve the objective of expanding access to high quality technical education.	MINEDUC and Rwanda TVET Board
	Turnover rate of doctors and nurses	Doctors: 56.82%; Nurses: 38.46%	Put in place mechanisms to enhance retention of medical personnel particularly doctors and nurses to sustain service quality across health facilities.	MoH and RBC
	Citizen satisfaction with VUP program	67.00%	Improve the functioning of VUP in order to accelerate sustainable poverty graduation and enhance household resilience among targeted vulnerable groups.	LODA and MINALOC
	Number of vulnerable children benefiting grants under the lifecycle approach	20.55%	Expand lifecycle-based support for vulnerable children by delivering targeted, stage specific interventions that prevent multidimensional child poverty and support early human capital development.	LODA, MINALOC and NCDA
	Teacher-to-computer ratio in primary	16.67%	Accelerate the provision of computers to teachers in primary schools to strengthen ICT education.	MINEDUC and REB
	Citizen satisfaction with Land administration and management	45.70%	Strengthen land management system and services through effective use of ICT.	NLA and MoE
	Percentage of primary teachers meeting intermediate English proficiency level	4.21%	Scale up competency-based English language development for primary teachers through targeted in-service training, continuous assessment, peer learning and structured professional development programmes.	MINEDUC and REB
	Risk Coordination in Disaster Resilience Management	42.00%	Strengthen coordination of disaster-risk management across sectors and levels of government through clearly defined coordination responsibilities, interoperable risk information systems, regular coordination exercises and joint preparedness planning.	MINEMA
	Preparedness for Effective Response and Recovery in Disaster Resilience Management	47.00%	Institutionalise regular disaster preparedness and ensure that response and recovery plans are adequately resourced, updated and tested, particularly in high-risk areas.	MINEMA
	Percentage of general secondary and TVET teachers meeting English proficiency level	56.25%	Scale up English proficiency among secondary and TVET teachers through targeted continuous professional development, competency assessment and practice-based language support aligned with teaching requirements.	MINEDUC, REB and Rwanda TVET Board
	Risk Prevention, Mitigation and Adaptation in Disaster Resilience Management	58.00%	Enhance risk prevention and climate adaptation measures in high-risk areas, including resilient infrastructure, drainage, slope stabilisation, ecosystem-based approaches and enforcement of risk-sensitive land-use planning.	MINEMA, REMA, RWB, Meteo Rwanda and RAB
	Percentage of households in high-risk areas protected from flood-related hazards	25.00%	Prioritise flood risk prevention for households in high-risk areas through improved drainage and water management infrastructure, household level protection, relocation where necessary, early warning systems and enforcement of risk sensitive settlement planning.	MINEMA, REMA, RWB and Meteo Rwanda

Pillar	Indicator/Variable	Score	Recommendation	Responsible institution
	Percentage of households using firewood for cooking (sustainable use of energy)	39.45%	Accelerate the transition from firewood to clean and efficient cooking solutions through targeted support for vulnerable households, increased availability of affordable alternatives and sustained awareness on health, environmental and economic benefits.	MININFRA and REG
	Percentage of Households using efficient biomass cookstoves (sustainable use of energy)	54.10%	Promote adoption of efficient biomass cookstoves among households that continue to depend on biomass through quality standards, affordability measures, awareness campaigns and targeted distribution to vulnerable households.	MININFRA and REG
Quality of Service Delivery	Percentage of government services fully digitized (end to end)	11.00%	Expedite digitisation of government services in order to achieve national service delivery target.	MINICT and RISA
Economic and Corporate Governance	Inflation rate	28.57%	Strengthen measures to control inflation to the minimum level possible.	BNR and MINECOFIN
	Citizen satisfaction with use of mobile telephone	57.60%	Enhance telecommunication infrastructure and network resilience to eliminate persistent call drops and ensure seamless voice communication.	MINICT and RURA
	Citizen satisfaction with internet connectivity	53.60%	Improve reliability and geographical coverage of internet connectivity to maintain uninterrupted digital workflows.	MINICT and RURA

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Abbreviations and Acronyms

ADRs	Alternative Dispute Resolutions
ACT&A	Anti-corruption, Transparency and Accountability
AfDB	African Development Bank
AU	African Union
AVOI	Africa Visa Openness Index
BNR	Banque Nationale du Rwanda
CBHI	Community based health insurance
CBT	Cross Border Trade
CGGI	Chandler Good Government Index
CHWs	Community health workers
CoK	City of Kigali
COMBIO	Conservation and Sustainable Management of Biodiversity
CPI	Corruption Perceptions Index
CRC	Citizen Report Card
CSOs	Civil Society Organisations
DASSO	District Administrative Security Support Organ
DHS	Demographic and Health Survey
DLUPs	District Land Use Plans
DMIS	Disability Management Information System
E&CG	Economic and Corporate Governance
EBM	Electronic Banking/Money system
ECD	Early Childhood Development
Ed.	Edition
EICV	Integrated Household Living Conditions Survey
EMR	Electronic Medical Record
FBOs	Faith Based Organisations
FY	Fiscal Year
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GGCRS	Green Growth and Climate Resilience Strategy
GHG	Greenhouse Gas
GMO	Gender Monitoring Office
GoR	Government of Rwanda
GPI	Global Peace Index
Ha	Hectare
HBECD	Home-Based Early Childhood Development
HCI	Human Capital Index
HIV	Human Immunodeficiency Virus
HMIS	Health Management Information System
HPV	Human Papillomavirus
HTN	Hypertension
ICT	Information and Communications Technology
IDP	Internally Displaced Persons
IDSR	Integrated Disease Surveillance and Response
IEP	Institute for Economics and Peace
IFMS	Integrated Financial Management Information System
IH&SD	Investing in Human and Social Development
IHR	International Health Regulation
IAG	Ibrahim Index of African Governance
INGOs	International Non-Governmental Organisations



IOSCs	Isange One Stop Centres
IZU	Inshuti z'Umuryango
JADF	Joint Action Development Forum
KSEZ	Kigali Special Economic Zone
LAIS	Land Administration Information System
LODA	Local Administrative Entities Development Agency
Ltd	Limited
m ³	Cubic Metre
MAJ	Maison d'Accès à la Justice/ Access to Justice Bureau
MCCs	Collection Centres
MCPs	Collection Points
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 and Innovation
MINIJUST	Ministry of Justice
MININFRA	Ministry of Infrastructure
MININTER	Ministry of Interior
MINUBUMWE	Ministry of National Unity and Civic Engagement
MIYCN	Maternal, Infant and Young Child Nutrition
MoE	Ministry of Environment
MoH	Ministry of Health
MPs	Members of Parliament
MSMEs	Micro, Small and Medium Enterprises
MT	Metric Tons
MtCO ₂ e	Megatonnes of Carbon Dioxide Equivalent
N/A	Not Available
NDA	National Child Development Agency
NCDs	Non-Communicable Diseases
NCHR	National Commission for Human Rights
NCPD	National Council of Persons with Disabilities
NDC	Nationally Determined Contribution
NEC	National Electoral Commission
NFPO	National Consultative Forum of Political Organisations
NISR	National Institute of Statistics of Rwanda
NLA	National Land Authority
NLDMP	National Land Use and Development Master Plan
NPPA	National Public Prosecution Authority
NST2	The Second Generation of National Strategic for Transformation
OAG	Office of the Auditor General
P&I	Participation and Inclusiveness
P2P	Peer to Peer
PEN	Package of Essential Non-communicable Disease
PES	Payment for Ecosystem Services
PR&CL	Political Rights and Civil Liberties
PSDYE	Private Sector Development and Youth Employment Sector Strategic Plan
PSTA	Strategic Plan for the Transformation of Agriculture
PwDs	Persons with Disabilities



QoSD	Quality of Service Delivery
RAB	Rwanda Agriculture Board
RBI	Rwanda Bribery Index
RCS	Rwanda Correctional Service
RCSB	Rwanda Civil Society Barometer
RDB	Rwanda Development Board
RDTs	Rapid Diagnostic Tests
REB	Rwanda Education Board
REG	Rwanda Energy Group
REMA	Rwanda Environment Management Authority
RFA	Rwanda Forestry Authority
RGB	Rwanda Governance Board
RGS	Rwanda Governance Scorecard
RIB	Rwanda Investigation Bureau
RICA	Rwanda Inspectorate, Competition and Consumer Protection Authority
RIPPS	Rwanda Integrated Payments Processing System
RISA	Rwanda Information Society Authority
RMA	Rwanda Meteorology Agency
RMB	Rwanda Media Barometer
RMB	Rwanda Mines, Petroleum and Gas Board
RNP	Rwanda National Police
RNUB	Rwanda National Unity Barometer
RoL	Rule of Law
RPHC	Rwanda Population and Housing Census
RPPA	Rwanda Public Procurement Authority
RRA	Rwanda Revenue Authority
RS	Rwanda Standard
RSB	Rwanda Standards Board
RURA	Rwanda Utilities and Regulatory Agency
RWB	Rwanda Water Resources Board
RWF	Rwandan Francs
S&S	Safety and Security
SACCO	Savings and Credit Cooperative Organization
SBCC	Social and Behaviour Change Communication
SDGs	Sustainable Development Goals
SOEs	State Owned Enterprises
STEM	Science, Technology, Engineering and Mathematics
tCO ₂	Tonnes of Carbon Dioxide
ToT	Training of Trainers
TREPA	Transforming Eastern Province through Adaptation
TTC	Teacher Training College
TVET	Technical and Vocational Education and Training
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
USD	United States Dollar
UWI	Umugoroba w'Imiryango
VAT	Value Added Tax
VCRP	Volcanoes Community Resilience Project
VTCs	Vocational Training Centers
VUP	Vision 2020 Umurenge Program
WEF	World Economic Forum
WHO	World Health Organization
WJP	World Justice Project

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COMMENTS FROM REVIEWERS

Dr. Fatmata Lovetta Sesay, Acting UN Resident Coordinator and UNDP Resident Representative

The United Nations System in Rwanda highly commends the Rwanda Governance Board for the successful production of the 13th edition of the Rwanda Governance Scorecard (RGS). Over the years, the RGS has become a credible and comprehensive instrument for assessing governance performance in Rwanda, providing valuable evidence on progress achieved and areas requiring sustained attention. The 2026 findings, which highlight strong performance in Safety and Security as well in resilience, social cohesion and unity and many other areas is highly commendable. As in previous editions, continued efforts are registered to improve Quality of Service Delivery - this reflects Rwanda's commitment to strengthening institutions and improving the well-being of its citizens.

The RGS stands out for its capacity to integrate internationally recognized governance assessment standards with Rwanda's home-grown solutions in governance and its institutional context. By drawing on primary, secondary, and administrative data from diverse sources, the Scorecard generates reliable and contextualized evidence that

supports policy formulation, decision-making, public service improvement, and institutional reform. Equally important, the RGS promotes accountability and continuous learning through its assessment of the implementation status of recommendations from previous editions, thereby fostering a culture of evidence-based governance and performance improvement.

From the perspective of the United Nations System in Rwanda, the Rwanda Governance Scorecard represents a valuable national mechanism for tracking progress towards Rwanda's development aspirations, the Sustainable Development Goals (SDGs), and broader governance commitments. As a recognized good practice in governance measurement and monitoring, the RGS demonstrates the importance of regular, evidence-based assessments in strengthening institutions, enhancing public trust, and supporting sustainable development outcomes. The United Nations encourages the continued use and refinement of this important tool as a driver of accountable, inclusive, and effective governance.

H.E. Amb. Marie-Antoinette Rose-Quatre, CEO of African Peer Review Mechanism (APRM) Continental Secretariat

Reflections on the 13th edition of the Rwanda Governance Scorecard are guided by the founding principles of the African Peer Review Mechanism (APRM), particularly national ownership and leadership, inclusiveness, transparency, credibility, technical rigour, and peer learning. These principles point to the importance of governance assessment processes that enable countries to evaluate their governance systems in their own contexts, engage with evidence, and strengthen accountability for policy commitments and institutional performance. I congratulate the Government of Rwanda on the publication of this edition of the Scorecard and its continued commitment to strengthening governance assessment and accountability.

The Rwanda Governance Scorecard offers an important example of how a nationally owned assessment framework can institutionalise governance monitoring and promote a culture of evidence-based decision-making. Its continued application over thirteen editions highlights the value of

sustained, systematic approaches to assessing governance and tracking progress over time.

Of particular importance is the Scorecard's underlying approach: using a structured methodology to assess governance across multiple dimensions, identify areas requiring attention, and inform policy dialogue and institutional action. The Scorecard also illustrates the importance of linking governance assessment to practical recommendations and institutional responsibilities. By providing a framework for reviewing recommendations and monitoring follow-up actions, it reinforces the principle that governance assessment should be an ongoing process that informs decision-making, encourages institutional learning, and supports continuous improvement.

These features resonate strongly with the principles and objectives of the APRM. As a continental mechanism founded on African ownership, mutual accountability, and



peer learning, the APRM promotes governance assessment processes that are credible, inclusive, transparent, and responsive to national contexts. Nationally led initiatives such as the Rwanda Governance Scorecard provide valuable opportunities to deepen understanding of how these principles can be translated into practical governance monitoring frameworks.

Rwanda's experience in developing and sustaining this approach offers an opportunity for broader continental

learning. It also provides relevant insights for the Africa Governance Index that the APRM is developing. As we advance this initiative, the APRM remains committed to robust and context-sensitive assessment methodologies that strengthen governance, facilitate peer learning, and support Africa's development aspirations. In this spirit of shared learning, we offer our continued partnership as Rwanda builds on its governance achievements.

Mr WU Wei Neng, CEO of Chandler Governance Group (CGG)

"The Chandler Governance Group (CGG) believes that high performance governments are the foundation of strong and prosperous nations. Governments strengthen their capabilities and deliver meaningful outcomes for citizens and businesses by measuring their performance and addressing the gaps they find. The Rwanda Governance Scorecard (RGS) assesses Rwanda's performance against its own national targets and situates these findings alongside regional and global indices, including the Chandler Good Government Index.

Governance indices publish findings, but few recommend specific, actionable steps. The RGS does both. As a national tool to drive governance improvements, the RGS also tracks what each recommendation produced the following year,

reported by the institution responsible: classrooms built, teachers trained to proficiency, services moved onto digital platforms, measured against the prior edition's targets.

The Rwanda Governance Board (RGB) has done this consistently across editions of the RGS. It is the kind of discipline we recognise as fellow practitioners. We value our continuing partnership with RGB in strengthening governance measurement and evidence-based policymaking."

African School of Governance: Prof. Blessings Darlo Chinsinga, Prof. Emmanuel Botlhale, Prof. Mehari Taddele Maru, Prof. Charles Mulinda Kabwete

The African School of Governance (ASG) commends the Rwanda Governance Board (RGB) on the publication of the 13th edition of the Rwanda Governance Scorecard (RGS). Sustaining this exercise demonstrates a commitment to assessing governance performance, identifying shortcomings and informing public action. Emerging from Rwanda's engagement with the African Peer Review Mechanism (APRM) in 2006 and the subsequent national programme of action, the RGS reflects a deliberate effort to make governance assessment part of the country's development agenda. Its significance lies not merely in producing scores, but in using evidence to strengthen institutions, accountability and the delivery of tangible development results.

The RGS assesses governance through eight pillars: rule of law; political rights and civil liberties; participation and inclusiveness; safety and security; investing in human and social development; anticorruption, transparency and accountability; quality of service delivery; and economic and corporate governance. These encompass 35 indicators and 151 variables. A distinctive strength of the framework is its combination of internationally recognised governance measures with Rwanda's institutional context and home-grown practices, including Imihigo, Umuganda and Abunzi. This approach illustrates how African countries can engage international standards without losing sight of their own histories, institutions and development priorities. The RGS also provides evidence relevant to national reflection

and Rwanda's engagement with continental governance commitments, including the African Charter on Democracy, Elections and Governance.

The 13th edition points to progress across several governance dimensions, but it also draws attention to areas requiring renewed effort. In particular, the reported stagnation or decline relative to the previous edition in service delivery, investment in human and social development, and economic and corporate governance deserves close scrutiny. These are not peripheral concerns: they are central to citizens' lived experience and to the realisation of Rwanda's Vision 2050. The critical task is to move from identifying performance gaps to diagnosing their underlying causes, assigning clear institutional responsibility and implementing measurable corrective action. Encouragingly, the RGS incorporates a mechanism for reviewing progress on recommendations from the preceding edition. Its developmental value will depend increasingly on the extent to which this feedback loop produces demonstrable improvements.

For ASG, the RGS offers an instructive example of the relationship between African agency, institutional learning and transformative governance. ASG's commitment to

African solutions to African challenges does not imply rejecting global knowledge; it means engaging it critically and adapting it to African realities. This resonates with ASG's anchor philosophy of Meta-Africanism construed as a call for Africa to move beyond consuming externally generated ideas towards shaping its own development through purposeful leadership, capable institutions and a mindset of possibility, excellence and action. The RGS embodies this aspiration when assessment leads to honest self-reflection, policy adaptation and accountable implementation. Its most important lesson for the continent is therefore not the replication of Rwanda's particular scorecard, but the institutionalisation of rigorous, context-sensitive assessment that converts evidence into better governance and improved lives. ASG welcomes opportunities to deepen research, policy dialogue and peer learning around this experience.



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