

ISSN: 2306-9376

The background of the cover is a light teal color with a sunburst pattern of rays emanating from the top left. A black outline map of Rwanda is centered on the page, with the western part of the map filled with a light blue color. The title 'RWANDA GOVERNANCE SCORECARD' is printed in a bold, blue, sans-serif font across the middle of the map.

RWANDA GOVERNANCE SCORECARD

2014 Edition

Rwanda Governance Board (RGB)
Zigama CSS Plaza, Remera
P.O Box 6819 Kigali – Rwanda
Tel. (+250)255112023
www.rgb.rw
info@rgb.rw
[@rgb_rw](https://twitter.com/rgb_rw)
[f](#): Rwanda Governance Board

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December, 2014

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ISSN: 2306-9376

Design & Print

Touch Media Design Ltd

RWANDA GOVERNANCE SCORECARD

2014 Edition

A PUBLICATION OF RWANDA GOVERNANCE BOARD (RGB)

Supported by:



This publication was created and developed under the direction of

Prof. Anastase Shyaka

The following researchers & experts participated in the development of this RGS 2014 publication:

Dr. Félicien Usengumukiza, RGB

Ms. Aimée Burume Umutesi, RGB

Mr. Bonny Mukombozi, RGB

Ms. Esperance Nshutiraguma, RGB

Ms. Florence Mutesi, RGB

Mr. Justin Murwanashyaka, RGB

Mr. Pacifique Barihuta, A&G Ltd

Ms. Solange Uwizeye, RGB

Mr. Vaclav Prusa, GIZ/RGB

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Kigali Rwanda

Foreword

Rwanda Governance Board is pleased to publish the 3rd edition of Rwanda Governance Scorecard (RGS). We have invented this Scorecard to offer a research based policy tool to accurately gauge the status and trends of the most important aspects of governance in the country. Previous RGS editions have been utilized by different national and international stakeholders and have contributed to knowledge sharing and policy reforms in our country. It is our hope that RGS 2014 will attract even greater interest from a wide range of users.

The RGS is a scientifically sound instrument tailored on Rwanda's evolving context and using internationally recognized governance indicators. The RGS 2014 measures Rwanda's governance performance along 8 indicators, namely: Rule of Law, Political Rights and Civil Liberties, Participation and Inclusiveness, Safety and Security, Investing in Human and Social Development, Control of Corruption, Transparency and Accountability, Quality of Service Delivery and Economic and Corporate Governance.

The RGS 2014 show that Rwanda has registered better performance compared to previous editions: out of the measured eight indicators, six have scored above 75% against only four in the previous RGS. This publication's findings lead to the following conclusions and observations:

- First, Safety and Security sector has maintained its lead as the best performing indicator in all RGS editions. This explains the importance of security in our governance system.
- Second, Rule of Law and Justice Sector has emerged as the best reformer (improving) indicator. This indicator was the 2nd last performer in the first RGS edition and now it is the 2nd best, only behind Safety & Security. When justice and rule of law are functioning well, societies are happy. The performance of this indicator underscores Rwandans' appreciation of progress made and the state of rule of law and good governance.

- Third, Service delivery sector remains the least performing indicator for the third time. Going forward, there is a need for more efficiency and effectiveness to ensure higher levels of citizen satisfaction in the delivery of government programs and public services.

Overall, RGS has become a credible and reliable tool for public policy making in the country. It has alerted policymakers on areas with performance deficits and incited others to improve and perform better. It is also a source of data for EDPRSII and other programs. Despite remaining challenges in timely accessing updated data, RGS has catalyzed data availability within institutions as well.

Internationally, RGS has become a practical tool for information sharing on Rwanda's governance and development. Quality wise, RGS is being assessed by international reviewers for the first time. It is increasingly attracting attention from regional organizations and sister nations in Africa. In addition, RGS is being used as a case study to inform the global community on how to measure governance and rule of law in the context of the UN post 2015 Sustainable Development Goals. RGB is honored with these developments.

Rwanda Governance Board takes this opportunity to sincerely thank all stakeholders, individuals and institutions, who have in many ways, supported the production of RGS 2014. We look forward to future partnerships and feedback from users and stakeholders geared towards strengthening future publications and usefulness of this scorecard.

Prof. Anastase Shyaka
Chief Executive Officer

SUMMARY OF THE RWANDA GOVERNANCE SCORECARD EDITION 2014

1	Rule of Law											81.68	
	Separation of Power	78.63	Performance of the Judiciary	80.26	Performance of the Prosecution	87.53	Access to Justice	80.25					
2	Political rights and Civil Liberties											77.05	
	Democratic Rights and Freedoms	83.03	Vibrancy of Non-State actors in policy formulation	59.7	Rights to Media Freedom	75.22	Political parties Registration and operations	75.68	Access to Public Information	76.50	Respect for human rights	75.3	Core international human rights conventions
3	Participation and Inclusiveness											75.36	
	Citizen participation	71.68	Decentralization	72.11	Civil society participation	63.65	Gender parity in leadership	82.93	Power sharing	86.45			
4	Safety and Security											91.96	
	Maintaining security	96.1	National security	97.6	Personal and Property Safety	93.56	Reconciliation, social cohesion and Unity	80.58					
5	Investing in Human and Social Development											81.54	
	Education	84.75	Health	79.64	Social Protection	66.77	Environmental Protection	95					
6	Control of Corruption, Transparency and Accountability											79.04	
	Incidence of corruption	76	Control of Corruption	78.76	Transparency and accountability	82.37							
7	Quality of Service delivery											72	
	Service delivery in Local Administration	71.1	Service delivery in Justice Sector	74.75	Service delivery in Social Sector	72.79	Service delivery in Economic Sector	69.39					
8	Economic and Corporate Governance											72.2	
	Macro-economic indicators	72.0	National Capital and Export Promotion	49.8	Business Environment Promotion	87.48	SMEs Development and Cross-border Trade	64.58	Private Sector Promotion	87.04			

0 - 25	R
25.01 - 50	A
50.01 - 75	Y
75.01 - 100	G

An important note: RGS Scores are expressed in percentages. They should be interpreted with the understanding that the higher the score, the better. Therefore, an increased score indicates a better performance just as a lower score indicates greater needs for improvement.

Comments from External Reviewers

Jendayi E. Frazer

Former U.S. Assistant Secretary of State

Frank Okuthe-Oyugi, PhD

Executive Director, ICGLR Lusaka Regional Centre

Lamin M. Manneh

One UN Rwanda Resident Coordinator

The Rwanda Governance Board's 2014 Scorecard maintains its strong tradition of enlightening the public on the state of governance in Rwanda. RGB has developed the Rwanda Governance Scorecard (RGS) into a credible and world-class policy tool based on universal standards of good governance. Methodologically, it reflects top-level scholarship and draws on a robust and diverse set of data gathered from public institutions, the private sector, expert surveys, and importantly citizen satisfaction surveys. The generation of data in this third edition is set against the earlier baseline to show where there has been progress and areas and indicators where progress has lagged. The RGB uniquely situates global governance standards in the local context by building the scorecard on the basis of international frameworks, international indexes, and "home-grown" indicators. RGB's transparency of methods and sources lends credibility and legitimacy to the Rwanda Governance Scorecard, and its development from within Rwanda society will guarantee its relevance and longevity.

It would be very interesting in future editions to have a chapter on the outcome of the RGS data analysis compared with that of other institutions with similar scorecards and indexes to further refine international assessments of Africa.

Substantively, the Rwanda Governance Scorecard 2014 offers interesting policy findings. Not surprisingly, Safety and Security remains the highest ranked indicator among the eight composite indicators. Anyone walking in Kigali at night or traveling across the country will experience a strong sense of security and personal safety. Importantly, reconciliation, social cohesion, and unity are key sub-indicators within safety and security to measure deeper or more profound underlying dynamics on which societal security rests.

While Rwanda scores highly across all the indicators, the data reveals that quality of service delivery, especially in the economic sector and by local administration has room for improvement. Such findings prove the benefit of the RGS. It allows policy makers, citizens, advocates, and all

stakeholders to move forward based on evidence and objective assessment.

On the whole RGB must be congratulated for a first-rate report that is easy to read, clear in its methods and data sources, and provides relevant policy insights and recommendations. Perhaps most importantly, the RGS can be used as a tool for mobilizing Rwandan society and international stakeholders around the tangible elements of good governance that will drive Rwanda's progress. RGB serves as a model for other countries to take responsibility for the assessment of their governance state of affairs and to put in motion the practical and actionable recommendations for continual improvements.

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

Rwanda Governance Scorecard 2014: *Scaling new heights in measuring governance and promoting an innovative tool for public policy and governance reforms*

I take the opportunity to congratulate the Rwanda Governance Board (RGB) for this edition of Rwanda Governance Scorecard (RGS). The regular publication of the Scorecard underscores the determination of RGB to proactively and positively influence reforms and policies that are being promoted by both the state and non-state actors to improve the livelihoods of the Rwandese people in its totality, an initiative that is unparalleled in Africa.

The RGS is based on home-grown ideas and initiatives through the application of universally proven and solid research standards and methodology for governance measurement. The scientific methodology is clearly demonstrated by the use of a variety of data sources that include reliable secondary data, citizen satisfaction and expert surveys.

The involvement of a wide range of citizenry through perception surveys and consultation with non-state actors

- particularly experts and civil society - add credibility to the data used in the analysis.

A new value addition to the current RGS as proof to its dynamism, is the reformulated and recrafted indicators as well as additional variables such as Social Protection, Gender-Based Violence (GBV) cases processed, and the application of IT in Court processes. It is therefore refreshing to know that this edition of the RGS has improved the indicator framework and thus increased its analytical value and result score.

There is no doubt that RGB through the RGS is a pace-setter for the Great Lakes Region and Africa in general. This is an endeavour worth emulating and I am glad to state that the ICGLR Levy Mwanawasa Regional Centre for Democracy and Good Governance is set to partner meaningfully with RGB in the development and application of a home-grown scientific method of governance assessment in the

Region that will assist Member States to have at a glance a scorecard that will promote best practices in governance in the Region.

We commend Professor Anastase SHYAKA, the CEO of RGB and the team under his leadership, for this brave effort in pioneering the development of a tool that is of world standard, a tool that is applied in measuring and monitoring the commitment of the Government of Rwanda not only to its own citizens but also to the international community.

Frank Okuthe-Oyugi, PhD

Executive Director

***ICGLR Levy Mwanawasa Regional Centre for Democracy
and Good Governance***

Lusaka, Zambia

February 2015

Commentary on the Rwanda Governance Score Card 2014

The key attributes of any well - functioning governance system include visionary - driven leadership regime, social cohesion and stability, safety and security for the population at all times, rule of law, peaceful change of power, active citizen participation in the country's development and electoral processes, respect for basic human rights, high levels of transparency and accountability and satisfactory service delivery.

By all accounts, Rwanda's performance with respect to the above fundamental indicators of good governance over the past two decades has been remarkable, and it continues to improve steadily but surely. There is broad consensus that this has been an important factor in the very positive socio-economic development results the country has realized in the post-Genocide period.

There is no doubt that measuring precisely any country's governance performance is fraught with difficulties, given that the scientific methods for doing so are still evolving and it is also subject to different contextual

interpretations. But since its first publication in 2011, the Rwanda Governance Scorecard (RGS) has become a truly home grown and scientific method for assessing the progress being made in the key governance areas in Rwanda.

Overall, it first of all provides clear evidence on the notable progress being made in the major areas of governance such as safety and security, defense, decentralization, rule of law citizen participation, transparency and accountability and economic governance. It also provides clear pointers to important areas that need urgent improvement, notably service delivery at all levels.

In this regard the RGS has become a veritable instrument for assessing governance performance in Rwanda, based on strengthening scientific foundations and measurement tools and therefore for providing guidance as to areas that need improvement and by extension enabling partners to have a precise idea about areas to which they could focus

their assistance for further deepening governance in the country.

It is also gratifying to note that it is the broad external recognition of the RGS, including at the Headquarter level of the UN, that prompted the selection of Rwanda to pilot the governance and capacity development indicators for the Sustainable Development Goals in the domains of governance in the context of the Post-2015 agenda.

The One UN Rwanda is, therefore, proud to be a close partner of the Rwanda Governance Board in the preparation and publication of RGS.

Lamin M. Manneh

One UN Rwanda Resident Coordinator

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I. INTRODUCTION

The Rwanda Governance Scorecard (RGS) is an annual publication of the Rwanda Governance Board (RGB) that seeks to gauge the state of governance in Rwanda. The 2014 edition of RGS captures primary and secondary data for selected indicators for 2013 inclusively.

The RGS is an independent Rwandan publication meant for comprehensive governance assessment based on primary and secondary data drawn from over 200 questions. It considers 8 observed dimensions of governance constitute 8 composite governance indicators with 36 sub-indicators and 163 variables. It is of utter importance for RGB to learn from the past and continue improving the accuracy and relevance of its products. For this matter, this edition of RGS has retained the 8 aggregated indicators of governance.

However, at the level of sub-indicators and variables, partial changes in the indicators' configuration, sources of data and data collection methodology have been improved in some instances. While we keep overall trend

of indicators, we inject new sub-indicators, change and update others so as to keep the RGS relevant to policy reform, and at the same time to capture most important aspects of Governance in Rwanda.

Similarly, it remains our ambition that this publication with all valuable findings and conclusions serves for informed policy debate on concrete actions and steps. We have continued advocating for the utilization of the data throughout the governance structure. Elaborate analysis and lively discussions in high policy forums revolving around the previous editions of the RGS to give us confidence and conviction that this tool has become an important and practical gauge of governance in Rwanda.

The scope and depth of this exercise reflects a continued commitment of the Government of Rwanda and its institutions to evidence-based and objective assessment of policies, in order to identify areas for improvement and drive policy reforms in the crucial area of governance. It has now become customary for Rwanda to produce

evidence to fuel and sustainable rapid economic development in various domains. This as well feeds and informs a number of external comparative assessments. A unique and significant aspect of the RGS vis-à-vis external assessments is that it utilizes a plethora of new, locally-generated data sources, such as citizen perception and satisfaction surveys and detailed institutional data, which are often not considered by external indexes.

The RGS thus seeks to meet the following objectives:

- To generate credible and reliable data on governance issues for national and international stakeholders;
- To serve as a practical tool that drives policy reform in the domain of governance through the identification of areas for improvement and actionable recommendations;
- To contribute to current knowledge about governance in Rwanda.

The methodology of the RGS, described in detail below, aims to combine a firm foundation in international

standards with an in-depth understanding of the Rwandan context. Thus, primary data sources of the RGS 2013 comprise the assessment by Rwandans themselves, both citizens and experts, as well as, firmly verified data from Rwandan institutions. The RGS 2013 is comprised of data collected between January 1, 2012 and December 31, 2013. Therefore, data and what has occurred since January 1, 2014 are not covered by this third issue of RGS.

The RGB is committed to producing reliable and credible data for governance assessments in order to promote good governance and evidence-based policymaking. Hence, the Rwanda Governance Board looks forward to working with all stakeholders to translate findings and recommendations of this third edition of the RGS into practical and actionable Policy responses in order to achieve desired transformation.

II. METHODOLOGY

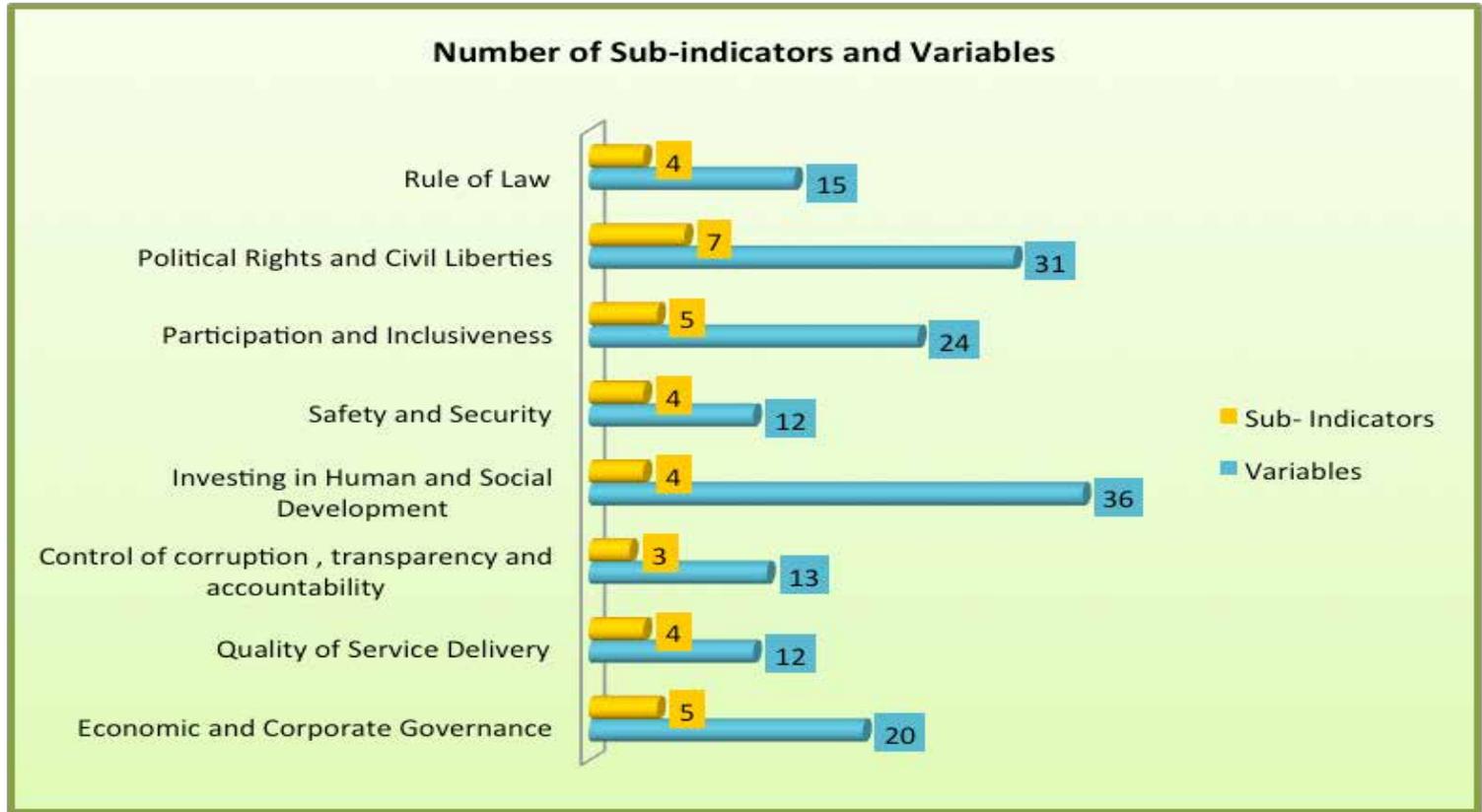
The methodology of the Rwanda Governance Scorecard seeks to combine advanced research methods in global governance with an understanding of the Rwandan context. The RGS uses global and contextualized indicators and relies on a wealth of new local data, including scientifically sound Rwandan citizen and expert perception surveys, as well as hard data from Rwandan institutions.

The indicators used in this version originate from diverse sources, both international and Rwanda-specific, which allow the RGS to combine the best in global governance research methods with an understanding of the Rwandan context.

The RGS has the unique advantage of utilizing a wide range of new, Rwanda-specific data sources. RGS researchers crosschecked all hard data collected from relevant institutions to ensure the quality and validity of information received.

The collected data was analyzed using sound scoring methods in which indicator values were compiled based on performance on relevant sub-indicators and variables. Similarly to the previous edition, this version of the Rwanda Governance Scorecard is composed of 8 composite indicators, 36 sub-indicators and 163 variables. The graphic below summarizes number of sub Indicators and variables.

Figure 1 Number of Indicators, sub-indicators and variables



II.1. Source of indicators, sub-indicators and variables

As in the previous editions, the greatest strength of the Rwanda Governance Scorecard is its plurality of multiple sources to construct indicators, sub-indicators and variables. They were developed on three main bases:

- International frameworks
- International indexes
- Home-grown indicators

International indexes and frameworks consulted include the Worldwide Governance Indicators, Freedom House assessments, the Mo Ibrahim Index of African Governance, Transparency International assessments, Millennium Challenge Corporation (MCC) criteria, Millennium Development Goals (MDG) and the Global Integrity Index. National policies and frameworks are the main sources of data. The most prominent include but are not limited to Vision 2020; the Justice, Reconciliation, Law and Order Sector (JRLLOS); Economic Development Poverty Reduction Strategy (EDPRS I & EDPRS II); and the Joint Governance Assessment (JGA). Also, data from Rwanda-based research institutions were used.

II.2. Source of data

The RGS 2014 Version uses three types of data: secondary data, perception surveys and expert surveys.

II.2.1. Hard data

Measuring good governance requires assessing progress against targets. With that in mind, RGB researchers collected and consolidated data from different public institutions (Ministries, Government Commission and Agencies), Civil Society Organizations (CSOs) and Private Sector Organizations. Data collected in this category consist mainly of reports and other administrative data collected from the aforementioned institutions. Data were verified and cross-checked to the fullest extent possible, including organizing inter-institution sessions to discuss the accuracy of data and scores.

II.2.2. Perception and satisfaction surveys

Good governance is also about satisfying citizen needs and aspirations. To root the RGS firmly in the realities of the Rwandan people, data from various perception surveys

conducted by RGB and other institutions were utilized. These include but are not limited to the Citizen Report Card 2013¹, the Rwanda Reconciliation Barometer 2012², the Civil Society Development Barometer³, the Africa Governance Report⁴ and Local Governance Barometer 2013⁵. Perception surveys are of paramount importance due to the fact that they reflect realities as experienced by citizens. All the surveys used in RGS were based on sufficient big samples, hence they provided statistically relevant results⁶.

II.2.3. Expert assessments

Assessing governance holistically requires going beyond quantitative data and citizen satisfaction surveys. National experts (from Academia, think tanks and CSO) with wide experience on issues of governance were also consulted to provide qualitative analysis. RGS, therefore, also utilizes expert surveys to capture dynamics and complexities in the governance landscape. These expert surveys were conducted by the RGB in collaboration with CSO organizations, particularly Transparency International-Rwanda (TI-Rwanda). Individual experts were selected on

the basis of their expertise, objectivity and independence and were surveyed on a confidential basis.

II.3. Development of indicators, data identification, collection and scoring

The development of indicators, data collection and identification followed the transparent and participatory process outlined below.

II.3.1. Developing indicators

This scorecard utilizes to the extent possible initial indicators developed by the previous editions of RGS. Similar to the previous editions, the composite indicators as well as sub-indicators and variables are developed based on internationally recognized research standards for governance measurement and national policies and frameworks (see source of indicators above). The process

¹ Conducted by Rwanda Governance Board (RGB)

² Conducted by the National Unity and Reconciliation Commission (NURC)

³ Conducted by Transparency International-Rwanda

⁴ Conducted by Center of Conflict Management, University of Rwanda

⁵ Conducted by the Institute of Research and Dialogue for Peace (IRDPP)

⁶ The sample size of citizen report card(CRC) 2013 was of 11,021 respondents from across all the 30 districts to fully meet methodological and statistical requirements.

involved consolidating a set of indicators and sub-indicators on which the scorecard would be built. Relevant national institutions, private sector and civil society with expertise were consulted for input on the indicators. This process was instrumental in developing the first draft of the set of indicators, sub-indicators and variables based on their relevance to measure trends in the governance landscape.

Also, existing indicators were reshaped and reformulated as a reaction on the evolving dynamics within the society. Hence, *“Investing in people”* was reformulated as *“Investing in Human and Social Development”*. In the same respect, *“Quality of democracy”* was changed to *“Democratic Rights and Freedoms”*. On participation and inclusiveness, *“Decentralization”* was considered as standing alone variables as well as Citizen Participation.

II.3.2. Identifying data source

It was important to identify a range of relevant data sources. These sources include official record or secondary data from credible Rwandan institutions, credible citizen/

perception surveys, and expert surveys, especially those conducted by civil society organizations, Think Tanks and other research institutions. The selected survey data sources were first analyzed in detail to assess their methods and sampling in accordance with international standards of quantitative methods of social sciences.

The process also involved identifying and consulting key institutions that were to provide input and data to be incorporated in the scorecard. In collaboration with selected data provider institutions, focal persons were designated and assigned to facilitate data collection and participate in the process of designing and developing this version of the RGS. This step helped to re-adjust the set of indicators based on what would accurately represent the reality on the ground. It is also in this regard that RGB, in collaboration with TI-Rwanda established a team of CSO/independent experts from CSO, media and academia to generate expert survey based data.

II.3.3. Gathering and verifying data

At this stage, RGB researchers worked closely with identified focal persons in institutions and other data providers to collect the required hard data. They also conducted desk research using citizen and expert perception surveys and reports produced at the national level. Hard data from different institutions were subjected to double check and critical analysis to ensure adequacy and high quality of data. In this process, RGB researchers involved key institutions and data providers. Data were also cross checked, providers were repeatedly consulted to verify data validity and address the omission of certain data. Finally, to ensure sufficient complexity and comprehensiveness in analysis, RGB conducted its own expert assessment.

II.3.4. Scoring and data analysis

After the final confirmation of data, the RGB updated its database before elaboration of scores using standard statistical methods. The draft scorecard was submitted to relevant institutions (data providers) and the institutions were given the opportunity to provide comments. After

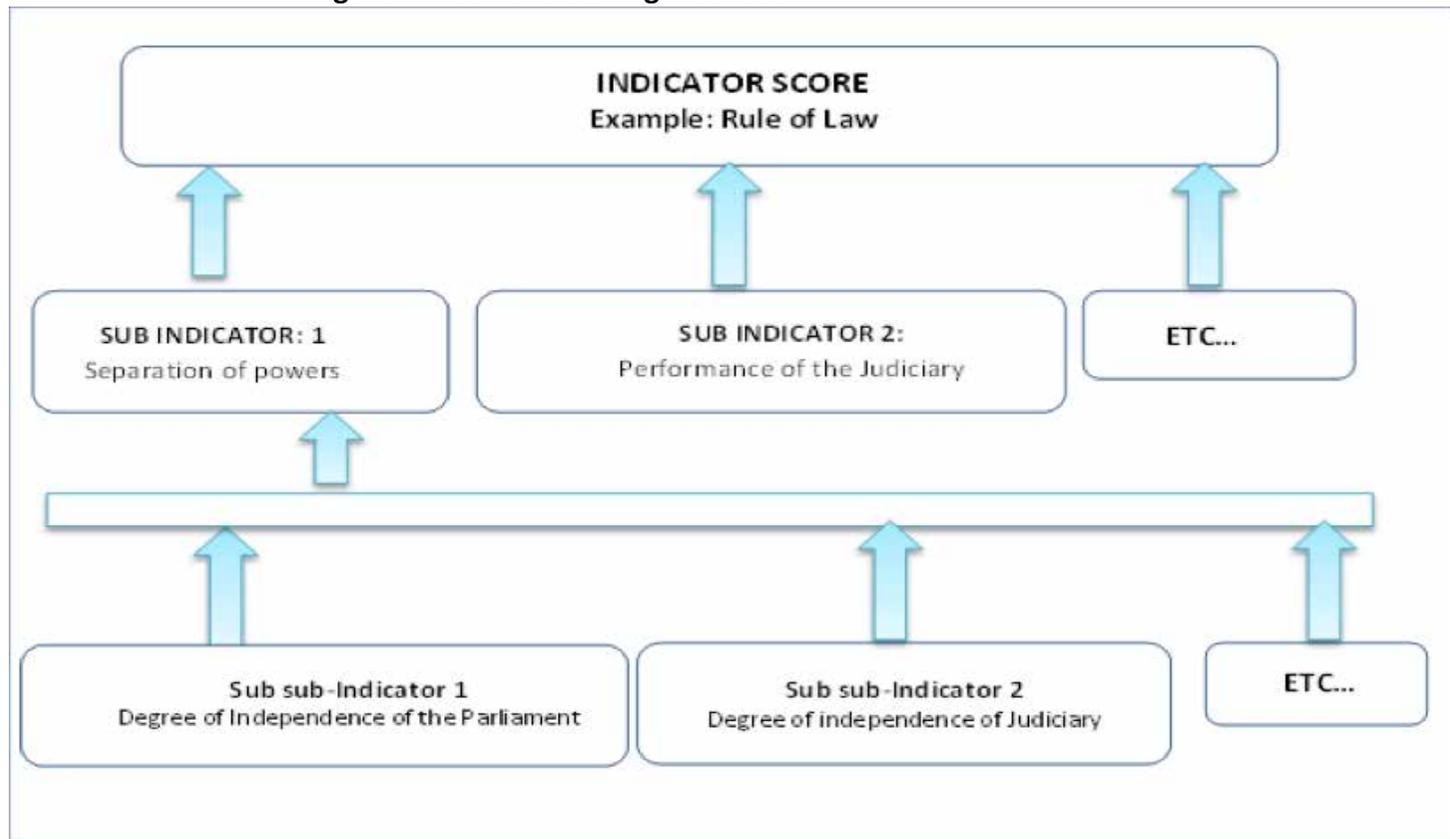
integrating relevant feedback, the RGB proceeded to data analysis and publication.

II.3.5. Scoring methods: from database to scorecards

All variables are weighted equally and averaged to form a sub-indicator score. In turn, sub-indicators are also weighted equally and averaged together to generate an overall score for each indicator. The scoring scale is from 0 to 100, where 0 is the worst and 100 the best score.

The following figure illustrates the used methods in scoring.

Figure 2: RGS 2013 scoring methods



Data collected from different credible sources were scored to make the Rwanda Governance Scorecard. The scoring scale is from 0 to 100, where 0 is the worst and 100 the best score. The following are the scoring methods used.

- a) **Scoring using existing percentages:** In most cases, data compiled from surveys (citizen and expert) are scored automatically as percentages.
- b) **Performance scoring:** Hard data related to performance are also expressed as percentages.
- c) **Scoring against national and international targets:** In some cases, percentages have been calculated against national and international targets (EDPRS/SSP, Vision 2020, MDGs). In this case, the set targets would be considered as 100%, therefore setting the ending point vis-à-vis the current status or achievements. The achievement or exceeding of a target would result in full score. Partial achievement of the target yields corresponding relative score in percentage points.
- d) **Scoring variables on gender equality:** These were scored as follows: A variable which would reach the parity of men and women of 50% would score 100% as an ideal gender balance in the given sub-domain.
- e) **Scoring based on forecasting methods.** In case the analyzed indicator doesn't have an annual target, the scoring is based on forecasting methods comparing the performance of previous years. In this case, the forecasts of the analyzed year are considered as targets and the indicator is assessed comparing the forecasts against the performance of the same year.

II.3.6. Ranking system

Ranking of the indicators, sub-indicators and variables results from respective scores;

The color-coded ranking system breaks down as follows:

Table1: Ranking System

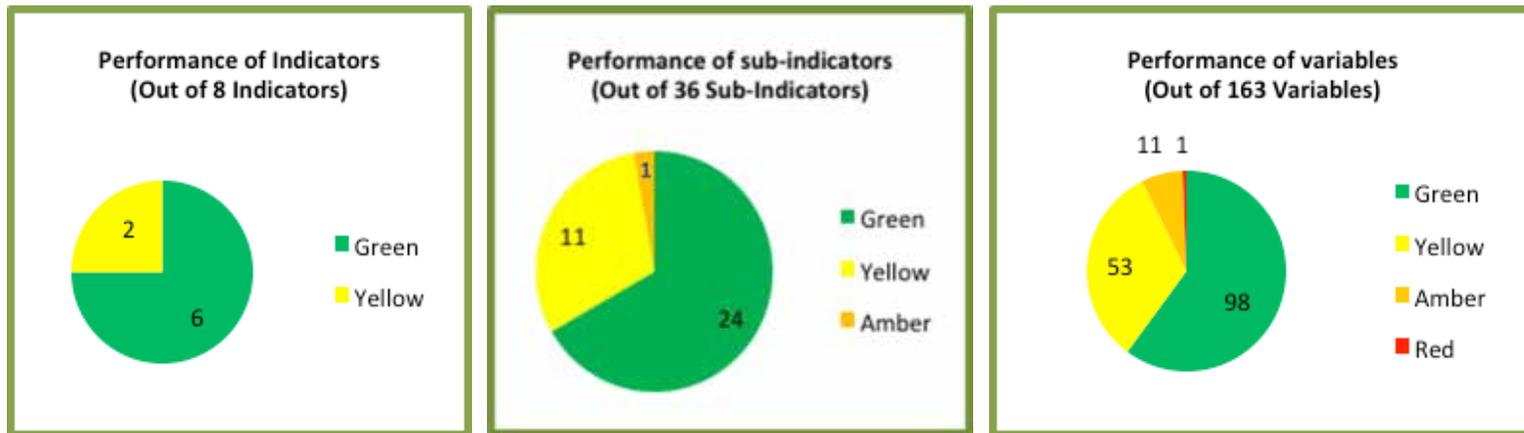
Scores	Rank (In Colors)
0-25	Red
25.01-50	Amber
50.01-75	Yellow
75.01-100	Green

The color rating of any given indicator is intended to give only the most general sense of performance on that indicator, and should not be relied upon in and of itself as a measure of whether or not satisfactory performance has been achieved. Instead, the precise numerical score, the composition of that score from sub-indicators and the nature of the governance category being evaluated and of the data source should be taken into consideration in evaluating indicator rankings.

III. HIGHLIGHTS OF THE RWANDA GOVERNANCE SCORECARD 2014 VERSION

III.1. Rating summary of indicators, sub-indicators and variables

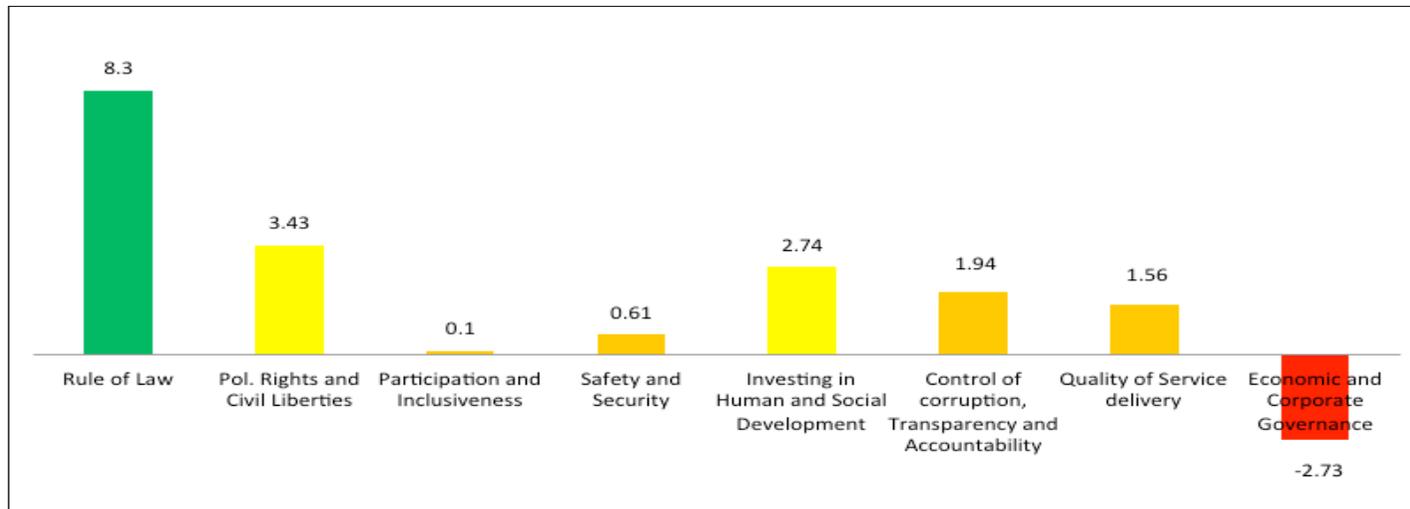
Figure 3: Performance of Indicators, sub-indicators and variables



Out of 8 indicators, 6 (75%) scored green and 2 (25%) scored yellow. Out of 36 sub-indicators, 24 (66.7%) scored green, 11 (30.6%) scored yellow while 1 (2.8%) scored amber. Lastly, out of 163 Variables, 98 (60.1%) scored green, 53 (32.5%) scored yellow, 11 (6.7%) scored amber and 1 (0.6%) scored red.

III.2. Highlights of the indicators' progress

Figure 4: Indicators' progress: RGS 2012 and RGS 2014 edition.



In the RGS 2014 edition, seven indicators improved compared to the 2012 scores. Among the most improved indicators comes the Rule of Law performed the best with an increase of 8.3%, followed by Political Rights and Civil Liberties which also improved by 3.43% and Investing in Human and Social Development indicator 2.74%. Control of Corruption, Transparency and Accountability, Quality of service delivery, Safety and security and Participation and inclusiveness slightly improved 1.94%, 1.56%, 0.61% and 0.1% respectively. On the other hand, one (1) remaining indicator decreased. This is Economic and Corporate Governance which decreased by (2.73%).

Table 2: Comparison of Rwanda Governance Scorecard (RGS) editions

Indicators	Score RGS 2010 (%)	Score RGS 2012 (%)	Score RGS edition 2014 (%)
Rule of Law	67.71	73.37	81.68
Political Rights and Civil Liberties	71.43	73.62	77.05
Participation and Inclusiveness	74.23	75.26	75.36
Safety and Security	87.26	91.35	91.96
Investing in Human and Social Development	82.41	78.8	81.54
Control of corruption, Transparency and Accountability	76.22	77.1	79.04
Quality of Service delivery	66.21	70.44	72.00
Economic and Corporate Governance	N/A	74.93	72.20

III.3. Highlights of the sub-indicators' performance

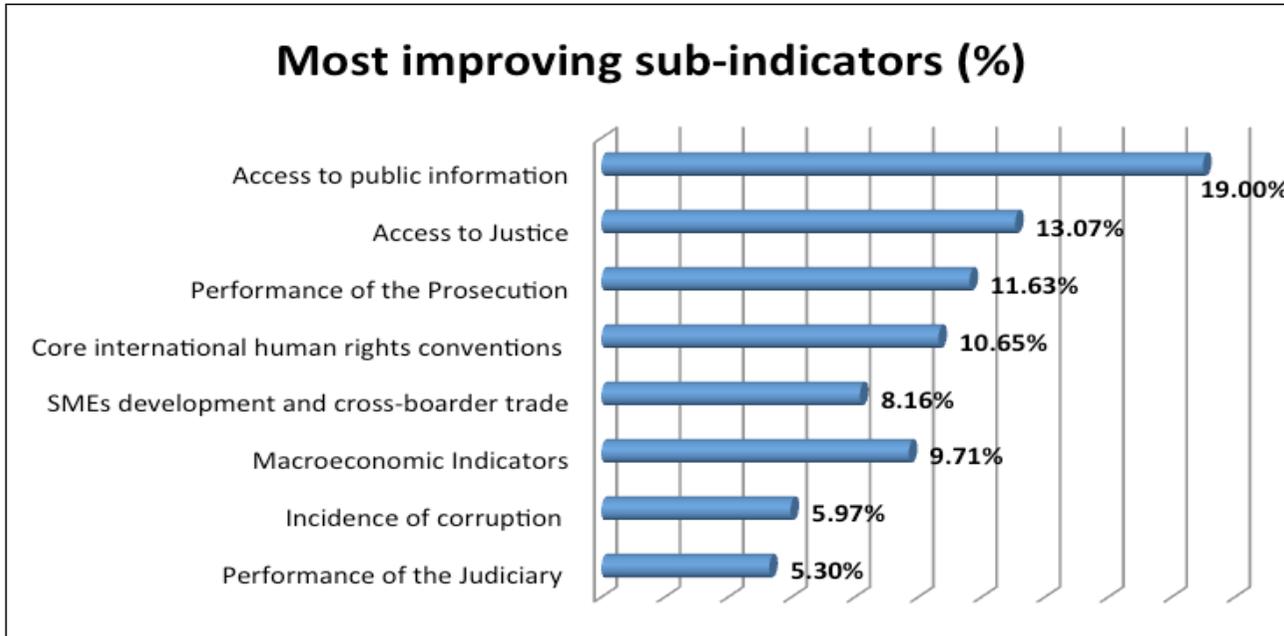
Table 3: Most and least performing sub-indicators

Highest performing Sub-indicator (Above 80%)	Score (%)	Lowest performing Sub-indicator (Below 70%)	Score (%)
National security	97.60%	Service Delivery in Economic sector	69.39%
Maintaining security	96.10%		
Environmental protection	95.00%		
Core international human rights conventions	93.92%	Social protection	66.77%
Personal and Property Safety	93.56%		
Performance of the Prosecution	87.53%		
Business Environment Promotion	87.48%	SMEs development and cross-border trade	64.58%
Private Sector Promotion	87.04%		
Power sharing	86.45%	Civil society participation	63.65%
Education	84.75%		
Democratic Rights and Freedoms	83.03%	Vibrancy of Non-State actors in policy formulation	59.7%
Gender Equality in leadership	82.93%		
Transparency and Accountability	82.37%		
Reconciliation, social cohesion and Unity	80.58%		
Performance of the Judiciary	80.26%		
Access to Justice	80.25%		
		National Capital and export Promotion	49.8%

Out of 36 sub-indicators, 16 (44.45%) scored above 80% and are therefore considered the best performing. Among the best performing sub-indicators, 4 are under Safety and Security, 3 under Rule of Law. In addition, the following 4 indicators, Political Rights & Civil Liberties, Participation & Inclusiveness, Investing in Human & Social Development, and Economic & Corporate Governance, have 2 best performing sub-indicator each. One indicator, Control of Corruption, transparency and Accountability registered one (1) best performing sub indicator which is Transparency and Accountability.

On the other hand, 6 (16.67%) sub-indicators scored below 70% and are, therefore, considered to be the least performing. Among the least performing, 2 are under Corporate and Economic Governance while indicators like Participation and Inclusiveness, Quality of Service Delivery, Political Rights and Civil Liberties and Investing in Human and Social Development have 1 each. Lastly, 14 (38.88%) sub-indicators scored between 70 and 80%.

Figure 5: Best improving sub-indicators



Out of 36 sub-indicators, 8 have improved their score by more than 5%. The best performing sub-indicator is Access to Public Information, which improved from 57.5 to 76.5%. 2 sub-indicators under Rule of Law and one under Political Rights and Civil Liberties improved by more than 10% this year.

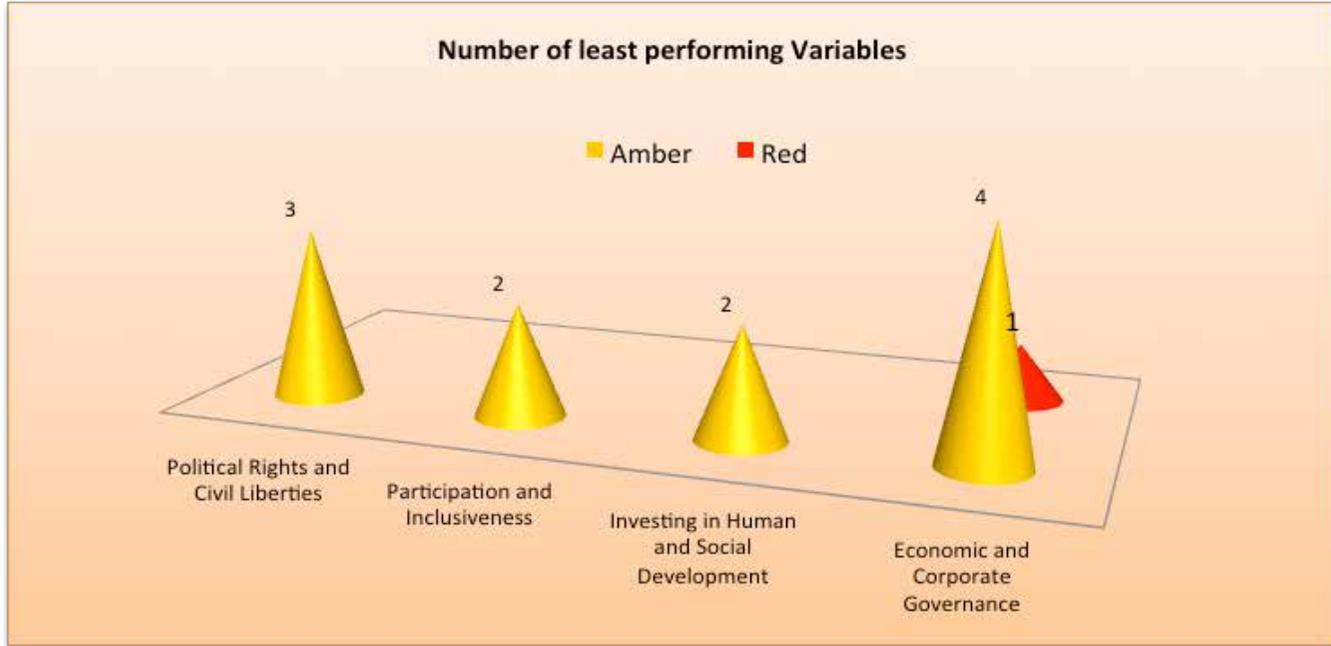
III.4. Highlights of the variables: Most and least performing variables

Table 4: Most and least performing variables

Range of scores	Number of sub sub-indicators	% as per sub sub-indicators
(a) Above 75%	98	60.12
(b) Between 50 and 75%	53	32.52
(c) Between 25-50%	11	6.75
(d) Below 25	1	0.61
Total	163	100.00

For the variables, 98 scored above 75%, which comprises 60.12% of the 163 variables. 58 other variables scored between 50 and 75%, which comprises 32.52% of the variables. 11 variables scored between 25 and 50% (6.75% of 163 variables) scored amber, while only one variable scored below 25% (0.61% of 163 variables).

Figure 7: Number of Least performing variables



Of 12 variables that scored between 0 and 50 (i.e. Red and Amber), 3 ambers are under Political Rights and Civil Liberties, 2 ambers are under Participation and Inclusiveness, 2 ambers are under Investing in Human and Social Development and 4 ambers and 1 red are under Economic and Corporate Governance.

III.5. INDICATORS' DEFINITION, SECTOR PROFILE AND SCORES

The RGS 2014 edition seeks to present Governance principles guiding the current governance context in Rwanda into a comprehensive set of its main indicators and related sub-indicators. The RGS edition 2014 is composed of 8 composite indicators:

(i) Rule of Law, (ii) Political rights and civil liberties, (iii) Participation and inclusiveness, (iv) Safety and security, (v) Investing in Human and Social Development, (vi) Control of corruption, transparency and accountability, (vii) Quality of service delivery, and (viii) Economic and corporate governance.

IV. Rule of Law

The Constitution of the Republic of Rwanda of the 4th June 2003 defines Rule of Law as a principle of governance in which the leaders and the governed, all people, are subjected and accountable to the laws which are equally enforced and independently adjudicated. In the RGS edition 2014, Rule of law includes the separation of powers, performance of the Prosecution, Performance of the Judiciary and Access to Justice.

The citizens continue commending power sharing with many appreciating the status of leadership sharing agreement as per constitution. Flawlessly organized and peaceful parliamentary elections, which took place in September 2013 with a voters' turnout of close to 99% might be an evidence of the trust of the citizens in the power-sharing mechanism and their willingness to actively participate in the process.

A number of key laws regulating the justice sector came into effect since July 2012. Code of Criminal Procedure was

amended, Law governing the status of judges and judicial personal was amended and Organic law determining the organization, functioning and jurisdiction of courts has been amended in May 2013. On the policy level, access to justice has been laid out in the key Legal Aid Policy adopted by the cabinet.

The performance of judiciary continues improving with ever greater share of justice cases handled by traditional means of justice such as Abunzi (Mediation committees). The Abunzi committees continue enjoying high confidence amongst the public (76%) while their share on overall number of court cases is increasing.

The access to justice has been also vastly improved. Thirty (30) MAJ offices have become fully operational across the country and the budget under the Ministry of Justice dedicated to the legal aid has increased to 28.8% from the overall sector budget.

Capacity building for paralegal officers has been further advanced to increase the access to justice for vulnerable and disadvantaged population.

A significant progress has been made in the processing of backlog cases by the prosecution. In the past, slow prosecution had been responsible for a slow delivery of justice. In 2013, there were no reported backlogs with all 11575 cases carried from 2011/12 processed as reported by the National Public Prosecution Authority.

In this edition's scorecard, the issue of gender has been further emphasized. Under the rule of law, the responsiveness of relevant organs to gender based violence cases is being measured for the first time. The use of ICT in the judiciary work, also measured for the first time, has contributed to enhancing service delivery in the sector.

IV.1 Data and scores of the Rule of Law

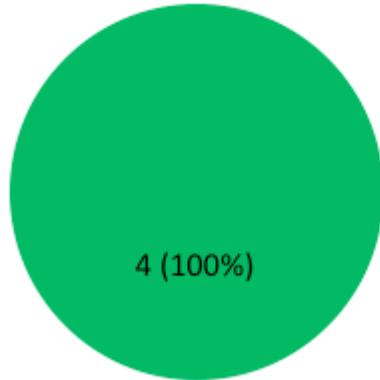
Table 5: Data, sources, scores and rating of the Rule of law

Indicator	S/N	Sub-indicator	Data	Source of data	Scores	Rating
Rule of Law	1	Separation of powers			78.63%	
	1.1	Degree of independence of Parliament	73.60%	<i>African Governance Report 3-CCM</i>	73.60%	
	1.2	% of citizen expressing net satisfaction with power sharing	78.70%	<i>CRC 2013</i>	78.70%	
	1.3	% of citizens expressing that Parliament oversees Government actions freely	78.30%	<i>African Governance Report 3-CCM</i>	78.30%	
	1.4	Degree of independence of Judiciary	83.90%	<i>CRC 2013</i>	83.90%	
	2	Performance of the Judiciary			80.26%	
	2.1.	Trust in fairness of the courts	Composite variable	Supreme court report 2012-13, Justice user Perception Survey 2012 and <i>Rwanda Local Government Barometer (RLGB)-IRDP 2013</i>	68.41%	
	2.2	Fairness of law enforcement(imprisonment)	Composite variable	<i>RLGB-IRDP 2013</i>	77.10%	
	2.3	Level of enhancing technology in court management	72.30%	Supreme Court report 2012-13	72.30%	

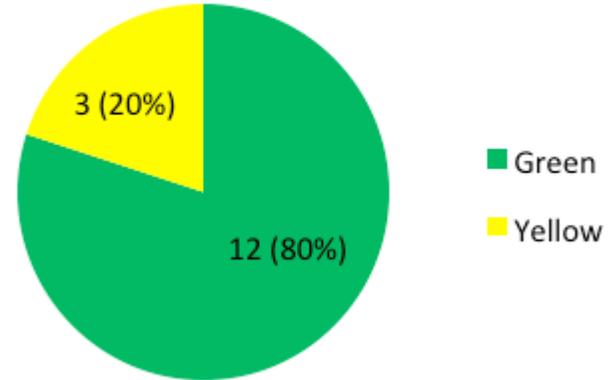
	2.4	Disposal rate (decided cases/ pending and filed cases)	83.50%	Supreme Court report 2012-13	83.50%	
	2.5	Disposal pace rate (pending cases/ judged cases/11)	3months and 15days	Supreme Court report 2012-13	100.00%	
	3	Performance of the Prosecution			87.53%	
	3.1	% of backlogs processed against those existing in previous year	11575/11575	NPPA Report 2013	100%	
	3.2	% of gender based violence cases processed	72%	NPPA Report 2013	75.79%	
	3.3	% of convicted cases against cases submitted to courts	86.80%	NPPA Report 2013	86.8%	
	4	Access to Justice			80.25%	
	4.1	Access to Justice Bureaus (MAJ)	Composite variable	RLGB, IRDP, 2013; MINIJUST	89.70%	
	4.2	Legal Aid	Composite variable	MINIJUST, JRLO Secretariat	75%	
	4.3.	Mediation Committees (Abunzi)	Composite variable	HGS Abunzi Study, RGB, 2012	76.05%	
Indicator Overall score						81.68%

IV.2. Key findings of the Rule of Law Indicator

Summary of sub-indicators



Summary of Variables



The overall score of the Rule of Law is 81.68%. All the 4 sub-indicators of the Rule of law indicator are in the green ranking. The Rule of Law indicator is composed of 15 variables, of which 12(80%) are green and 3 (20%) are yellow.

The Rule of Law indicator has improved from 73.37% in the RGS 2012 to 81.68%% in the current scorecard. The indicator has improved from Yellow ranking (in the previous two scorecards) to a Green ranking in the RGS 2014 Edition. The increase is mostly attributed to the remarkable improvement in the Performance of the Prosecution sub-indicator, which moved from 75.90% in the previous scorecard to 87.53% in the RGS 2014 edition.

In fact, the performance regarding reducing backlogs in prosecution tremendously increased from 66.50% in 2012 to 100% in 2013. In addition, the percentage of convicted cases against those submitted increased 82.5% to 86.8% from 2012 to 2013 respectively. The current scorecard also introduced new variables namely percentage of gender based violence (GBV) cases processed (75.79%),

Level of enhancing technology in court management (72.3%), Disposal rate (decided cases/ pending and filed cases) (83.5%) and Disposal pace rate (pending cases/ judged cases/11) (100%).

V. Political Rights and Civil Liberties

The Political Rights and Civil Liberties indicator is composed of the Democratic Rights and Freedoms, Vibrancy of Non-State Actors in Policy processes, Political Parties Registration and Operations, Access to Public Information, Respect of Human Rights and Core International Human Rights Conventions. This scorecard introduced a new indicator on Right to Media Freedom, following the survey publication of the 2013 “Rwanda Media Barometer and the media reforms introduced in 2012.

The Parliamentary elections in 2013 stand out as a celebration of political rights of the citizens of Rwanda. With voting turnout close to 99%, National Electoral Commission and national and international observers concluded that the elections complied with international standards.

Media and CSOs have continued to influence the public debate and decision making in Rwanda though at a slow pace.

However, reinforcement of ethical standards and professionalization of journalists and media staff have come to the forefront. In 2013, three key laws related to media functioning came into effect. Law n°. 02/2013 established the Media Self-Regulatory Body in charge of regulating the conduct of journalists.

An important Access to Information Act was also passed on the 8th of February 2013. This move has sparked interests among many civil society organizations and individuals, pushing governmental institutions to greater accountability and transparency. Media reforms justify the increase by 19% of the score on access to information, a sub indicator which emerged as best improved in this RGS edition.

The increase in usage of internet, computers, TV sets and radios continue accelerating the development of media sector in Rwanda.

In 2013, Rwanda has moved on the upholding and compliance with the Human Rights' conventions ratified before. National Human Rights Commission (NHRC) received 1172 complaints in 2012/13, most of them related to the right to property (40%) and right to justice (20%). Gender-based violence related complaints made up 11% of all cases submitted to the NHRC.

Numerous workshops and sensitization sessions have been organized for officials in charge of population's legal claims, including local authorities and security organs. Religious leaders and CSO representatives have also benefited from human rights' awareness campaigns organized by competent governmental and non-governmental providers and in partnership with some development partners.

In its seven years program, the Government of Rwanda, through RGB, has included among the top priorities a program to strengthen civil society organizations (CSO), enabling them to participate in policy processes and development agenda of the country.

In this regard, One UN Rwanda and RGB has put in a place a five years program with a budget of 8.6 million USD to enhance CSOs participation in the following thematic areas : citizen engagement , human rights and gender, civic education, youth and women development by self-employment promotion, social protection , media and investigative journalism.

Through high competition conducted by an independent selection committee, the first ever support program for CSOs attracted 182 applicants in the first year, out of which 26 qualified for grants totaling one million USD. This competitive grant has begun evolving and is already transforming the landscape of the Rwandan Civil society. The table below displays actual data on this indicator.

V.1.Data and scores of Political Rights and Civil Liberties Indicator

Table 6: Data, Sources, scores and rating of the Political Rights and Civil Liberties

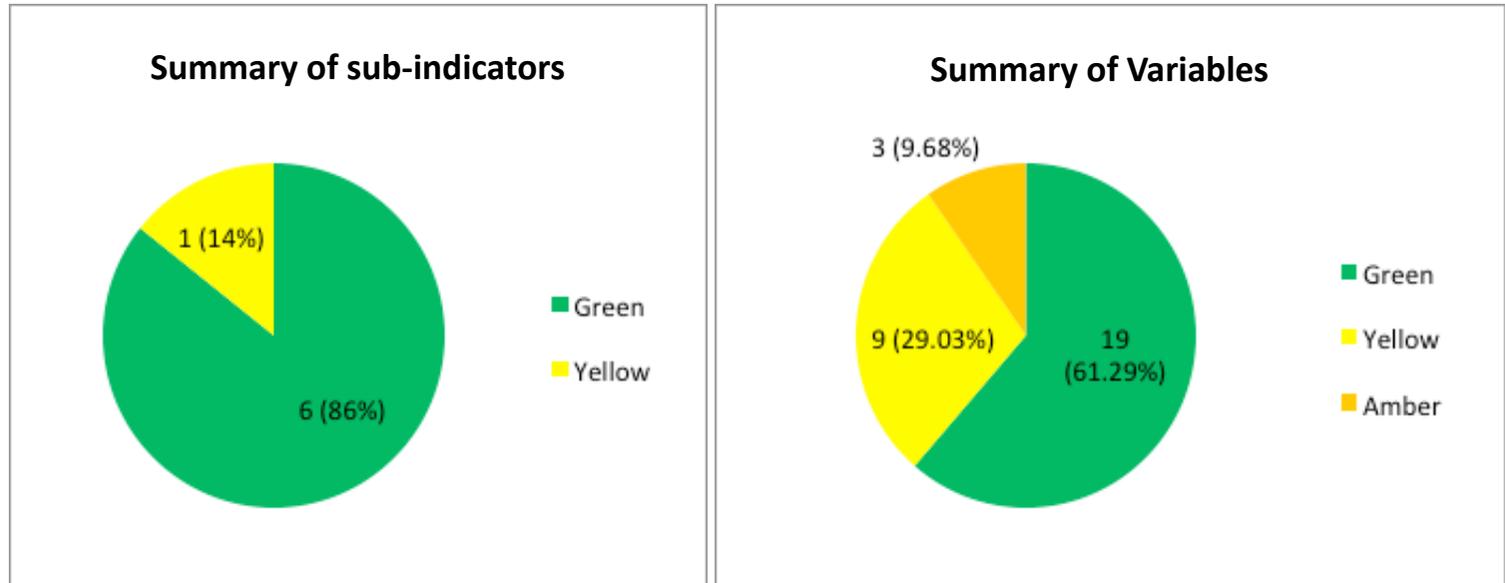
Indicator	S/N	Sub-indicator	Data	Source of data	Scores	Rating
Political rights and Civil Liberties	1	Democratic Rights and Freedoms			83.03%	
	1.1	A competitive multiparty political system	77.50%	NFPO, Expert survey 2012	77.50%	
	1.2	Universal adult suffrage for all citizens	98.80%	NEC, ELECTIONS REPORT,2013	98.80%	
	1.3	Secrecy of ballot at all levels	70.00%	EXPERT SURVEY	70.00%	
	1.4	Equal Access of political parties to open (public places) political campaign	100.00%	NEC, ELECTIONS REPORT,2013	100.00%	
	1.5	% of citizens expressing confidence in the independency of the electoral commission	79.70%	CCM; AFRICA GOVERNANCE REPORT 3	79.70%	
	1.6	% of citizens expressing their satisfaction in respect of the principles of democracy	84.40%	RGB,CRC 2013	84.40%	
	1.7	Basic freedoms and rights	70.80%	Civil Society Development Barometer, 2012	70.80%	
	2	Vibrancy of Non-State actors in policy process			59.70%	
	2.1	Academia	40.00%	Expert survey	40.00%	
	2.2	Media	72.10%	RGB-RWANDA MEDIA BAROMETER, 2013	72.10%	

2.3	CSO in influencing public policy	67.00%	<i>Civil society development barometer 2012</i>	67.00%	
3	Rights to media freedom			75.22%	
3.1	Freedom of expression	89.20%	<i>RGB-RWANDA MEDIA BAROMETER, 2013</i>	89.20%	
3.2	The right to information	82.00%	<i>RGB-RWANDA MEDIA BAROMETER, 2013</i>	82.00%	
3.3	Editorial independence	66.40%	<i>RGB-RWANDA MEDIA BAROMETER, 2013</i>	66.40%	
3.4	Journalist's right to protect their sources	89.70%	<i>RGB-RWANDA MEDIA BAROMETER, 2013</i>	89.70%	
3.5	Participation of the public and civil society organizations (CSO's) in shaping media policy	48.80%	<i>RGB-RWANDA MEDIA BAROMETER, 2013</i>	48.80%	
4	Political parties Registration and operations			75.68%	
4.1	Registration of political Parties by an independent body	100.00%	<i>Law</i>	100.00%	

4.2	% of parties submitting annual financial statements as required by law	100.00%	RGB/ <i>Ombudsman's Office</i>	100.00%	
4.3	% of political parties represented in the Parliament	8/11	<i>NFPO</i>	72.73%	
4.4	% of political parties with all 30 fully permanent operating District offices with permanent staff	30.00%	<i>NFPO/ RGB</i>	30.00%	
5	Access to public information			76.50%	
5.1	Existence of the law on access to Public Information	100.00%	<i>Law N° 04/2013 of 08/02/2013, available in the Official Gazette Official Gazette N° 10 of 11 March 2013</i>	100.00%	
5.2	Civil liberties	74.30%	<i>RGB-RWANDA MEDIA BAROMETER, 2013</i>	74.30%	
5.3	Media availability and access to information for citizens	55.20%	<i>RGB-RWANDA MEDIA BAROMETER, 2013</i>	55.20%	
6	Respect for human rights			75.3%	

6.1	% of cases processed by NHRC against those reported	75.78%	<i>NHCR, Annual Report, 2013</i>	75.78%	
6.2	Level of satisfaction with respect of human rights	85.90%	<i>RGB, CRC-2013</i>	85.90%	
6.3	Rights to free expression	64.80%	<i>Civil Society Development Barometer, 2012</i>	64.80%	
7	Core international human rights conventions			93.92%	
7.1	Number of UN International Human rights Conventions ratified against total number of conventions to be ratified	88.90%	<i>NHCR, Annual Report, 2013</i>	88.90%	
7.2	Number of UN international human rights conventions domesticated against those ratified	88.90%	<i>NHCR, Annual Report, 2013</i>	88.90%	
7.3	Number of reports on human rights submitted in time against the number of reports required by UN bodies	100.00%	<i>NHCR, Annual Report, 2013</i>	100.00%	
7.4	Number of AU International Human rights Conventions ratified against total number of conventions to be ratified	100.00%	<i>NHCR, Annual Report, 2013</i>	100.00%	
7.5	Number of AU international human rights conventions domesticated against those ratified	100.00%	<i>NHCR, Annual Report, 2013</i>	100.00%	
7.6	Number of reports on human rights submitted in time against those required by AU bodies	85.70%	<i>NHCR, Annual Report, 2013</i>	85.70%	
Indicator Overall score					77.05%

V.2. Key Findings of Political Rights and Civil Liberties



Out of seven sub-indicators composing the Political Rights and Civil Liberties Indicator, 6 scored green (more than 75%) and 1 scored yellow (between 50.01 and 75%). The overall indicator scored 78.16%, a score fairly above

the previous one in the RGS 2012, which was 77.05%. It is worth noting that the number of sub-indicators has increased from 6 to 7 sub-indicators in the RGS 2012 and RGS 2014 edition respectively, since the Right to Media

Freedom, which scores 75.22%, is introduced following the publication of the Rwanda Media Barometer in 2013 by the Rwanda Governance Board. This partly justifies the overall indicator improvement although other sub-indicators, as detailed below, have also contributed to increment of score.

The improvement of the indicator's overall score is also a result of the increase of five sub-indicators out of seven. The biggest improvement is in the Access to Public information, which increased by 19% (from 57.5% to 76.5%) in only one year. The primary reason is believed to be the publication of the law on access to public information by the Government of Rwanda, as well as, new variables on Right to information are guaranteed in law and respected in practice, Journalist's right to protect their sources is guaranteed in law and respected in practice, etc.

Another improving sub-indicator is the Core International Human Rights conventions (83.27% in 2012 to 93.92% in 2014). This performance is attributed to Number of

reports on human rights submitted in time against the number of reports required by UN bodies (75% in 2012 to 100% in 2014) and number of reports on human rights submitted in time against those required by AU bodies (50% in 2012 to 85.70% in 2014).

On the other hand, unlike the previous scorecards where the Vibrancy of Non-state Actors has improved, this sub-indicator has not yet proved to be increasing in 2014. In the same vein, performance of political parties registered in Rwanda has decreased as far as their representation in the parliament is concerned (90% to 72.73%) and they still do not yet have operational bureaus (offices) at the district level (as this was the case since 2010), some continuously citing financial issues, while others claim that there is no reason to have fully equipped and permanent offices when their district committees are available.

VI. Participation and inclusiveness

Participation and inclusiveness in Rwanda involves engaging the citizens in decision making and the civil society organizations at both the local and national levels. In this regard, the Ministry of Local Government (MINALOC) in collaboration with Rwanda Governance Board (RGB) strengthened the Joint Action Development Forum (JADF), which enabled Civil Society Organizations (CSOs), among other actors, to participate in the development process of districts.

In line with EDPRS II, the Government of Rwanda urges greater and all-inclusive involvement of the population in decision making.

Rwanda continues to be the country with the highest proportion of women MPs in the Parliament in the world. 51 out of 80 seats are filled with women. This makes an increase by 8% compared to the composition of the Parliamentary assembly before 2013 elections. The Government of Rwanda continues to prioritize women

education and gender equality in the private and public sector. Numerous conferences and round-tables, notably the international conference on Democratic governance with the focus on Accountability and Youth Engagement for Sustainable Development organized in Rwanda by RGB in 2014 have addressed greater participation of women and youth in decision-making and economics.

High participation rates in many popular home grown initiatives practices such as *Imihigo* (*performance contract*), and *Umuganda* (community work) show increasing engagement of the citizens in governance matters. At the local level, through the government actions and CSOs involvement, citizens are increasingly organized and articulate better their development priorities. As the 2011 National Leadership Retreat (NLR11, Gako) directed, 10% of district Imihigo Evaluation were attributed to CRC as a reflection of citizen evaluation and this has been executed with District Imihigo 2014.

High-level meetings such as *Umushyikirano* (National Dialogue) help to instill the participatory culture from the very top.

Getting government closer to the citizens has been the motto of decentralization in Rwanda since adoption of the decentralization policy in 2000. In 2012-2014, the 416 sectors and 2148 cells have acquired more and more responsibilities in delivering public services to the citizens. Recent rendering of some land services to the sectors from districts only highlight the trend of shifting responsibility for vital services closer to the communities. Local government budget and locally collected revenues have also increased. However, the process needs to be further accelerated. For that matter, Rwanda Revenue Authority has been mandated by local governments to them in increasing their tax collection efficiency.

To better and more specifically measure the Participation and Inclusiveness, this year's RGS has split decentralization and participation into two sub-indicators, namely Citizen Participation on one hand, and Decentralization on the

other. In addition, the existing sub-indicators such as civil society participation, gender equality in leadership, and power sharing remained unchanged. To gauge the above 5 sub-indicators, 24 variables were assessed.

VI.1. Data and Scores of Participation and Inclusiveness Indicator

Table 7: Data, sources, scores and rating of the Participation and inclusiveness

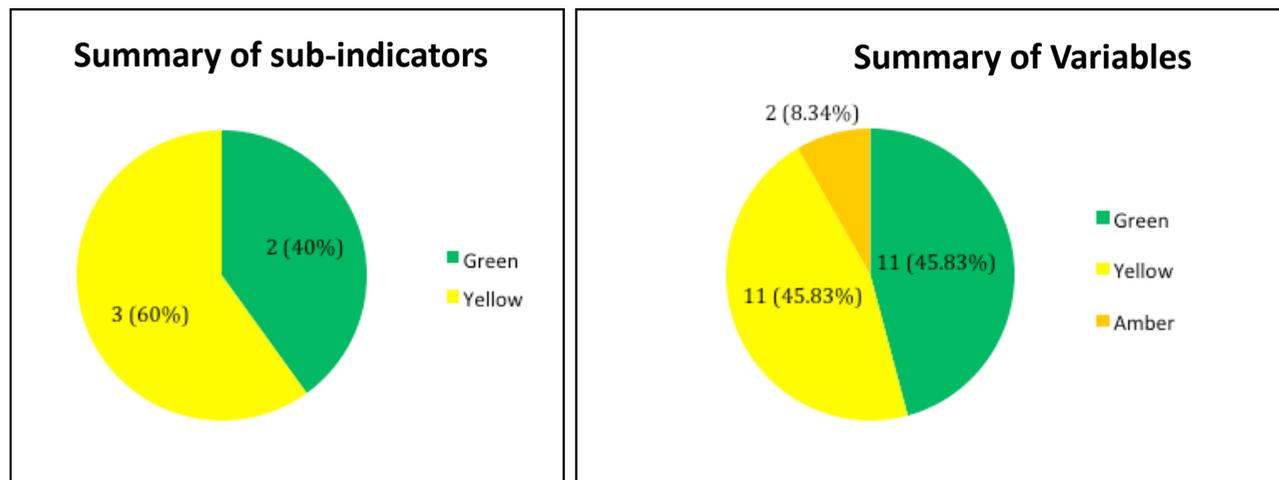
Indicator	S/N	Sub-indicator	Data	Source of data	Scores	Rating
Participation and Inclusiveness	1	Citizen participation			71.68%	
	1.1	% of citizens satisfaction with their participation in electing their leaders through free and fair elections	97.20%	<i>CRC 2013, Perception Survey 2013</i>	97.20%	
	1.2	% of citizens satisfaction with their participation in holding their leaders accountable	50.60%	<i>CRC 2013, Perception Survey 2013</i>	50.60%	
	1.3	% of citizens satisfaction with their participation in elaboration of District budget	28.90%	<i>CRC 2013, Perception Survey 2013</i>	28.90%	
	1.4	% of citizens satisfaction with their participation in formulation of District Development plan	30.70%	<i>CRC 2013, Perception Survey 2013</i>	30.70%	
	1.5	% of citizens satisfaction with their participation in community meetings (Inteko z'Abaturage)	92.70%	<i>CRC 2013, Perception Survey 2013</i>	92.70%	
	1.6	% of citizens satisfaction with their participation in community work activities (<i>Umuganda</i>)	96.80%	<i>CRC 2013, Perception Survey 2013</i>	96.80%	

1.7	% of citizens satisfaction with their financial contribution in government driven community development programs	92.80%	<i>CRC 2013, Perception Survey 2013</i>	92.80%	
1.8	% of citizens willingness to participate in local voluntary leadership	90.90%	<i>CRC 2013, Perception Survey 2013</i>	90.90%	
1.9	% of citizens satisfaction with their participation in decision making	64.00%	<i>CRC 2013, Perception Survey 2013</i>	64.00%	
1.10	% of citizens satisfaction with their participation in <i>Imihigo</i>	72.20%	<i>CRC 2013, Perception Survey 2013</i>	72.20%	
2	Decentralization			72.11%	
2.1	Local Government budget as % of national budget (% of national budget allocated to LG budget)	23.10%	MINECOFIN Annual Budget Report 2012-13	77.00%	
2.2	Proportion of own revenues to overall District budget	21%	MINECOFIN, Annual Budget Report 2012-13	70%	
2.3	Level of implementation of Sector decentralization	20.8%	MINECOFIN, Annual Budget Report 2012-13	69.33%	
3	Civil society participation			63.65%	
3.1	Influencing public policy	61%	<i>Civil Society Development Barometer 2012</i>	61%	

3.2	Effectiveness of CSO Umbrella bodies	70.40%	<i>Civil Society Development Barometer 2012</i>	70.40%	
3.3	CSO Registration	79.80%	<i>Civil Society Development Barometer 2012</i>	79.80%	
3.4	Human and Financial Resources Capacity	52.70%	<i>Civil Society Development Barometer 2012</i>	52.70%	
3.5	CSO rural penetration rate (rural Vs urban)	27.60%	<i>Civil Society Development Barometer 2012</i>	55.20%	
3.6	Responding to societal needs and interests	62.80%	<i>Civil Society Development Barometer 2012</i>	62.80%	
4	Gender parity in leadership			82.93%	
4.1	Executives	Composite variable	<i>National Gender statistics report 2013, MINALOC Report 2013</i>	74.69%	
4.2	Legislative	Composite variable	<i>National Gender statistics report 2013, parliament.gov</i>	88.50%	
4.3	Judiciary	Composite variable	Judicial Gender statement 2014-15, National Gender statistics report 2013	85.60%	

	5	Power sharing			86.45%	
	5.1	% of citizens expressing that constitution provisions on power sharing are respected	90.5%	<i>CRC 2013</i>	90.5%	
	5.2	% of citizen satisfied with power sharing practice is respected	82.4%	<i>CRC 2013, Perception Survey 2013</i>	82.4%	
Indicator Overall score						75.36%

VI.2. Key Findings of Participation and Inclusiveness



The indicator was evaluated and given a score based on 5 sub-indicators and 24 variables. In reference to the 5 sub-indicators, 2 are fully green (high performance with more than 75.01%), while 3 scored yellow i.e. somewhere below 75%. The general score for the participation and inclusiveness is fairly high with 75.36%. It shows a slight increase compared to the previous RGS (from 75.26% in 2012 to 75.36% in the 2014 version). It is worth noting that the Decentralization and Participation sub-indicator was split into two sub-indicators, namely “Citizen Participation” and “Decentralization”. These two indicators should be considered key pillars of participation.

Of the 5 sub-indicators, Power Sharing emerged the best with a score of 86.45%, followed by Gender Parity in Leadership, which scored 82.93% (both emerged as best performers in the previous scorecard).

On the other hand, CSOs Participation remains the weakest sub-indicator mainly due to their limited capacities both financial and human resource (52.70%) and the persistent low urban penetration rate (55.2%).

VII. Safety and Security

Safety and security are considered by the Government and people of Rwanda as key pillars of Rwanda's development and social stability after the 1994 genocide. This indicator consists of primarily four sub-indicators: Maintaining Security, National Security, Personal Security and Reconciliation, Social Cohesion and Unity.

Rwanda believes that domestic and regional peace and stability play a significant role in development process, thus a need to strengthen on-going measures like legal and policy frameworks; and development of institutional capacity to respond to, investigate and prevent crime.

In 2012, the Gallup Poll, the Global State of Mind: New Metrics for the World Leaders ranked Rwanda as the safest place on the planet. Gallup ranked Rwanda ahead of more economically-powerful nations such as Singapore and Qatar, finding that an impressive 92% of residents questioned felt safe and protected in the country.

Moreover, as Rwanda continues to ensure a stable and peaceful domestic environment, she continuously supports international and regional initiatives for peace and dialogue for conflict resolution. Today, Rwanda is the sixth Major Troop and Police Contributing Country (T/PCC) in the UN.

As far as Reconciliation is concerned, in 2013 - 2014, Rwanda started NDI UMUNYARWANDA Program aimed at deepening reconciliation through: truth telling, open debates and towards consolidation of gains and strengthening national identity "Ubunyarwanda". Actual data are displayed in the table below.

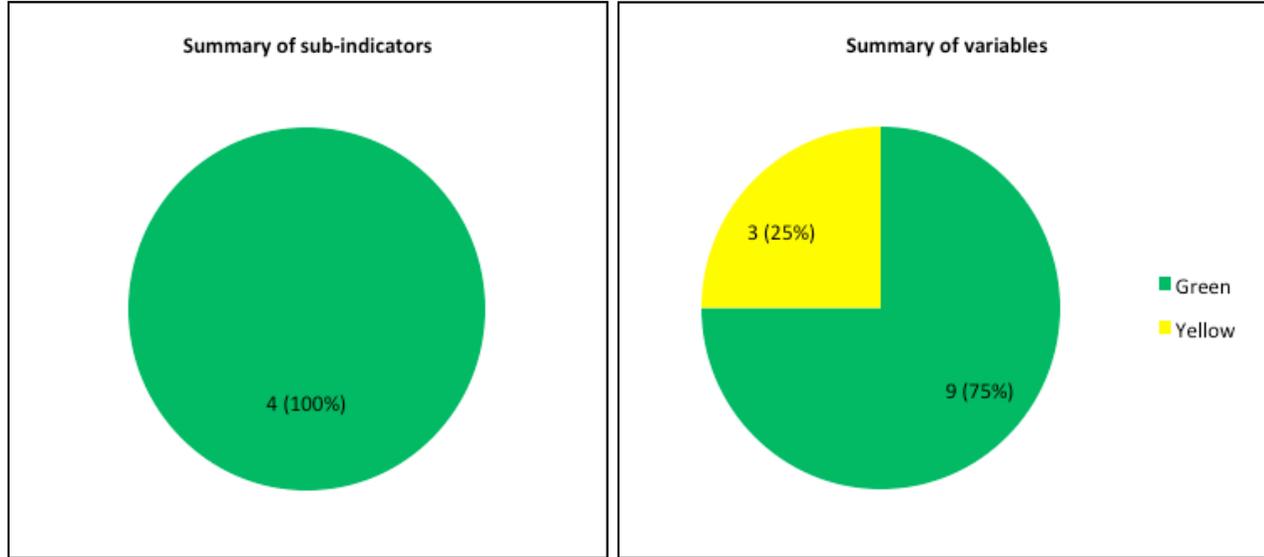
VII.1. Data and cores of Safety and Security Indicator

Table 8: Data, source, scores and rating of the Safety and Security

Indicator	S/N	Sub-indicator	Data	Source of data	Scoring	Rating
Safety and Security	1	Maintaining security			96.10%	
	1.1	RDF	98.00%	<i>Perception Survey 2012, RGB</i>	98.00%	
	1.2	RNP	Composite variable	<i>Perception Survey 2012, RGB and RNP/ MININTER</i>	94.20%	
	2	National security			97.60%	
	2.1	Number of Internally Displaced People(IDP)	0	<i>RNP/ MININTER</i>	100.00%	
	2.2	Battle death (civilians and combatants) on national territory	0	<i>RNP/ MININTER</i>	100.00%	
	2.3	Citizen satisfaction in external and boarder security	92.80%	<i>PERCEPTION SURVEY 2012</i>	92.80%	
	3	Personal and Property Safety			93.56%	
	3.1	Homicides rates (per 100,000)	416/10537222 (0.0003/100,000)	<i>RNP, 2012</i>	100.00%	
	3.2	Level of satisfaction with personal & property security at the local level	87.12%	<i>RLGB-IRDP,2013</i>	87.12%	
	3.3	Confidence level in " Inkeragutabara"	64.91%	<i>RLGB-IRDP,2013</i>	64.91%	

4	Reconciliation, social cohesion and Unity			80.58%	
4.1	Citizens' trust in country's leadership	Composite variable	<i>NURC,RWANDA RECONCILIATION BAROMETER, 2013</i>	80.90%	
4.2	Level of trust among citizens	71.80%	<i>NURC,RWANDA RECONCILIATION BAROMETER, 2013</i>	71.80%	
4.3	Extent of trust in (selected) institutions' involvement in national reconciliation	Composite variable	<i>RGB,RWANDA MEDIA BAROMETER,2013, RLGB-IRDP,2013</i>	74.25%	
4.4	Adherence to Rwandanness- <i>Ubunyarwanda</i>	95.38%	<i>NURC,RWANDA RECONCILIATION BAROMETER, 2013</i>	95.38%	
Indicator Overall score					91.96%

VII.2.Key Findings of Safety and Security



The overall indicator scores 86.88%. All the sub-indicators ranked Green, while out of 12 variables, nine (75% of all variables) ranked green and three (25% of all variables) ranked yellow. Out of the 4 sub-indicators that comprise Safety and Security Indicator, the sub-indicator on National

Security scored the highest with 97.6%, followed by Maintaining Security with 96.1% as well as Reconciliation, Social Cohesion and Unity, and Personal and Property Security scoring 80.58 and 76.78% respectively.

VIII. Investing in Human and Social Development

Rwanda continues to increasingly invest in its citizens, who are the most precious wealth of the country. To gauge the status of this important component, this scorecard renames the indicator from “*Investing in People*” to “*Investing in Human and Social Development*”. It is composed of Education, Health plus newly introduced sub-indicators, social protection and environment protection.

Access to education has improved with the implementation of the Nine Year Basic Education (NYBE) programs, while completion rates had also increased significantly for both boys (79%) and girls (82%) by 2012. Rwanda has been undergoing significant socio-economic and health transformation over the last 10 years, where life expectancy increased from 51 years in 2002 to 64 years in 2012. Infant, under-five and maternal mortalities all decreased by 20-30%. By 2013, the associated health MDGs targets for 2015 had already been achieved or were on track.

By 2012 the population per one doctor was 15,428, this represented an increase of 9% from the previous year (2011).

In the Environment sector, CO₂ gas emission per capita is estimated at 0.94 in 2012; the temperature varies around 20.17 and 19.84 degree Celsius over the last five years. By 2012 the area of natural forests was evaluated at 258,066.67 hectares and 404,227.40 hectares for all areas covered by forest plantations. In land management and mapping, 99.8% of plots were demarcated and adjudicated and 59% vectorized as revealed in the EDPRS II document.

Lastly, in social protection, the One Cow per Family (*Girinka*) program is reported to have contributed to the improvement of nutrition and health status. The Credit Scheme (*Ubudehe*) program has also contributed to improvements in the access to basic needs such as health services, education, shelter and food. The contribution of social protection programs in the country’s social cohesion and citizens’ level of participation in decision making is reported to be of paramount significance. Table 9 below provides details on the actual data on Investing in Human Development.

VIII.1. Data and Scores of Investing in Human and Social Development

Table 9: Data, source, scores and rating of the Investing in Human and Social Development

Indicator	S/N	Sub-indicator	Data	Source of data	Scoring	Rating
Investing in Human and Social Development	1	Education			84.75%	
	1.1	Primary Education	Composite variable	MINEDUC, EDUCATION STATISTICS YEAR BOOK ,2012 and MINEDUC, Education Sector Strategic Plan 2013/14 – 2017/18 (baseline)	89.69%	
	1.2	Secondary Education	Composite variable	MINEDUC, EDUCATION STATISTICS YEAR BOOK ,2012	79.54%	
	1.3	Tertiary Education	Composite variable	MINEDUC, EDUCATION STATISTICS YEAR BOOK ,2012	88.42%	
	1.4	Literacy rate (people aged between 15-24years)	83.70%	EICV3	97.00%	
	1.5	Citizens' level of satisfaction with education services	69.10%	CRC 2013	69.10%	
	2	Health			79.64%	
	2.1	Women aged 15-45 using modern contraceptive techniques (%)	45.00%	MOH	45.00%	

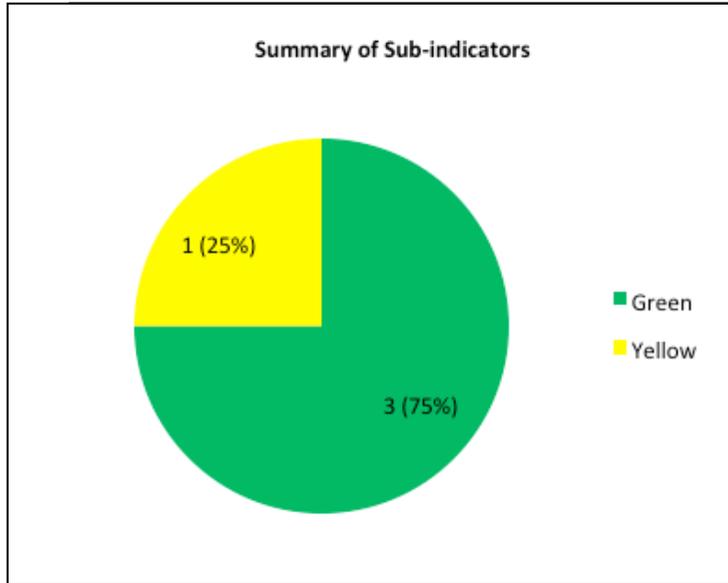
2.2	Life expectancy at birth (years)	64.40	NISR, Population and Housing Census,2014	97.57%	
2.3	% Population covered by health insurance schemes	88.00%	NISR, Population and Housing Census,2014	96.70%	
2.4	HIV Prevalence rate (15-24)	3.00%	MOH	50.00%	
2.5	Patients under ARV treatment	94.00%	MOH	94.00%	
2.6	Immunization rate (full coverage)	90.10%	DHS 2010	90.10%	
2.7	Under 5 mortality rate (per thousand live births)	48.6	NISR, Population and Housing Census,2014	55.56%	
2.8	Maternal mortality (deaths per 100,000 live births)	487	MOH	100.00%	
2.9	Ratio of nurses per population (per 1,000 habitants)	1/1200	MOH, Annual Health Statistical Booklet 2012	83.33%	
2.10	Ratio of Medical doctor per population (per 10,000 habitants)	1/15428	MOH, Annual Health Statistical Booklet 2012	64.82%	

2.11	Malaria prevalence (women)	0.70%	MOH	70.00%	
2.12	Malaria prevalence (Children under 5 years)	1.40%	DHS 2010	71.42%	
2.13	% of under-five insecticides treated long lasting mosquitoes nets	82.00%	MoH	82.00%	
2.14	% of assisted delivery in Health facilities	95.00%	MoH	95.00%	
2.15	% of Ante Natal care (ANC)	78.00%	MOH, Annual Health Statistical Booklet 2012	78.00%	
2.16	Population growth rate (%)	2.60	NISR, STATISTICAL YEAR BOOK, 2012	84.61%	
2.17	Total Fertility Rate (children per women)	4.6	NISR, Population and Housing Census, 2014	93.70%	
2.18	Under 5 years severe malnutrition	2.80%	MOH	97.20%	
2.19	Citizens' level of satisfaction with Health services	64.10%	CRC 2013	64.10%	
3	Social protection			66.77%	
3.1	% GoR support for the core Social protection Sector	40.44%	LODA, Implementation Plan for the National Social Protection Strategy (2011-2016); 2011	40.44%	

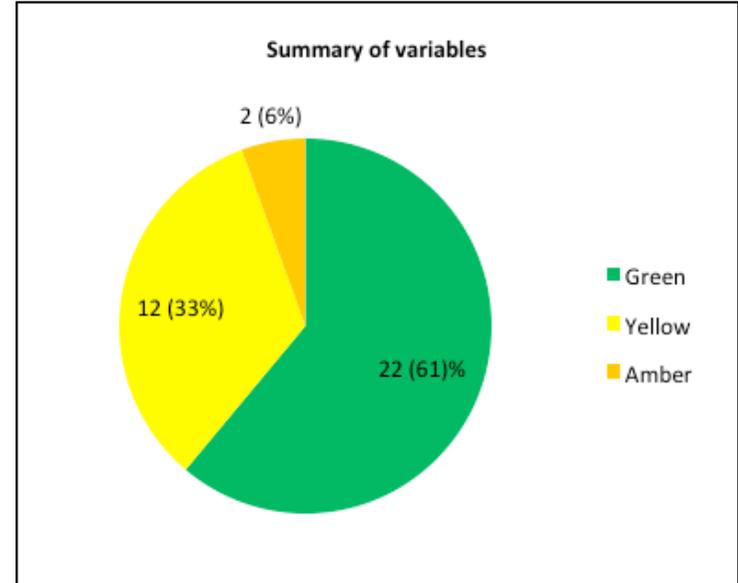
3.2	Community and HH projects supported in <i>Ubudehe</i> programs	10216	LODA, Annual report 2013	100.00%	
3.3	Community projects supported in <i>Ubudehe</i> program	70.11%	MINALOC REPORT,2012	70.11%	
3.4	Number of beneficiaries (HHs) of GIRINKA Program	192613	RAB, April 2014	55.03%	
3.5	% HHs SUPPORTED BY VUP PROGRAM	187,894	LODA, Annual report 2013	71.33%	
3.6	% budget from own revenue allocated to FARG program	3.70%	FARG, 2013	74.00%	
3.7	Citizens' level of satisfaction with the services to promote social and economic welfare	56.50%	RGB, CRC 2013	56.50%	
4	Environmental protection			95.00%	
4.1	% of area covered by radical terraces	46,246 ha	RNRA	100.00%	

	4.2	% of area covered by forest	28.30%	RNRA	94.33%	
	4.3	Area of land protected to maintain biological diversity (%)	10.10%	EDPRS 2	98.06%	
	4.4	Parcels demarcated and adjudicated	10324765	RNRA	99.28%	
	4.5	Number of districts connected to Land Administration Information System (LAIS)	25	RNRA	83.33%	
Indicator Overall score						81.54%

VIII.2. Key Findings of Investing in Human and Social Development



This indicator was renamed to include other social related sub-indicators, namely Social Protection and Environmental Protection. The overall score of Investing in Human Development is 80.93%, improving from 81.84% in the RGS 2012.



Among the existing sub-indicators, the Education sector performed better than other sectors with 84.75% (from 79.81% in the previous scorecard). Apart from Secondary Education, all sub-indicators have performed better than previously but most importantly, the score of Literacy

Rate has increased from 79.5% in 2012 to 97% in 2014 edition.

On the other hand, the Health sector has slightly improved (from 77.78% in RGS 2012 to 79.64%) despite the change of targets for some of the sub-indicators and scoring methods (forecasting). Important to note is however, the HIV Prevalence rate sub-indicator constant at 50%, thus negatively impacting on the sub-indicator's score. Importantly, the score of maternal mortality (deaths per 100,000 live births) should not be considered as the best achievement in terms of reducing deaths of women during delivery. Rwanda has achieved both MDG (2015) and annual (2012-2013) targets but much efforts should be deployed in this area.

There are two sub-indicators, which have also been introduced under this indicator, therefore influencing the name changing from “Investing in People” to “Investing in Human Development”. The newly introduced sub-indicators are Social Protection and Environmental Protection and scored 66.77% and 95.00% respectively.

IX. Control of Corruption, Transparency and Accountability

Rwanda continues to be at the forefront, in the fight against corruption, as evidenced by various international indexes, and publications ranking her as the least corrupt country in the region and among the best performing in Africa.

The remarkably strong performance in this sector is a result of effective implementation of institutional, legal and policy frameworks geared towards strengthening accountability and promoting transparency at all levels.

As pointed out by RGS data but also the international indexes on corruption, incidences of corruption in Rwanda are amongst the lowest in the region. International Corruption Perception Index (CPI) 2013 ranked Rwanda fourth least corrupt on the continent with only Botswana, Cape Verde and Seychelles ahead. Out of 175 countries worldwide, Rwanda globally ranked very solid on the 42nd position.

These results are certainly attributed to the Zero Tolerance approach to corruption seen as pivotal to achieving good governance. The fight against corruption through media and awareness campaigns have been important parts of

the strategy. Government institutions spearheaded by the Office of the Ombudsman, RGB, CSOs and even the private sector continued organizing campaigns and awareness sessions. Gender-based corruption was particularly tackled in 2012-13, realizing that women are more at risk than men.

Transparency and accountability have also been promoted through various efforts. The Auditor General highlighted in the annual report that there has been an improvement on how public funds are managed. Up to 32% of all audit reports (45 reports) obtained unqualified (clean) audit opinion, compared to 28% in the previous report. This means that public funds management has been improving. However, the financial report highlighted significant amounts of money unaccounted for. Wasteful expenditures were also depicted in the report.

These findings were taken up by the Parliament through the Parliamentary Accounts Committee (PAC). Based on the Auditor General Report, PAC regularly conducts public hearing and summons institutions with management issues.

The committee also makes recommendations that are sent to the Prime Minister for implementation.

Public officials at all levels have been increasingly encouraged on greater accountability vertically (to their constituencies or clients) and horizontally to specialized institutions charged with overseeing and public management. Imihigo (performance contracts), accountability days, governance months and clinics are only few initiatives which instill the culture of accountability among the leaders at all levels and contribute to awareness among the citizens about their constitutional rights in regards to accountability and transparency.

A case of Public Accountability Day held by the City of Kigali every three months, has gathered a momentum because it generates information and gives citizens an opportunity to be involved in the management of their community directly, while the leaders are pressed to deal with problems timely and efficiently. These achievements have led to a cumulative effect in the positive trend on the indicator of Control of Corruption, Accountability and Transparency.

To evaluate progress made in the area of Control of

Corruption, Transparency and Accountability, 3 sub-indicators and 13 variables were taken into account. The sub-indicators include Incidence of Corruption, Control of Corruption, and Transparency and Accountability. The table below shows the actual data used for this indicator.

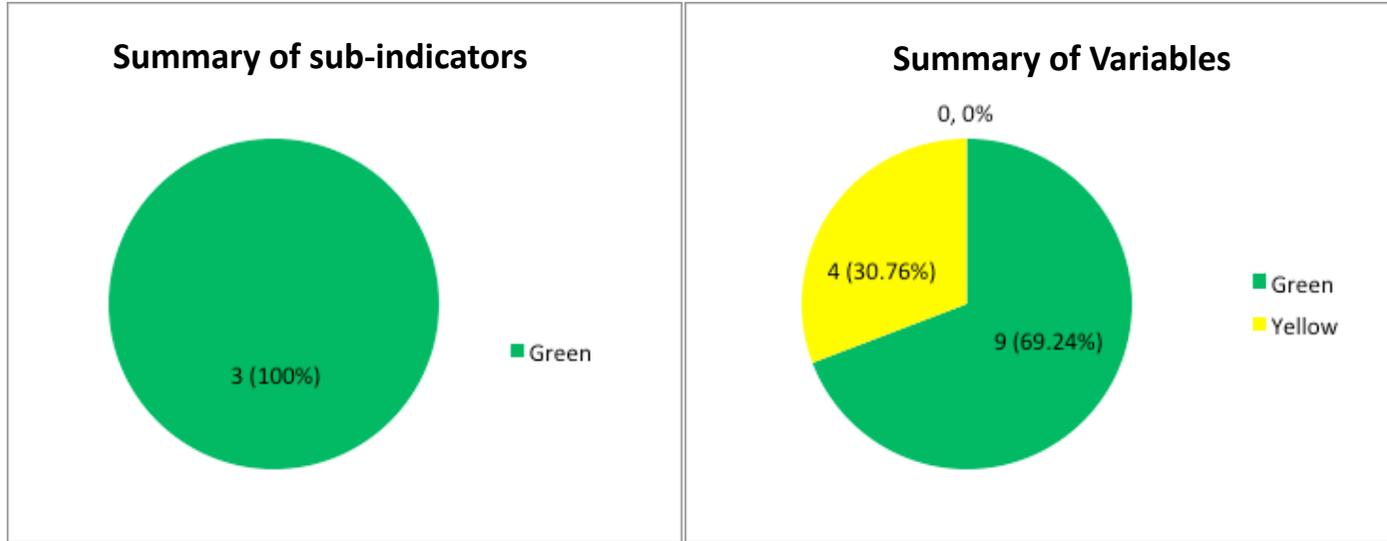
IX.1. Data and Scores of Control of Corruption, Transparency and Accountability

Table 10: Data, source, scores and rating of Control of Corruption, Transparency and Accountability

Indicator	S/N	Sub-indicator	Data	Source of data	Scores	Ranking
Control of corruption , transparency and accountability	1	Incidence of corruption			76.00%	
	1.1	% of citizens reporting Personal Experience of corruption	14.30%	RBI 2013	85.70%	
	1.2	Give cash in order to have quick service	35.30%	RBI 2013	64.70%	
	1.3	%of citizens who have encountered corruption practices seeking a service	12.10%	RBI 2013	87.90%	
	1.4	Level of bribe practices in the society	34.3%	RBI 2013	65.7%	
	2	Control of corruption			78.76%	
	2.1	% of citizens satisfaction with fighting corruption and injustice	77.80%	CRC 2013	77.80%	
	2.2	% of citizens who believe corruption will decrease in the next year	71.80%	RBI 2013	71.80%	
	2.3	% of citizens satisfaction with core institutions in fighting corruption	88.00%	RBI/2013	88.00%	
	2.4	% of experts satisfaction with institutions in fighting corruption at local level	77.45%	RLGB 2013	77.45%	
	3	Transparency and Accountability			82.37%	
	3.1	% of tenders exceeding threshold awarded by competitive bidding (% of tenders awarded by competitive bidding)	89%	RPPA	89.00%	

	3.2	Performance of Parliamentary Public Account Committee	Composite variables	PAC Report 2012-13, RGB Assessment	85.33%	
	3.3	% of annual national budget audited by Office of Auditor General	78.0%	OAG Report	78.0%	
	3.4	Level of satisfaction in efficiency of accountability organs in Local governance	62%	RLGB 2013	62.00%	
	3.5	Timely asset declaration	(8416/8627)	Ombudsman Annual Report 2012-13	97.55%	
Indicator Overall score						79.04%

IX.2. Key Findings of Control of Corruption, Transparency and Accountability



Findings of the RGS 2014 edition show that this indicator scored 79.04%, increasing from 77.1% in the RGS 2012. All the 3 sub-indicators scored green. An analysis of 13 variables show that 9 scored green, while 4 scored yellow.

These scores reveal a satisfaction of both citizens and experts with the efforts of public institutions in fighting corruption. This RGS has introduced an interesting variable which rates the hope in the future in terms of fighting corruption. In this RGS edition, at least 71.8% of citizens believe that corruption will decrease in the year to come.

However, at local level, the Satisfaction with involvement of accountability organs in asking local authorities to account proved to be low (62%). Concerned institutions are therefore required to not only combat corruption and other related malpractices at central level, but also equally deploy considerable effort in local entities.

X. Quality of Service Delivery

The quality of Service delivery which is a fundamental obligation of government and private sector underlines accountability and transparency, responsiveness and fairness, participation and inclusion across all sectors. It engages service providers and service users; governmental or private sector institutions and the general public.

Quality of Service Delivery indicator measures the ability of the central and local government to provide vital services to the population in a citizen-centered manner. Sufficient quality, standards of services received, accountability and transparency in the domains of Local Government, Justice, Health, Education, Land, Agriculture, Water and Infrastructure; inspect the satisfaction of the citizens with the ability of the public and private sectors in Rwanda to serve the needs of the public.

In the context of RGS 2014 edition, the Quality of service delivery is assessed through the clusters of the Government programs, namely Local Administration, Justice Sector, Social Sector (Health and Education sectors) as well as Economic Sector (Land, Agriculture and Infrastructure Sectors).

The Government of Rwanda and other stakeholders remain convinced that the Quality of Service Delivery is important in building the confidence of citizens towards public offices. Effective Service Delivery is also crucial in attracting investors and stimulating spending.

Since 2010, RGB has been conducting a perception survey on the satisfaction of citizens on service delivery. Each year, results are published in the Citizen Report Card (CRC) and are used to feed the Rwanda Governance Scorecard (RGS). Considering the poor performance of the service delivery indicator in the previous RGS, significant efforts were deployed by relevant institutions to improve customer care in both the public and private sectors.

In the public sector, the Ministry of Public Service and Labor (MIFOTRA) recently initiated a reform program requiring all public institutions to set up “service charters” which clarify the categories of services rendered by institutions, indicators attached to them, and the commitment of institutions for quick, transparent and accountable delivery of the service.

This is a clear demonstration of the commitment of the Government to ensure quality of service delivery in public institutions. In the same line, the Unit of Monitoring and Evaluation of the Rwanda Governance Board (RGB) has initiated a pilot study to assess the level of service delivery in the public sector.

In addition, RGB, through its popular Mobile School of Governance (MSG) has mobilized district and sector officials for better service delivery to citizens who are considered integral customers of the Government, especially at local level. On the other hand, the Rwanda Development Board (RDB) has initiated various campaigns to encourage business people to consider customer care as a source of bigger profits in their daily business. These include the radio and newspaper campaigns, such as, the “*Na Yombi*” campaign, the customer care tool kits and others. Results of these initiatives are undeniable.

It is important to note that only the public sector has been assessed in the three versions of RGS, but it is hoped that data on the status of service delivery in the private sector will be availed for inclusion in the next scorecards.

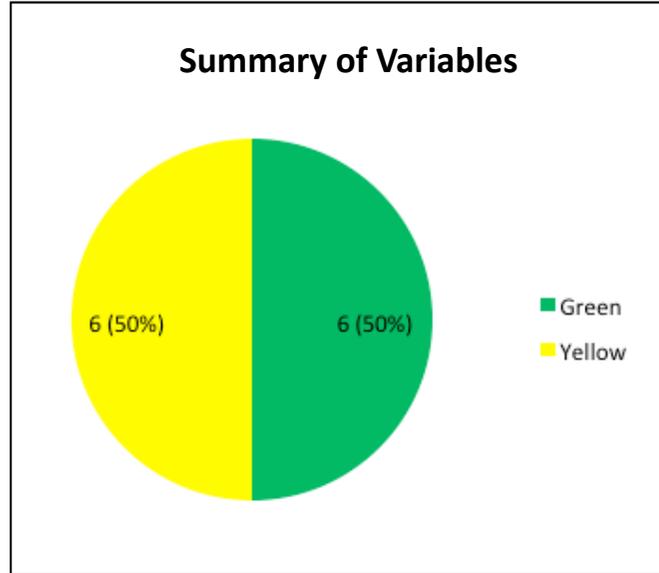
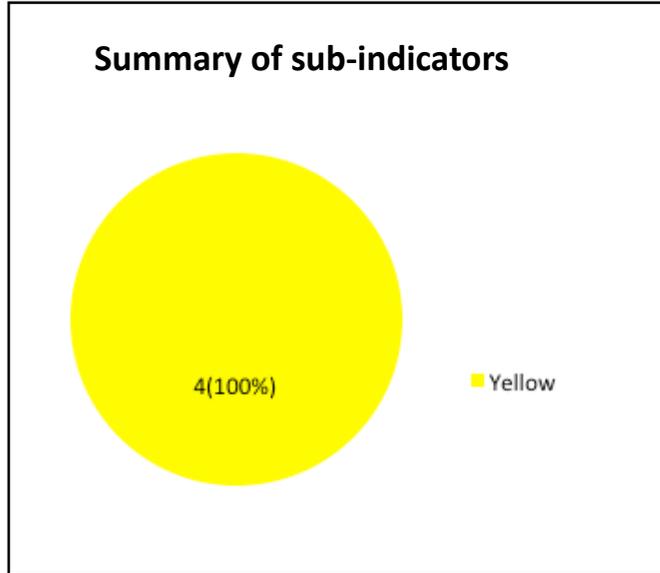
X.1. Data and Scores of Quality of Service Delivery

Table 11: Data, source, scores and rating of the Quality of Service Delivery

Indicator	S/N	Sub-indicator	Data	Source of data	Scoring	Rating	
Quality of Service Delivery	1	Service Delivery in Local Administration			71.1%		
	1.1	Citizen Satisfaction in Local Government service delivery	63.1%	<i>CRC 2013</i>	63.1%		
	1.2	Expert's satisfaction with service delivery in Local Government	79.1%	<i>IRDP RLGB 2013</i>	79.1%		
	2	Service Delivery in Justice Sector			74.75		
	2.1	Expert's satisfaction with service delivery in Justice Sector	82.13%	IRDP, RLGB 2013	82.13%		
	2.2	% of citizen expressing satisfaction with service delivery in Justice Sector	61.6%	<i>RGB, CRC 2013</i>	61.6%		
	2.3	Citizens satisfaction of Abunzi	75.9%	<i>RGB/Abunzi 2012</i>	75.9%		
	2.4	% of citizens satisfied with service delivery by MAJ	79.4%	<i>IRDP, RLGB 2013</i>	79.4%		
	3	Service Delivery in Social sector			72.79%		
	3.1	Health Sector	Composite variable	<i>CRC 2013 and IRDP, RLGB 2013,</i>		75.10%	
	3.2	Education Sector	Composite variable	<i>CRC 2013 and IRDP, RLGB 2013,</i>		70.48%	
	4	Service Delivery in Economic sector			69.39%		

	4.1	Land Sector	Composite variable	<i>CRC 2013 and IRDP, RLGB 2013,</i>	73.62%	
	4.2.	Agricultural sector	Composite variable	<i>IRDP, RLGB 2013, and CRC 2013</i>	63.70%	
	4.3.	Infrastructure	Composite variable	<i>Rwanda Energy Group Ltd 2014, RGB, CRC 2013, Rwanda ICT - sector Profile 2012, RURA, Annual report 2012 and Road Condition survey by RTDA, October 2012</i>	60.55%	
	4.4	Customer care in service sector	79.71%	Service MAG 2014	79.71%	
Indicator Overall score						72%

X.2. Key Findings of Quality of Service Delivery



The Quality of Service Delivery Indicator remains the least performing indicator though it slightly increased (from 70.44% in RGS 2012 to 72% in RGS 2014 edition) despite numerous reforms made geared at improving this governance sector. The former sub-indicators (number 7 in the previous scorecard) were grouped based on the Government clusters, namely Service Delivery in Local Government and Justice Sector, Service Delivery in Social sector and Service Delivery in Economic sector.

Few variables (previously sub-indicators) managed to slightly improve notwithstanding the score of the indicator. The most improving is Service Delivery in Justice Sector from (69.15% in 2012 to 74.75% in 2014 edition) followed by Service Delivery in Social Sector (from 52.8% in RGS 2012 to 72.79% in the current scorecard), and Service Delivery in Economic Sector remains the weakest sub indicator as its scored 69.39%.

XI. Economic and Corporate Governance

The indicator of Economic and Corporate Governance measures the macroeconomic stability, business and environmental sustainability as prerequisites for sustainable socio-economic growth. Macroeconomic indicators, Business Environment Promotion, Small and Medium Enterprises' development, Private Sector Promotion and Environmental Protection are composites of sustainable and inclusive socio-economic advancement in Rwanda. The RGS 2014 edition measures Macroeconomic indicators, Business environment, SMEs development and cross-border trade as well as private sector promotion.

The financial year 2012/2013 was challenging for decision makers in monetary, financial and economic fields worldwide as noted by the Governor of the National Bank of Rwanda. Global financial market volatility continued, following the combined effect of subdued economic growth, weak demand, and sovereign debt issues in some countries, as well as unconventionally low interest and quantitative policies adopted by central banks in leading economies.

Despite the challenging international economic environment and disruption in donor funds inflows, the national economy continued to perform well. The Rwandan Franc (FRW) managed to remain relatively stable vis-à-vis Us Dollar (USD), only depreciating by 1.8% between December 2012 and June 2013 against 4.5% in 2012. The National Bank of Rwanda (BNR) reported to have succeeded to achieve its main mandate of price stability and financial sector stability, ensuring that inflation was contained below 5% while all financial sector soundness indicators were in good shape.

The RGS, as far as Economic and Corporate Governance Indicator is concerned, was affected by the above mentioned external factors though some sub-indicators' scores increased. Below are the details on the performance of this indicator for the year 2012-2013.

XI.1. Data and Scores of Economic and Corporate Governance

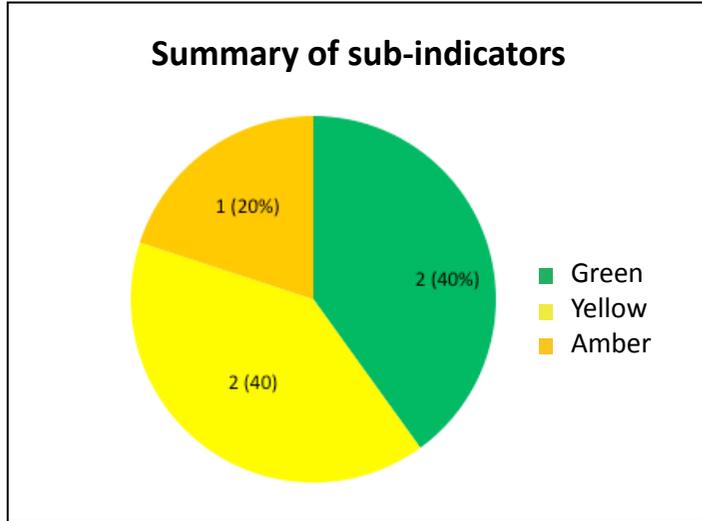
Table 12: Detailed data, source, scores and rating of the Economic and Corporate Governance

Indicator	S/N	Sub-indicator	Data	Source of data	Scoring	Rating
Economic and Corporate Governance	1	Macroeconomic Indicators			72.0%	
	1.1	Economic Growth (%)	4.60%	NISR, NATIONAL ACCOUNTS, 3/17/2014	40.0%	
	1.2	Inflation rate	3.90%	NISR CPI all urban	100.0%	
	1.3	GDP per capita (in USD)	693	NISR, NATIONAL ACCOUNTS, 3/17/2014	96.5%	
	1.4	Income Distribution (Gini Coefficient)	0.501	WORLD BANK, 2012	61.40%	
	1.5	% of people living below poverty line	44.9%	NISR, Statistics Year Book 2012	67.3%	
	1.6	Tax revenue as % of GDP	13.8%	PSF (MINECOFIN/IMF)	95.2%	
	1.7	Off-farm jobs	1.400.000	EICV 3	43.8%	
	2	National Capital and export Promotion			49.8%	
	2.1	Export as % of imports	27.00%	MINICOM annual report trade	27.0%	

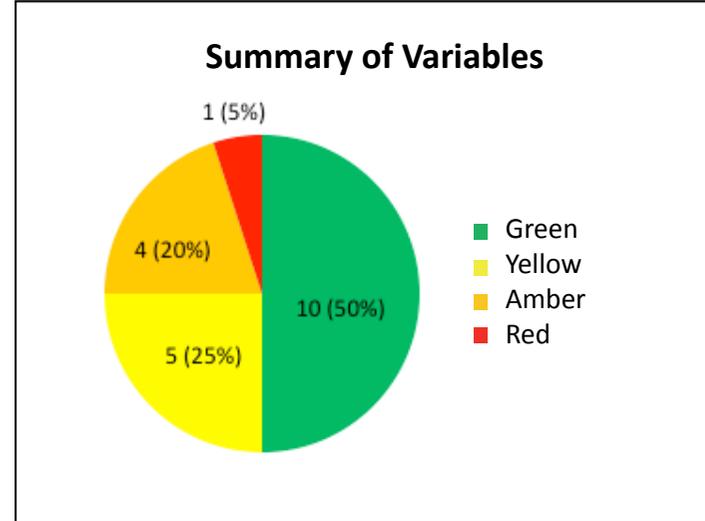
2.2	Saving rate as % of GDP	3.80%	PSF (MINECOFIN/IMF), 2012	27.05%	
2.3	National investment as % of GDP	23.81%	NISR NATIONAL ACCOUNTS, 2012	95.2%	
3	Business Environment Promotion			87.48%	
3.1	Rwanda's rank in Doing Business report	32nd worldwide (out of 189)	World Bank's 2014 Doing Business Report	85.00%	
3.2	Time for processing Visa & work permit	3 days	Migration Office	100.00%	
3.3.	Rwanda's rank regarding Protecting investors	Rank 22nd (out of 189)	World Bank's 2014 Doing Business Report	90.00%	
3.4.	Global Competitiveness report	Scores 4.27 worldwide	World Economic report 2014	74.90%	
4	SMEs development and cross-border trade			64.58%	
4.1	Number of companies registered against received applications	9031 (100%)	RDB 2012 (an increase of 42% from 2011)	100.00%	
4.2	Mortality rate of SMEs (Closing Business)	204/21,127 (33.09%)	RDB, Annual Reports. Data for 2012 and 2013	66.91%	
4.3.	Trading Across Borders	Rank 162nd (out of 189)	World Bank's 2014 Doing Business Report	20.00%	

	4.4	Cross boarders trade (Exports) growth	20.00%	MINICOM, Annual Report 2012	71.43%	
	5	Private Sector Promotion			87.04%	
	5.1	Private Sector Growth	15.7%	NISR, Statistics Year Book 2012	78.50%	
	5.2	Credit to Private sector as % of GDP	15.6%	BNR, Monetary survey, 2012	95.59%	
Indicator Overall score						72.2%

XI.2. Key Findings of Economic and Corporate Governance



The overall scoring of the Economic and Corporate Governance indicator for the RGS 2014 edition is 72.2%, dropping from 74.93% in the previous scorecard. Unlike in 2012 in which this indicator had 50% of its sub-indicators ranking green and the remaining ranking yellow, only 20% (1 out of 5 sub-indicators) ranked green, while 60% (3 out of 5 sub-indicators) ranked yellow and 20% (1 out



of 5 sub-indicators) ranked amber. SMEs Development and Cross Border Trade sub-indicators registered slight progress, improving from 56.42% in RGS 2012 to 64% in this edition; while Business Environment Promotion and SMEs development almost remained constant (86.88% in RGS 2012 to 87.07% in the current RGS). It is important to mention that a new variable (Rwanda's score in Global

competitiveness) was included in the Business Environment Promotion and SMEs development sub-indicator.

The Private Sector Promotion sub-indicator also performed well. This sub-indicator scored 87.04% (from 82.25% in the previous scorecard), therefore improving by 4.8% in only one year. This is relatively understandable based on the scores of the Credit to Private Sector which increased from 64.5% to 95.59%.

In the contrast, Macro-economic indicators decreased from 74.2% in the previous scorecard to 72% in the current one. This fall is mainly attributed to the drop in scores of three variables namely economic growth (74.78% to 40%), and Off-farm jobs variable (63.9% to 43.8%). Data in the same sub-indicator revealed that the income distribution increased from 20.41% to 61.4%, proving efforts deployed in reducing inequalities in Rwanda.

Lastly, as far as economic performance is concerned, it is worth mentioning that there are other two important variables that need attention by concerned institutions. The Export as % of import continues to perform poorly (27% this

year), saving rate as % of GDP (94.6% to 27.05%) as well as the trading across borders (which scores 20%).

XII. POLICY RECOMMENDATIONS AND CONCLUSIONS

XII.1. Policy Recommendations

The following are key policy recommendations of RGS 2014 to the Government of Rwanda:

1. To strengthen Governance for Production: increase domestic production, with particular emphasis on export, savings, value chain in agriculture sector and creation of sustainable jobs;
2. To improve on pace, quality and consistency of service delivery, especially when it comes to the implementation of quick wins and innovative programs or ideas geared towards positive change and impactful transformation;
3. To enhance accountability in the implementation of government programs and community based innovations targeting a big number of citizens for rapid transformation and poverty eradication;
4. Empower and facilitate full participation of non-state actors (local and International NGOs, RBOs and Media) in policy processes and strengthen operational capacity of the institutions in charge of their promotion, monitoring and regulation, in order to streamline operations to national development agenda.

XII. 2. Sector Specific Recommendations

The following are actionable recommendations for each of the indicators:

Rule of Law

- The Parliament to increase awareness campaigns and public engagements for the citizens to know better and appreciate the work of Parliament;
- The Supreme Court and the Justice sector to adopt unconventional approaches to tackle backlog cases and high number of incoming cases in other courts;
- The Judiciary to scrutinize the causes of the relatively low citizens' confidence in courts decisions and take appropriate remedies.

Political Rights and Civil Liberties

- Higher Learning Institutions' authorities and policy makers to create conducive environment for greater involvement and participation of the academia in public policy formulation and processes;
- Institutions in the Justice Sector (particularly National

Human Rights Commission and the Office of the Ombudsman) to increase awareness campaigns on Human rights and freedoms, including access to information, for the citizens to know and fully enjoy them;

- Media High Council, Media fraternity and Media houses are encouraged to enhance journalistic professionalism as well as media availability and sustainability.

Participation and Inclusiveness

- The Ministry of Local Government and Districts Authorities to put in place mechanisms that will enhance citizen participation, particularly in the planning process of Imihigo, District Development Plans and Budget;
- Government of Rwanda to empower the JADF (Joint Action Development Forum) for it to be able to align CSOs and INGOs operations to Districts priorities and national development agenda as well as catalyze accountability and quality service delivery at local level;
- Civil Society Organizations, particularly the platform and umbrellas, are requested to increase the number of position papers on laws and government policies; and to make them known to the public.

Safety and Security

- Rwanda National Police and other security organs to ensure that members of the newly established District Authority Security Agency (DASO) operate with ethics and right conduct so as to avoid mistakes and misperceptions of the defunct Local Defense Unit;
- Ministry of Local Government and Ministry of Internal Affairs to ensure that community based security organs (Inkeragutabara and DASO) are permanently assessed, monitored and maintain good relations with citizens;
- National Unity and Reconciliation Commission (NURC) and other stakeholders to consolidate awareness and sensitization campaigns on Ndi Umunyarwanda to maintain the gains in the management of identity question in the country.

Investing in Human and Social Development

- Ministry of Health and RBC to double efforts in preventing pandemic diseases, such as malaria and HIV among the youth (especially those aged between 15 and 24).
- MINALOC, LODA and Districts to ensure that social protection programs and community based innovations

(VUP, Ubudehe, Girinka) meant for poverty alleviation are implemented with high levels of accountability, integrity and fairness, and citizens' ownership;

- Ministry of Education to ensure that quality of education, particularly in public secondary schools, is improved.

Control of Corruption, Transparency and Accountability

- The Parliament to strengthen the capacity of the Parliamentary Public Accounts Committee for it to meet technical and operational needs for its mandate;
- MINALOC and relevant law & order organs to enhance their efficiency in enforcing accountability and transparency in Local Government activities and operations;
- The Office of the Ombudsman to widen and deepen its interventions aiming at deterring corruption malpractices.

Quality of Service Delivery

- All public institutions to improve on effectiveness speed and quality of services provided to citizens.
- Ministry of agriculture and Rwanda Agriculture Board to increase availability and timely access of extension

services to the farmers across the country.

- MINALOC, RDB and RGB to periodically monitor and assess compliance with service standards in LGs, Private Sector and Public Institutions respectively.

Economic and Corporate Governance

- MINICOM, RDB, NAEB and other key stakeholders to double efforts in unlocking trade barriers in order to enhance trading across borders;
- MINECOFIN, MINALOC and other key stakeholders to increase savings and economic growth;
- MIFOTRA, MYICT and other key stakeholders to increase off farm job creation, especially for the youth;
- RDB and RCA to enhance sustainability of SMEs and cooperatives;
- MINICOM, RDB, MINEAC and other key stakeholders to double efforts in unlocking factors in order to enhance our performance in trading across borders;
- MININFRA and MINECOFIN to remain keen on infrastructural development projects and targets, especially the Secondary Cities, for they are drivers of Rwanda's mid and long term development objectives.

XII.3. Conclusion

The purpose of RGS is to provide an objective image (picture) of governance in Rwanda, based on a consolidated, scientifically proven assessment built upon internationally credible and nationally relevant indicators measured using reliable data. In producing the Rwanda Governance Scorecard, RGB has sought to identify governance challenges and best practices by highlighting the best and worst performing areas and makes actionable recommendations to address identified problems.

Being the third edition of RGS since its inception in 2010, this publication provides ground for a comparative and trend analysis of governance in Rwanda. Considering this edition in light of the previous ones, the following conclusions can be made:

- With nearly 92%, the Security and Safety indicator is the best performer in all three RGS editions;
- Rule of Law is the best reforming indicator, with about 8% increase since last edition; and 13% since RGS inception;

- Quality of Service delivery remains the least performing indicator;
- There are more green indicators and sub indicators than in previous editions.

In this edition, we have brought in, along with sector specific recommendations, responsible institutions in order to ease monitoring and follow up mechanisms and ensure high levels of implementation of the recommendations.

Rwanda Governance Board (RGB) therefore, requests all concerned institutions to ensure that these recommendations are implemented. RGB also advises the best performers to keep the momentum so as to consolidate and sustain gains. Both strategies of performance acceleration and maintenance are essential in order to attain and sustain high levels of accountability, effectiveness and good governance, which are foundations for achieving sustainable growth and prosperity in Rwanda.

ABBREVIATIONS AND ACRONYMS

ANNEX 1

AU	African Union
BNR	Banque Nationale du Rwanda
CCM	Center for Conflict Management
CRC	Citizen Report Card
CSOs	Civil Society Organizations
DAC	District Account Committees
DHS	Demographic and Health Survey
EDPRS	Economic Development Poverty Reduction Strategy
EICV	Integrated Household Living Conditions Survey
EWASA	Energy Water and Sanitation
FBOs	Faith Based Organizations
GDP	Gross Domestic Product
GMO	Gender Monitoring Office
ICTR	International Criminal Tribunal for Rwanda
IDPs	International Displaced Persons

IFC	International Finance Corporation
INGOs	International Non-Governmental Organizations
IRDP	Institute of Research for Dialogue and Peace
JADF	Joint Action Development Forum
JGA	Joint Governance Assessment
JRLOS	Justice, Reconciliation, Law and Order Sector
LDU	Local Defence Unit
LODA	Local Development Agency
MAJ	Maison d'Accès à la Justice
MCC	Millennium Challenge Corporation
MDGs	Millennium Development Goals
MIFOTRA	Ministry of Public Service and Labour
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning
MINEDUC	Ministry of Education
MINICOM	Ministry of Commerce
MINIJUST	Ministry of Justice

MINIJUST	Ministry of Justice
MININFRA	Ministry of Infrastructure
MININTER	Ministry of Internal Affairs
MMI	Military Mutual Insurance
MoH	Ministry of Health
MYICT	Ministry of Youth and ICT
NGOs	Non-Government Organizations
NHRC	National Human Right Commission
NISR	National Institute of Statistics in Rwanda
NPPA	National Public Prosecution Authority
NURC	National Unity and Reconciliation Commission
OAG	Office of the Auditor General
PAC	Parliamentary Account Committee
PSF	Private Sector Federation
RAMA	La Rwandaise d'Assurance Maladie
RCSDDB	Rwanda Civil society Development Barometer
RDB	Rwanda Development Board

RDF	Rwanda Defence Force
RGB	Rwandan Governance Board
RGS	Rwanda Governance Scorecard
RLGB	Rwanda Local Government Barometer
RMB	Rwanda Media Barometer
RNP	Rwanda National Police
RRA	Rwanda Revenue Authority
RURA	Rwanda Utilities and Regulatory Agency
TI-RW	Transparency International Rwanda
UN	United Nations
UNFPO	United Nations for Population
UNHCR	United Nations High Commission for Refugees
VUP	Vision 2020 Umurenge Program

About RGB

Rwanda Governance Board (RGB) is a national institution that serves as a one stop centre on governance matters for achieving good service delivery, sustainable development and prosperity for all.

The institution's main responsibilities include the following:

- *Promote good governance principles in public and private institutions;*
- *Conduct research related to governance, including Home Grown Initiatives' documentation;*
- *Monitor governance practices in political, public, corporate and civic domains;*
- *Conduct public policy advocacy and advise government on government matters;*
- *Spearhead decentralisation across sectors and coordinate local government capacity building;*
- *Monitoring and coordination of Media Policy Reform and support media sector development;*
- *Register, monitor and empower national NGOs and Religious Based Organizations*
- *Engage and network with other national as well as international stakeholders interested in matters of governance in the country.*

A Publication of the Rwanda Governance Board

P.O. Box 6819 Kigali, Rwanda

Telephone: +250 55112023

Email: info@rgb.rw

Website: www.rgb.rw

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

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

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

Lamin M. Manneh, One UN Rwanda Resident Coordinator

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

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

ISSN: 2306-9376



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