



# Rwanda

## Governance Scorecard 2016

*The state of governance in Rwanda*





Rwanda Governance Board

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Rwanda Governance Scorecard (RGS) was created by Prof. Shyaka Anastase in 2010

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# Foreword

Rwanda Governance Board is pleased to publish the 2016 Rwanda Governance Scorecard - RGS. This edition coincides with two major events: first is the 5<sup>th</sup> anniversary of the RGS since it was published for the first time. Second, this year RGB is being turned into a special organ with extended responsibilities in improving service delivery across public and private domains and expanded research scope and capabilities. Both of these have a direct impact to spurring accountability and development in Rwanda.

We created 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.

RGS has become an open data platform on Rwanda and has generated knowledge to a wider audience.

Internally, RGS has become a credible and reliable data source. It has alerted policymakers and practitioners on areas with performance shortcomings and incited others to improve and perform better.

Internationally, RGS has become a tool for knowledge and information sharing on Rwanda's social and economic progress.

The RGS has also been used in testing and setting indicators of Sustainable Development Goals (SDGs), especially Goal 16.

The RGS 2016 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 uniqueness of the 2016 edition is threefold: it presents upward variations in its indicators, offers a comparative analysis of international indexes with its findings; and gives a synopsis on policy impact over the last five years.

The overall methodological approach for the RGS has been mainly maintained, but the scoring and ranking methods have been reviewed upwards.

Now an indicator to be ranked green it has to score at least 80% and above instead of 75% previously. Yellow performance has been raised to 60 - 79.9% instead of 50 - 74.9% previously while anything below 40% is considered to be in red instead of 25% in previous publications.

This is also a reflection of the high aspiration spirit that Rwanda is setting for itself.

In RGS 2016, the best performing indicator is Security and Safety with 92.62 %. The best improver of all indicators is the Control of Corruption, Transparency and Accountability which increased by + 7.52%, while the least performing has been the Quality of Service Delivery with a score of 72.93%.

Investing in Human and Social Development indicator has been revamped with a new, more ambitious and globally challenging sub indicator, namely climate change and environmental resilience. This has impacted its score.

Overall, RGS clearly shows that Rwanda is making commendable strides towards building and sustaining a social developmental democratic state.

We extend our sincere gratitude to all institutions, stakeholders, and individuals, who have in one way or another supported the production of the RGS 2016.

We look forward to strengthening future partnerships and engagements at home and abroad.

**Prof. Shyaka Anastase**  
**CEO, Rwanda Governance Board**

# Overall scores of Rwanda Governance

Indicator	①	Indicator	②	Indicator	③	Indicator	④
RULE OF LAW	79.68	POLITICAL RIGHTS AND CIVIL LIBERTIES	81.83	PARTICIPATION AND INCLUSIVENESS	76.48	SAFETY AND SECURITY	92.62
↓		↓		↓		↓	
5 Sub Indicators		7 Sub Indicators		5 Sub Indicators		4 Sub Indicators	
Performance of the Judiciary	75.02	Democratic Rights and Freedoms	83.10	Citizen participation	61.93	Maintaining security	94.44
Performance of the Legislature	72.27	Vibrancy of civil society organizations in policy formulation	67.33	Decentralization	77.20	National security	99.73
Performance of the Prosecution	91.80	Rights to Media Freedom	85.85	Civil society participation	72.45	Personal and Property Safety	89.20
Access to Justice	76.48	Political parties Registration and operations	74.93	Gender equality in leadership	83.72	Unity, Reconciliation and social cohesion	87.11
Use of ICT in Judiciary	82.85	Access to Public Information	78.21	Power sharing	87.10		
		Respect for human rights	85.60				
		Core international human rights conventions	97.78				

# Scorecard 2016

Indicator	5	Indicator	6	Indicator	7	Indicator	8
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	74.88	CONTROL OF CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY	86.56	QUALITY OF SERVICE DELIVERY	72.93	ECONOMIC AND CORPORATE GOVERNANCE	76.82
↓		↓		↓		↓	
4 Sub Indicators		3 Sub Indicators		4 Sub Indicators		5 Sub Indicators	
Education	79.98	Incidence of corruption	86.13	Service delivery in Local Administration	74.30	Macro-economic indicators	79.59
Health	80.51	Control of Corruption	87.77	Service delivery in Justice Sector	75.75	National Capital and Export Promotion	53.05
Social Protection	63.38	Transparency and accountability	85.78	Service delivery in Social Sector	60.20	Business Environment Promotion	83.14
Climate change and Environmental resilience	75.66			Service delivery in Economic Sector	73.47	SMEs Development and Cross-Border Trade	78.36
						Private Sector Promotion	90.00



# 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 RGS 2016 by and large captures primary and secondary data for selected indicators for the year 2015.

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 that constitute 8 composite governance indicators with 37 sub-indicators and 150 variables. It is of utmost importance for RGB to learn from the past and continue to improve the accuracy and relevance of its products. For this reason, the RGS 2016 has retained the 8 aggregated indicators of governance.

However, at the level of sub-indicators and variables, slight adjustments in the indicators' configuration, sources of data and data collection methodology have been modified in some instances. While we keep overall trend of indicators, we introduced new sub-indicators, and updated others in order to keep the RGS relevant to policy reforms, and most importantly to capture key aspects of Governance in Rwanda.

Similarly, in promoting good governance and policy making, it remains our belief that this publication with all valuable findings, recommendations and conclusions will contribute towards informed policy debates on concrete actions and next steps. We have continued

advocating for the utilization of the data throughout the governance structure; generate analysis and lively discussions in high level policy forums in line with the previous publications of the RGS to give us confidence and conviction that this tool has become an important and practical gauge of governance in Rwanda.

A unique and significant aspect of the RGS vis-à-vis international assessments is that it utilizes a plethora of updated, locally-generated data sources, such as citizen perception, satisfaction surveys and detailed institutional data, which are rarely considered by international indexes.

The methodology of the RGS, described in detail below, aims at combining a firm foundation in international standards with an in-depth understanding of the Rwanda Governance Scorecard. Thus, primary data sources of the RGS 2016 comprise the assessment by Rwandans themselves, namely, citizens and experts, as well as, verified data from Rwandan institutions. The RGS 2016 is comprised of data collected between 2015 - 2016.

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 publication of the RGS into Policy formulation and implementation in order to achieve desired transformation.

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## Objectives of the RGS:

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**To generate credible and reliable data on governance issues for both national and international and stakeholders**

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**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**

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**To contribute to current knowledge formation about Rwanda.**

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# Methodology

The methodology of the Rwanda Governance Scorecard (RGS) seeks to combine advanced research methods in global governance with those used in the RGS. The latter 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 publication originate from diverse sources, including national and international which allow the RGS to combine the best in international governance research methods with own methods.

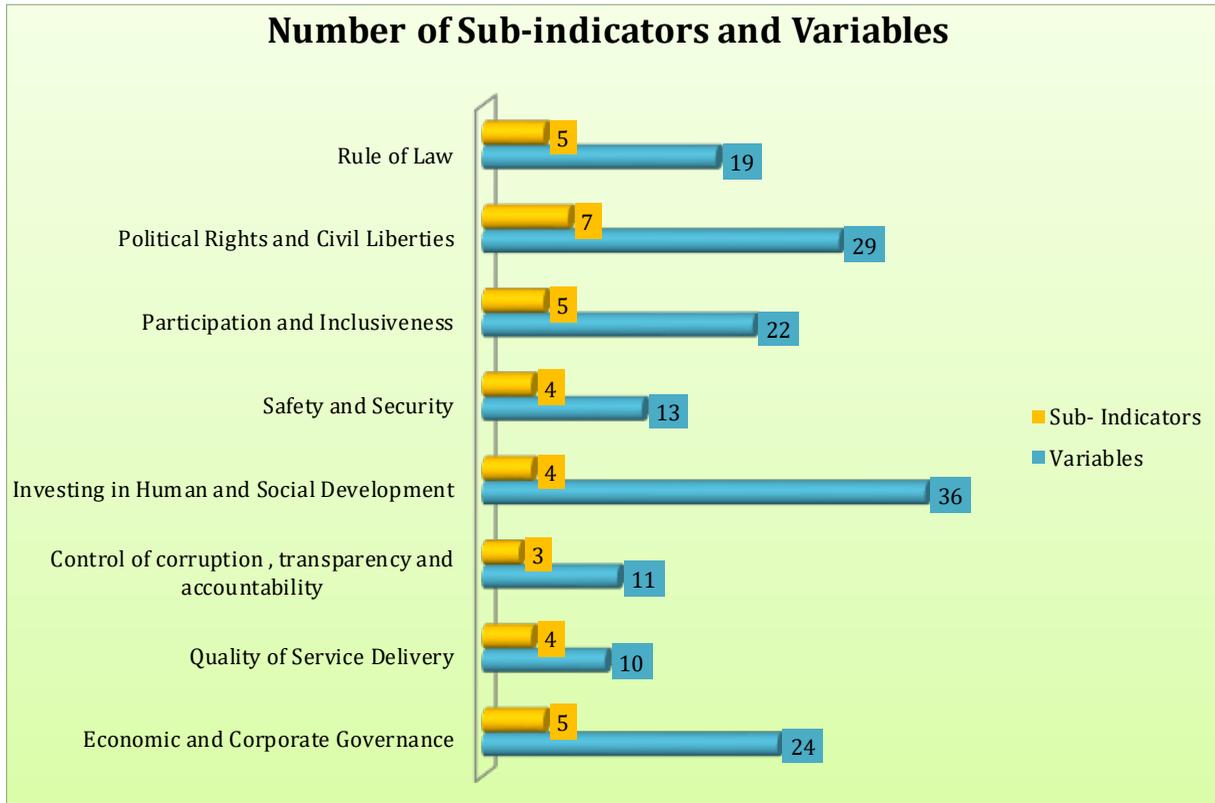
The data used in the RGS 2016 is derived from the financial year 2015/2016, while an indicator which does not have annual target; its score will be based on forecasting performance of the previous RGS.

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

The collected data is further analyzed using sound scoring methods in which indicator values are compiled based on performance on relevant sub-indicators and variables.

This governance scorecard, like the previous ones is composed of 8 composite indicators, 37 sub-indicators and 150 variables. The number of sub-indicators and variables were slightly adjusted as earlier mentioned. The graph in Figure 1 below summarizes the number of sub Indicators and variables.

**Figure 2: Number of Indicators, sub-indicators and variables**



## 2. 1 Indicators, sub-indicators and variables

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

- International frameworks
- International indexes
- Home-grown indicators

International indexes and frameworks consulted include World Bank's Doing Business, Global Competitiveness Report, Gallup, Global Open Data Index, Human Development Index, the Mo Ibrahim Index of African Governance, and Transparency International assessments.

## 2. 2 Source of data

The RGS 2016 uses three types of data namely, primary data, secondary data and expert surveys.

Measuring good governance requires assessing progress against targets. With this 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.

The data collected in this category consist mainly of reports and other administrative information collected from the aforementioned institutions. Data were verified and cross-checked to the utmost extent possible, including organizing inter-institution sessions to confirm the accuracy of data and scores.

### Perception surveys

Good governance includes satisfying citizen needs and aspirations. To root the RGS firmly in the realities of the Rwandan people, data collected from various perception surveys and other institutions were utilized.

These include but are not limited to the Citizen Report Card 2015 , the National Reconciliation Barometer 2015 , the Civil Society Development Barometer 2015 , the Rwanda Media Barometer 2016 , Service Delivery Assessment in Central Government 2015, and Rwanda Bribery Index 2015 .

Perception surveys are of paramount importance due to the fact that they reflect realities on the ground as experienced by citizens. All the surveys used in RGS were based on relatively sufficient big samples; hence they yielded statistically accurate results.

### Expert surveys

Assessing governance holistically requires going beyond quantitative data and citizen satisfaction surveys. National experts (from Academia, think tanks and CSOs) with wide experience on issues of governance were

also consulted to provide qualitative analysis. RGS also utilizes expert surveys to enrich their findings in the governance landscape.

These expert surveys were conducted in collaboration with CSO organizations, particularly Transparency International-Rwanda (TI-Rwanda). Individual experts were selected on the basis of their expertise, objectivity, independence and in confidence.

### Development of indicator, data identification, collection and scoring

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

### Developing indicators

This scorecard utilizes to the extent possible previous indicators reflected in the previous editions of RGS. 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. The process 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.

### 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 Edition of the RGS.

This step helped to re-adjust the set of indicators based on what would accurately reflect the reality on the ground. It is in this regard that RGB, in collaboration with TI-Rwanda constituted a team of independent experts from CSOs, media and academia to generate expert-survey based data.

## Gathering and verifying data

At this stage, RGB researchers worked closely with 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 collected from different institutions were subjected to scrutiny and critical analysis to ensure adequacy and high quality data. In this process, RGB researchers involved key institutions and data providers. Data were also cross checked, providers were consulted to ensure data validity and helped address or fix any omission of certain data. Finally, to ensure sufficient coverage and comprehensiveness in analysis, the RGB conducted its own expert assessment.

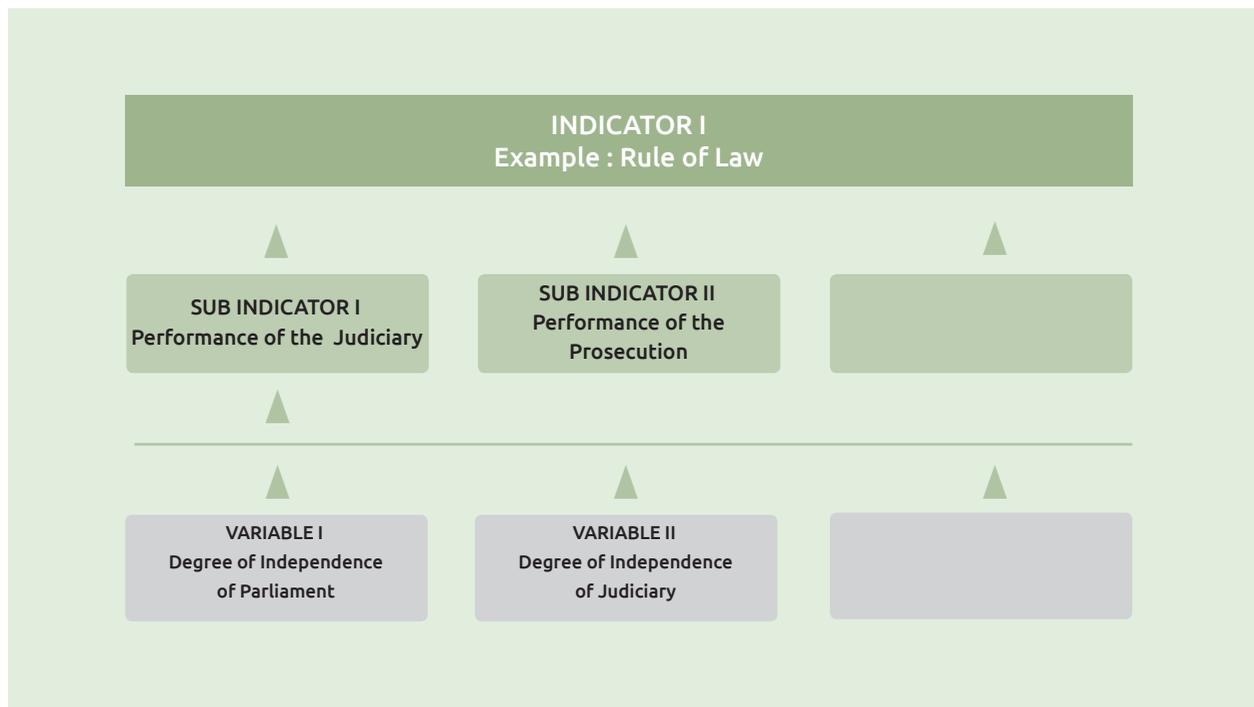
## 2.3. Scoring and data analysis

The scoring was done after confirmation of data validity, the basis on which the RGB updated its database before using standard statistical methods. The draft scorecard was submitted to relevant institutions (data providers) and the institutions were given the opportunity to provide comments and responses. After integrating relevant feedback, the RGB proceeded to conduct data analysis and publication.

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 ranges from 0 to 100, where 0 is the worst and 100 the best score.

The following figure illustrates the methods used in scoring.

Figure 3: An illustration of RGS scoring method



The following are the detailed scoring methods:

**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, MDG/SDGs). In this case, the set targets would be considered as 100%. The attainment or exceeding of a target would result in full score while partial achievement of the target yields corresponding relative scores 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 the previous RGS.



# Highlights of the Rwanda Governance Scorecard 2016

## 3.1 Ranking System

The ranking of the indicators, sub-indicators and variables are derived from respective scores. The Color-coded ranking system is broken down as in the table on the right.

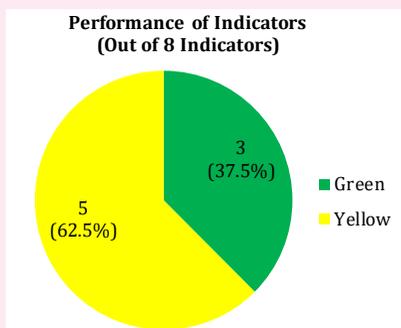
The ranking bar has been raised up for the RGS 2016 compared to the previous publications. Color ranking are attributed to the performance of indicators as follows:

Green starts from 80% and above; Yellow from 60% to 79.9%; Amber from 40% to 59.9% and Red from 0 to 39.9 . The change is explained by the increasing of the expectation of indicators' performance.

Table 1: Ranking System

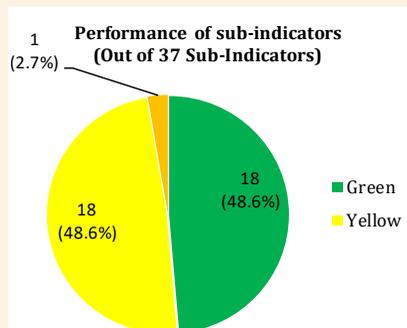
Previous Scores	Current Scores	Rank (in colors)
75 - 100	80 - 100	Green
50 - 79.9	60 - 79.9	Yellow
25 - 49.9	40 - 59.9	Amber
0 - 24.9	0 - 39.9	Red

Figure 4: Performance of Indicators, sub-indicators and variables



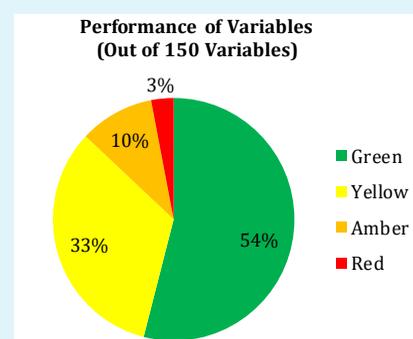
Out of 8 indicators, 3 (37.5%) scored green and 5 (62.5%) scored yellow. In comparison with the previous Edition, there is a slight decrease in performance of indicators because the RGS 2014 had 6 indicators in green while 2 were in yellow.

This can be attributed by the slight adjustment in scoring methods. In the RGS 2016, indicators start to score green from 80% whilst it was 75% in the 2014.



For sub-indicators, out of 37 sub-indicators, 18 (48.6%) scored green and other 18 (48.6%) scored yellow while 1 (2.7%) scored amber. It is observed that the number of sub-indicators slightly changed from 36 in the 2014 to 37 in the 2016 edition.

This is due to the introduction of two new sub-indicators in the Rule of Law. There is Performance of the Legislature and the Use of ICT in the Justice sector while the sub-indicator of Separation of powers was removed to be assessed under the performance of the Judiciary.

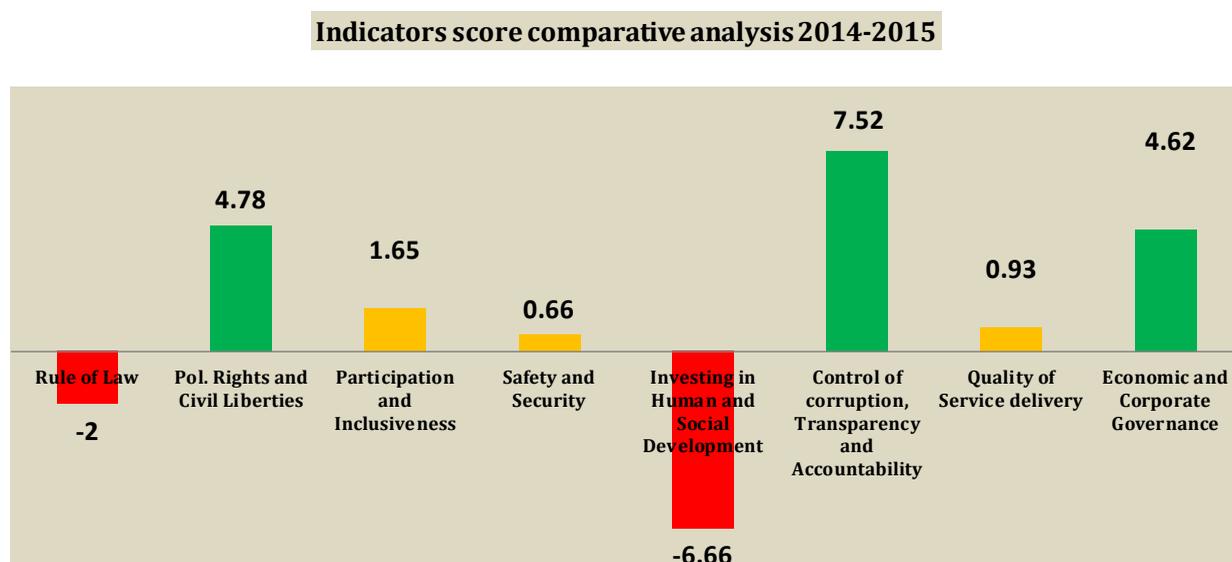


Lastly, out of 150 variables, 81 (54%) scored green, 50 (33.3%) scored yellow, 15 (10%) scored amber and 4 (2.7%) scored red. Like sub-indicators, the number of variables slightly changed from 163 in the 2014 to 150 in the 2016.

This is again due to the improvement in the assessment of indicators which also influenced the number of sub-indicators and variables.

## 3.2. Highlights of the indicators and sub-indicators

Figure 5: The RGS 2016 performance of Indicators' scores compared to the RGS 2014



In the RGS 2016, six indicators improved compared to the 2014 scores. The most improved indicators are Control of Corruption, Transparency and Accountability which performed the best with a percentage increase of + 7.52, followed by Political Rights and Civil Liberties which also improved by + 4.78.

Economic and Corporate Governance indicator recorded a + 4.62 increase, while Participation and Inclusiveness, Quality of Service Delivery, and Safety and Security indicators slightly improved by + 1.65, + 0.93 and + 0.66 respectively.

Two indicators decreased namely Investing in Human and Social Development -6.66 and Rule of law -2. Due mainly to the introduction of new sub-indicators and variables in Rule of Law and Investing in Human and Social Development and their measurement for better assessment.

Table 2: The RGS, 2016 compared to the previous publications since 2011

Indicator	1st Edition	2nd Edition	3rd Edition	4th Edition	Change over 5 years	TREND
Rule of Law	67.71	73.37	81.68	79.68	+11.97	▲
Political Rights and Civil Liberties	71.43	73.62	77.05	81.83	+10.4	▲
Participation and Inclusiveness	74.23	75.26	75.36	77.01	+2.87	▲
Safety and Security	87.26	91.35	91.96	92.62	+5.36	▲
Investing in Human and Social Development	82.41	78.8	81.54	74.88	-7.53	▼
Control of Corruption Transparency and Accountability	76.22	77.1	79.04	86.56	+10.34	▲
Quality of Service Delivery	66.21	70.44	72.00	72.93	+6.72	▲
Economic and Corporate Governance	N/A	74.93	72.20	76.82	+1.89	▲

Out of 8 indicators, two (Safety and Security and Control of Corruption, transparency and Accountability) have constantly performed well and scored green from the first edition to the current.

Although Quality of Service Delivery and Economics and Corporate Governance indicators remained yellow as ranking, they have recorded slight improvement over time. Rule of Law is the all time best improver. It has registered a 11.97% cumulative increase in six years, from 67.71%, in the first edition, to 79.68% in the current edition.

Investing in Human and Social Development indicator recorded a -7.53% decrease in six years. In reality, this decrease in score does not reflect a regression in performance. It is mainly due to the inclusion of emerging global challenges affecting Rwanda, and related to the climate change and environmental resilience. Those variables have been introduced to drive national foresight, in order to mitigate these challenges of global nature.

Table 3: Utmost and least performing sub-indicators			
Utmost performing sub-indicators (Above 85%)	Score (%)	Least performing sub-indicators ( Below 70%)	Score (%)
National security	<b>99.73</b>	Service Delivery in Social sector	<b>68.20</b>
Core international human rights conventions	<b>97.78</b>		
Maintaining security	<b>94.44</b>		
Performance of the Prosecution	<b>91.80</b>		
Private Sector Promotion	<b>90.00</b>	Vibrancy of Civil Society Organizations in policy formulation	<b>67.33</b>
Personal and Property Safety	<b>89.20</b>		
Control of corruption	<b>87.77</b>		
Reconciliation, social cohesion and Unity	<b>87.11</b>	Citizen participation	<b>64.78</b>
Power sharing	<b>87.10</b>		
Incidence of corruption	<b>86.13</b>		
Rights to media freedom	<b>85.85</b>	Social protection	<b>63.38</b>
Transparency and Accountability	<b>85.78</b>		
Respect for human rights	<b>85.60</b>	National capital and export promotion	<b>53.05</b>

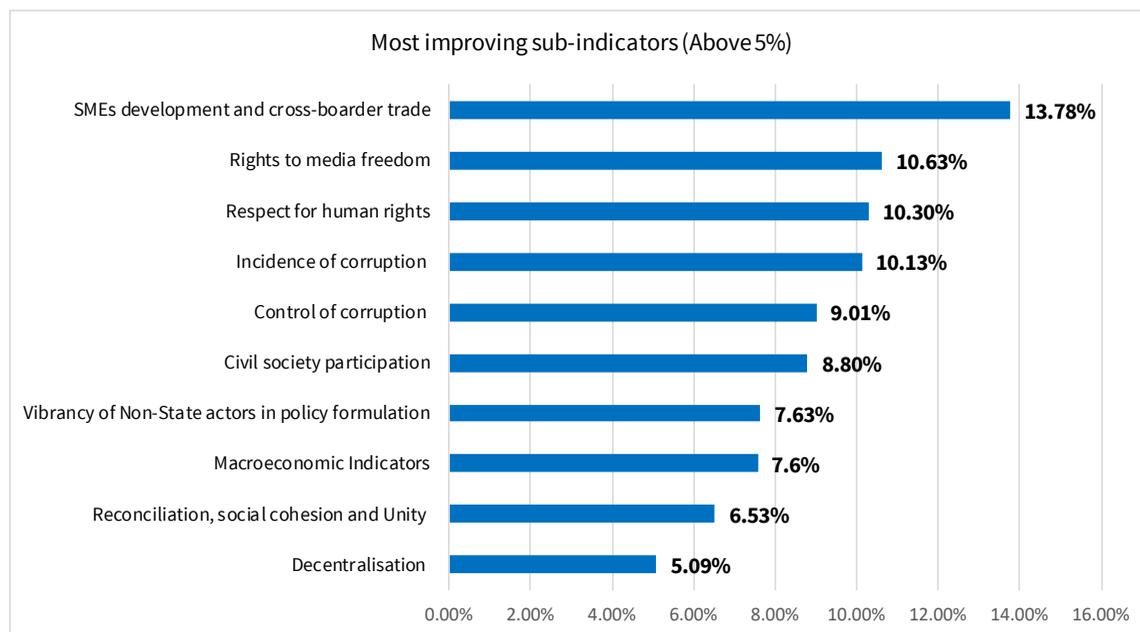
On the one hand, out of 37 sub-indicators, 18 (48.64%) scored above 80%, are considered the best performing and therefore ranked in the green color category. Among these, 4 are of Safety and Security, 4 of the Political Rights and Civil Liberties; whereas 2 are of Control of Corruption, Transparency and Accountability indicators.

In addition, the 3 indicators, the Rule of Law, Participation & Inclusiveness; and Economic & Corporate Governance, each has 2 best performing sub-indicators.

While on the other hand, 5 (13.51%) sub-indicators scored below 70% and are, considered to be the least performing and therefore ranked in the yellow and amber colors category downwards.

The least performing sub-indicators are of Economic and Corporate Governance; Quality of Service Delivery; Political Rights and Civil Liberties and Participation and Inclusiveness indicators, which have each one sub-indicator in the least performing category. Lastly, 14 (37.83%) sub-indicators scored between 70 and 80%.

Figure 6: Most improving sub-indicators



Compared to previous scores, out of 37 sub-indicators, 10 have improved their score by + 5%. The best improving sub-indicator is SMEs development and Cross-Border Trade of Economic and Corporate governance indicator, which has improved by +13.78 % in the RGS 2016.

Also Rights to media freedom, respects for human rights and reduction of incidence of corruption have all improved by 10%. Furthermore, it is worth noting the improvement of 7-8% by civil society participation and vibrancy.



### 3.3. Highlights of the variables: Utmost and least performing variables

**Table 4: Utmost and least performing variables**

Range of scores	Number of variables	% as per variables
(a) Above 80%	81	53.70%
(b) Between 60 and 80%	50	32.71%
(c) Between 40-60%	15	10.49%
(d) Below 40	4	3.08%
<b>Total</b>	<b>150</b>	<b>100.00%</b>

On the 150 variables, 81 (53.70%) scored above 80% ranked in green category, and they make 53.7% of all variables. 50 variables (32.71) scored between 60 and 80% and are ranked in yellow.

15 variables (9.86 %) scored between 40 and 60% and are ranked in amber, and 4 variables scored below 40%, ranked in red, and they make 2.63% of 150 variables.

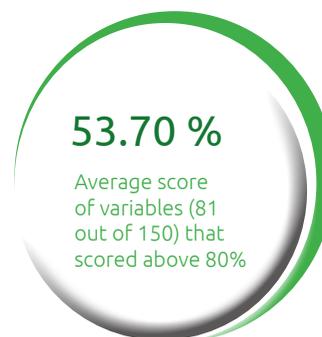
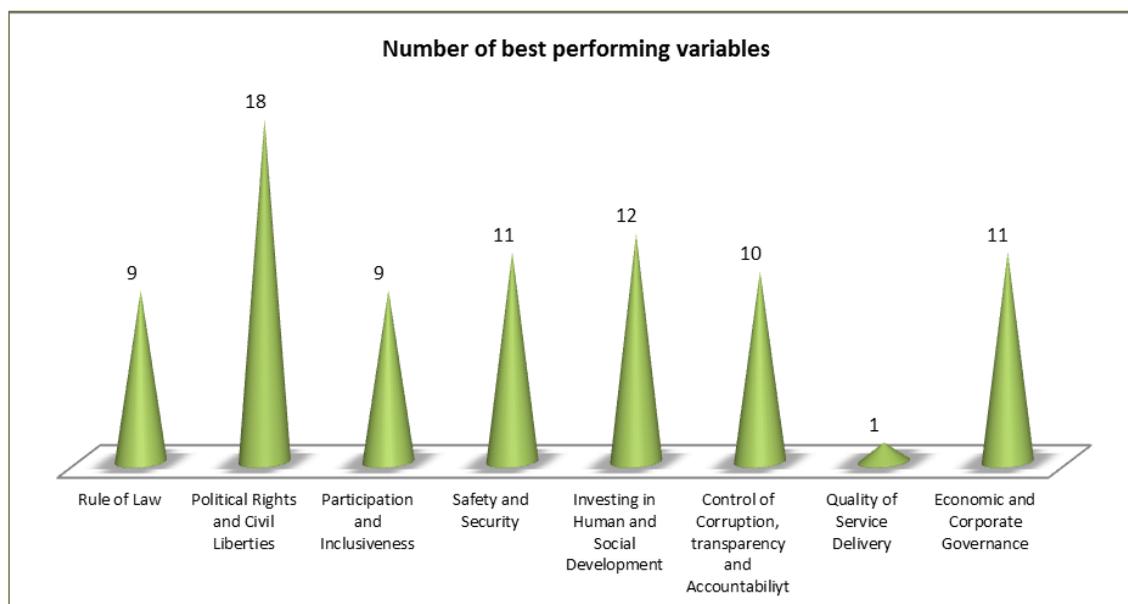
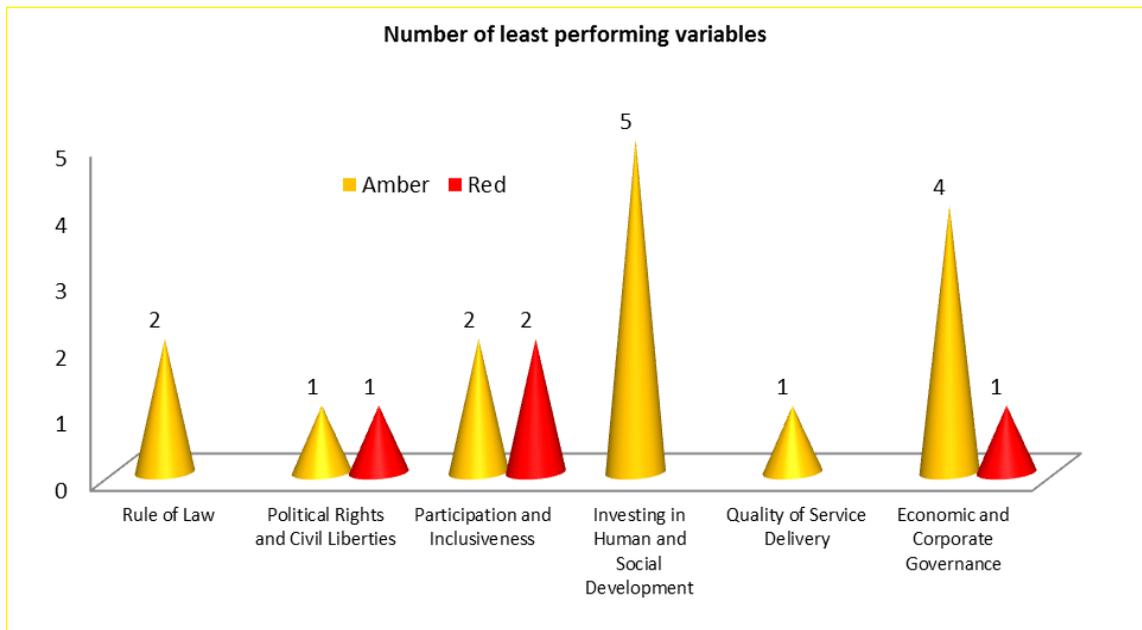


Figure 7: Number of best performing variables



All 8 indicators have high performing indicators (above 80%). Political rights and civil liberties has the highest rate of best performing variables 22.2% (18) while Quality Of Service Delivery has the lowest rate of best performing variables with 1.23% (1).

Figure 8: Number of least performing variables

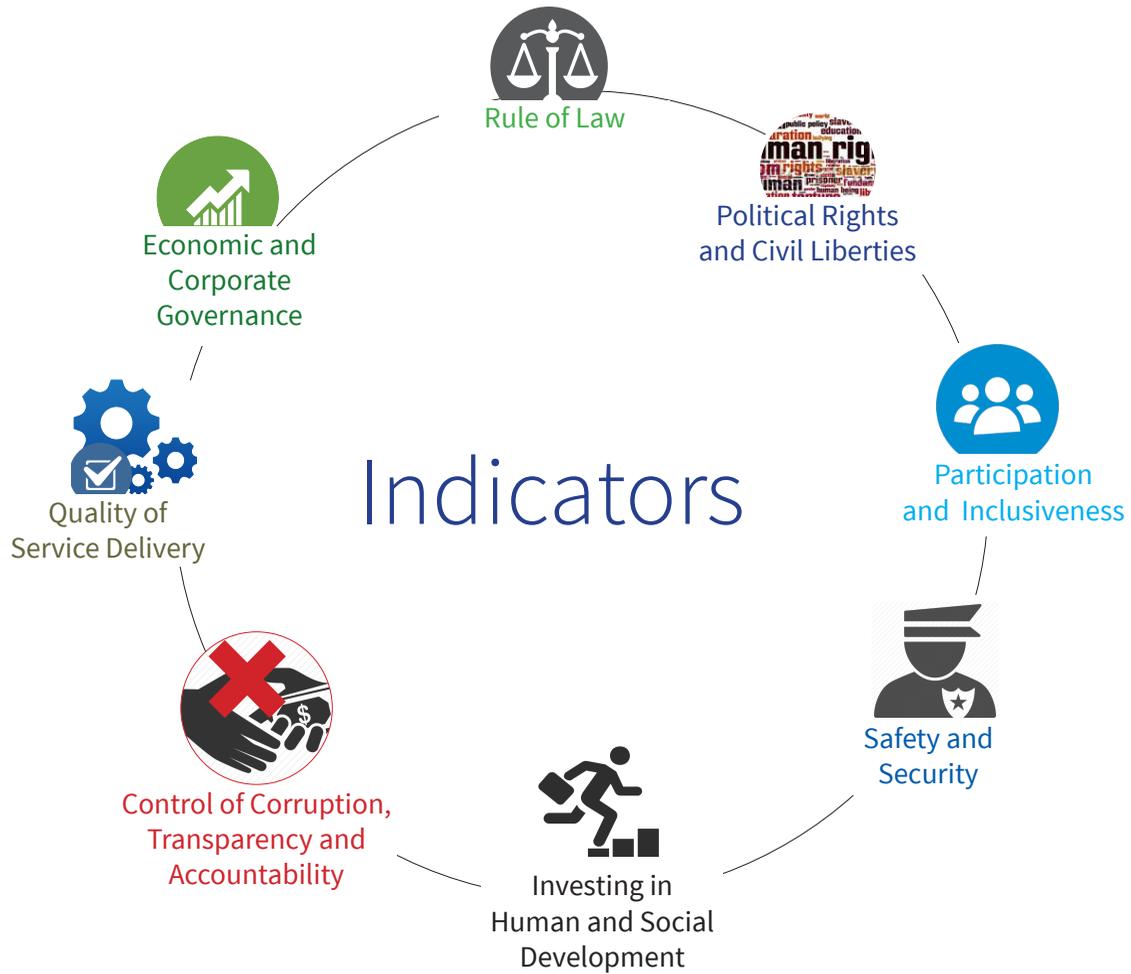


Of 19 variables that scored between 0 and 60 (i.e. Red and Amber), Investing in Human and Social Development has five (5), Economic and Corporate Governance has four (4), Rule of Law and Participation and inclusiveness have two (2) while Political rights and civil liberties and Quality of service delivery have one (1) each in amber.

Participation and Inclusiveness have two (2) variables in red while Political Rights and Civil Liberties, as well as Economic and Corporate Governance record one variable in red each.

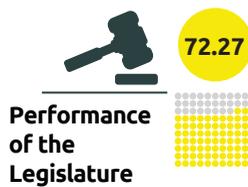
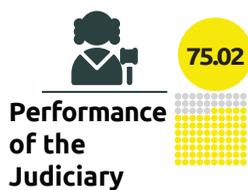


# Performance of Indicators

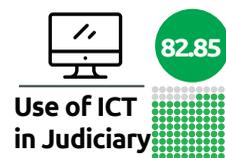




## Rule of Law



## RULE OF LAW



The Rule of law is a principle of governance by which in a governed society laws are enacted, administered, and enforced in an accessible, fair, and efficient manner.

Where Justice is delivered timely by competent, ethical, and independent representatives and neutrals that are of sufficient number, have adequate resources, and reflect the makeup of the communities they serve.

The state and its institutions protect fundamental and core human rights, provide security of persons and property.

The Rule of law includes the Performance of the Judiciary, performance of the legislature, performance of the Prosecution, Use of ICT in judiciary and Access to justice.

The RGS 2016 slightly changed the composition of the sub-indicators of Rule of Law. A new sub-indicator of the use of ICT in justice service delivery is added to the existing sub-indicators, performance of the judiciary, prosecution and the access to legal aid.

The intent of adding the use of ICT in delivery of justice services is mainly to reflect new developments in the Rwandan justice sector in regards to facilitate service solicitors efficiently and effectively. In the period under review, 194 Implementing Legal Instruments were prioritized, among which 79.8% were successfully drafted.

It is important to mention that also 37 laws were prioritized for reform, which 28 (75.7%) of them were analyzed. In this year, 20 laws (71.4% of the analyzed) were drafted.

Cases handled by Mediation Committees (Abunzi), continued to increase. The Abunzi services remain a living testimony of a tremendous pace made by the Rwandan justice system. It has handled at least 91.80% of cases received, while the remaining ones were oriented in other courts.

In this year's scorecard, of the rate of GBV cases processed verse those received increased to 97.7% of all received cases.

#### ACCESS TO JUSTICE AND THE USE OF ICT

The access to legal aid has been advancing. Ministry of Justice has been assisting the most vulnerable citizens through different platforms namely e.g the Legal Aid Week (LAW). 72.1% of the citizens have expressed their satisfaction with Bureau of Justice (MAJ) or "Maison d'Access a la Justice" activities; while those appreciating the work done by Abunzi has increased from 76% in the RGS 2014 to 79% in the RGS 2016.

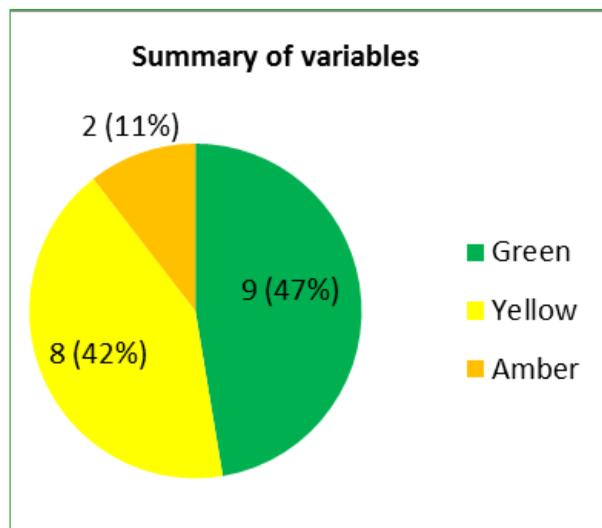
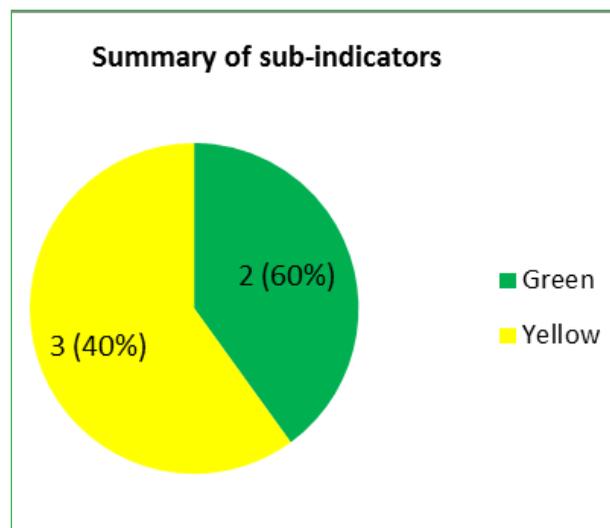
The use of ICT has incredibly contributed to the performance of the justice sector in Rwanda. In the year 2015, the Integrated Electronic Case Management System (IECMS) was developed, installed and used. Following an intensive training of trainers, administrators and end users. The system is currently operational in 18 entities, 8 primary courts and 14 prisons. These efforts resulted into an International Gold Trophy for e-filing system awarded to the Rwandan Judiciary in 2016.

## 4.1. Findings

Table 5: Data and Scores

INDICATOR	S/N	SUB-INDICATOR	DATA	SOURCE OF DATA	SCORES	RATING	
RULE OF LAW	<b>1</b>	<b>Performance of the Judiciary</b>			<b>75.02%</b>		
	1.1	% of citizens expressing trust in fairness of the courts	78.30%	CRC 2015	78.30%		
	1.2	% of Cases processed by the courts against all cases in courts	89.00%	Supreme Court, 2015	89.00%		
	1.3	% of Backlog of court cases awaiting trial more than 6 months	37.00%	Supreme Court, 2015	63.00%		
	1.4	Citizens' Level of satisfaction on implementation of court resolution	74.80%	CRC 2015	74.80%		
	1.5	Independence of courts	67.40	CRC, 2015	67.40%		
	1.6	Disposal pace	Composite variable	Supreme Court, 2015	77.60%		
	<b>2</b>	<b>Performance of the Prosecution</b>			<b>91.80%</b>		
	2.1	% of backlogs processed	100.00%	NPPA, 2015	100.00%		
	2.2	% of criminal cases processed	99.20%	NPPA, 2015	99.20%		
	2.3	% of gender based violence cases processed	97.70%	NPPA, 2015	97.70%		
	2.4	% of convicted cases against cases submitted to courts	92.90%	NPPA, 2015	92.90%		
	2.5	Level of satisfaction (arrest and detention)	69.20%	TI-Rw 2015	69.20%		
	<b>3</b>	<b>Access to Justice</b>			<b>76.48%</b>		
	3.1	Citizen satisfaction for access to legal aid	64.40%	CSDB 2015	64.40%		
	3.2	Bureau of Justice (MAJ)	Composite variable	MINIJUST	86.05%		
	3.3	% of citizens satisfied with Abunzi performance	79.00%	CRC, 2015	79.00%		
	<b>4</b>	<b>Performance of The Legislature</b>			<b>72.27%</b>		
	4.1	Performance in the Oversight of the Government Actions	Composite variable	Parliament, 2015	58.64%		
	4.2	Performance in Legislative matters	85.90%	Parliament, 2015	85.90%		
	<b>5</b>	<b>The use of ICT in Delivery of Justice</b>			<b>82.85%</b>		
	5.1	Case filing in Primary Courts	51.06%	Supreme Court, 2015	51.06%		
	5.2	Case filing in Commercial Courts	99.98%	Supreme Court, 2016	99.98%		
	5.3	Case filing in Supreme Court	97.50%	Supreme Court, 2016	97.50%		
	<b>Overall Score</b>					<b>79.68%</b>	

## 4.2. Summary of the sector performance



Out of 5 sub-indicators of the Rule of Law, 3 are yellow and 2 are green. Out of 19 variables; 2 (11%) are amber, 8(42%) yellow and 9 (47% are green.

In the RGS 2016, the indicator score decrease is attributed to the adjustment of some of the sub-indicators as well as the introduction of new ones.

But also, the performance of judiciary decreased by -5.24% compared to the previous scorecard. The main challenge is seen where the disposal pace of cases is affected by backlog. The access to Justice sub-indicator decreased by -3.77%.

The two sub-indicators introduced in the RGS 2016, are the performance of the legislature and use of ICT in delivery of justice which scored 72.27 and 82.85% respectively.

### 4.3 Sector Specific Recommendations

- ▶ Adopt innovative solutions to address the issues of disposal pace backlogs, especially in the Supreme Court and increase citizens's trust of the judiciary.
- ▶ Awareness about MAJ services and make them known to citizens
- ▶ Expand the use of ICT in case filing in primary courts to enhance better services delivered to citizens;
- ▶ To improve the engagement with the citizens as per parliamentary standards;
- ▶ To improve the oversight of the government actions by the parliament as per action plan.



## Political Rights and Civil Liberties



### POLITICAL RIGHTS AND CIVIL LIBERTIES



The Political Rights and Civil Liberties entails democratic rights and freedoms, where all people are entitled to freely do all lawful activities. In Political Rights and Civil Liberties indicator, these rights are assessed through the following sub indicators: Vibrancy of civil society organizations in policy formulation, rights to media freedom, political parties' registration and operations, access to public Information, respect of human rights and core international human rights conventions.

The Rwandan constitution guarantees many basic rights and freedoms, including the right of the individual to life, liberty, security of the person and enjoyment of property. Democratic rights and freedoms are fundamental rights embedded in the constitution.

In Rwanda, in last two years there has been two constitutional events that confirmed the citizens exercise their rights: the Local Government Leaders and Referendum elections. Both elections were conducted in free and fair manner, and this has contributed hugely to the indicators performance.

The Referendum; millions of citizens petitioned through a referendum vote. 98.3% of Rwandans, as per their political rights, shaped the policy and the future of their country. The event that reaffirmed the exercised political rights.

The RGS 2016 measures, as the SDGs #16 does, rights to media freedom to ensure among others, public access to information and protection of fundamental freedoms are in accordance with national legislation and international agreements.

The significance of an independent and professional media as an essential component of democratic governance is acknowledged in law and practice.

In 2016, the number of local operating CSOs nearly totalled 2, 000. For only in the last six years, the number of registered CSOs exceeded those registered in the five decades ago combined.

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In 2016, already 12 TV cables (1 public, 11 private) were on air in Rwanda. Currently, there are 36 radios; 80 online web based outlets, mainly private, community and Civil Society Organizations (CSOs) owned.

Since 2013, Rwanda, as the 11th African country to do so, has Access to Information Law in place. Also, since 2012, democratic governance framework expanded platforms and space for civil and political participation.

In 2016, the number of local operating CSOs nearly totalled 2, 000. For only in the last six years, the number of registered CSOs exceeded those registered in the five decades ago combined.

For the local media to afford printing their newspapers, the government has put facilities at their disposal with reasonable costs.

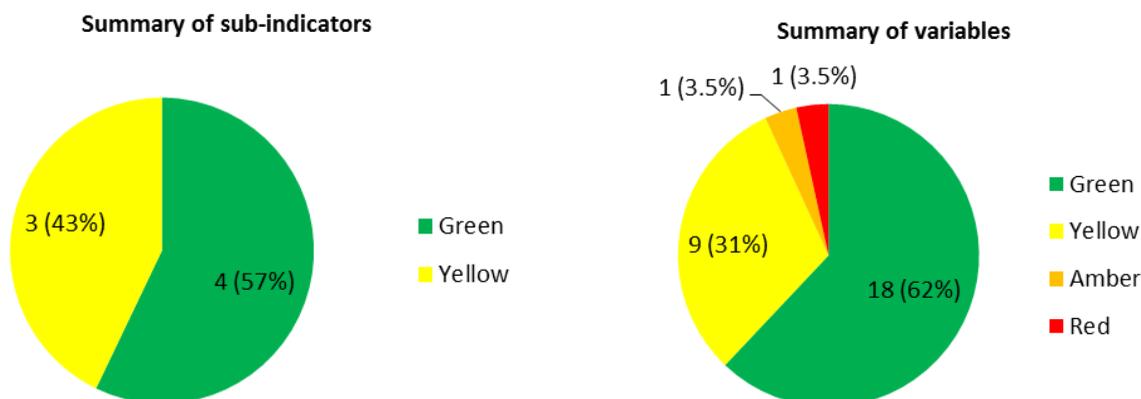
## 5.1. Findings

Table 6: Data and Scores

INDICATOR	S/N	SUB-INDICATOR	DATA	SOURCE OF DATA	SCORES	RATING
POLITICAL RIGHTS AND CIVIL LIBERTIES	1	Democratic Rights and Freedoms			83.10%	
	1.1	Right to organize political parties	68.50%	CSDB,2015	68.50%	
	1.2	Access of political parties to public political campaign	76.80%	TI Rwanda, 2015	76.80%	
	1.3	Universal adult suffrage for all citizens	94.10%	NEC, 2016	94.10%	
	1.4	Respect for the principles of Democracy	86.80%	CRC, 2015	86.80%	
	1.5	Right to elect leaders of choice	81.50%	CSDB, 2015	81.50%	
	1.6	Freedom of speech	90.90%	CRC, 2015	90.90%	
	2	Vibrancy of Civil Society Organizations in policy formulation			67.33%	
	2.1	Academia	55.70%	TI Rwanda, 2015	55.70%	
	2.2	Media	74.00%	RMB 2016	74.00%	
	2.3	CSO in influencing public policy	72.30%	CSDB, 2015	72.30%	
	3	Rights to media freedom			85.85%	
	3.1	Freedom of expression is guaranteed in law and respected in practice	90.50%	RMB, 2016	90.50%	
	3.2	Right to information	85.20%	RMB, 2016	85.20%	
	3.3	Editorial independence	90.50%	RMB, 2016	90.50%	
	3.4	Journalist's right to protect their Sources	77.20%	RMB, 2016	77.20%	
	4	Political parties Registration and operations			74.93%	
	4.1	Registration of political Parties by an independent body	100.00%	PMO	100.00%	
	4.2	Political parties with operational bureau in at least 50% of Districts	3/11	NFPO, 2015	27.00%	
	4.3	% of political parties represented in the Parliament	8/11	Parliament, 2015	72.72%	
4.4	% of parties submitting annual financial statement as required by law	100.00%	Ombudsman , 2015	100.00%		

POLITICAL RIGHTS AND CIVIL LIBERTIES	5	Access to public information			78.21%	
	5.1	Citizen satisfaction with access to information	65.00%	CRC, 2015	65.00%	
	5.2	Existence of the law on access to Public Information	100.00%	PMO	100.00%	
	5.3	Civil liberties	82.05%	CSDB, 2015	82.05%	
	5.4	Media availability for citizens	65.80%	RMB, 2016	65.80%	
	6	Respect for human rights			85.60%	
	6.1	% of cases processed by NHRC against those reported	90.41%	NHRC	90.41%	
	6.2	Level of citizen satisfaction with respect of human rights	89.20%	CRC, 2015	89.20%	
	6.3	Fundamental rights	77.20%	CSDB, 2015	77.20%	
	7	Core international human rights conventions			97.78%	
	7.1	Number of UN International Human rights Conventions ratified against total number of conventions to be ratified	88.90%	NHRC	88.90%	
	7.2	Number of UN international human rights conventions adopted against those ratified	100.00%	NHRC	100.00%	
	7.3	Number of reports on human rights submitted in time against the number of reports required by UN bodies	100.00%	NHRC	100.00%	
	7.4	Number of AU International Human rights Conventions ratified against total number of conventions to be ratified	100.00%	NHRC	100.00%	
	7.5	Number of AU international human rights conventions domesticated against those ratified	100.00%	NHRC	100.00%	
	<b>Overall Score</b>					<b>81.83%</b>

## 5.2. Summary of the sector performance



Out of 7 sub-indicators making up the Political Rights and Civil Liberties Indicator, 4 ranked in green category and 3 ranked in yellow category. The overall indicator scored at 81.83%, and it has improved by +4.78% from the RGS 2014,

Nearly all sub-indicators have contributed to the indicator improvement overall score. The current data from Rwanda Media Barometer and Civil Society Development Barometer show a significant improvement in this regard compared to the other previous surveys of these two sources.

There has been a quite improvement on the editorial independence, and in this scorecard, this variable increased by +24.1 from 66.4% in RGS 2014 to 90.5% in RGS 2016. This indicates the expansion and a conducive and flourishing environment for the media practices freedoms.

The sub-indicator of academia performance is still low as well as citizen access to information.

### 5.3 Sector Specific Recommendations

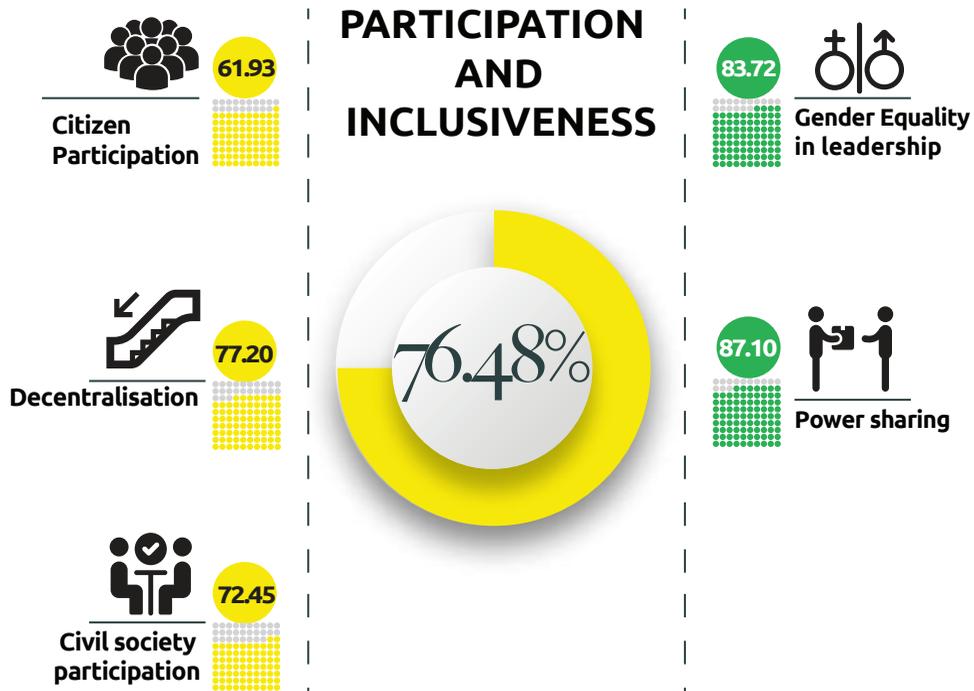
▶ Continue to strategically strengthen existing mechanisms and strategies geared towards empowering civil society organizations particularly the academia's participation in public policy making processes.

▶ Continue encouraging political parties citizens engagement towards development at local level, and build their structure. This is in line to using the political open space advantages.

▶ Civil Society Organizations should increase their role in policy formulation and policy advocacy for citizens.



## Participation and Inclusiveness



Participation and inclusiveness are understood from a wide range of perspectives. However, democratic institutions flourish when all layers of a society are represented. An informed and empowered citizenry is a crucial component of growth, societal stability and wellbeing. Overall, participation and inclusiveness is understood as, when all groups of people, in a setting, participate in decision-making and contribute to creating opportunities; share the benefits from them, in all aspects of life.

Participation and inclusiveness indicator includes five sub-indicators; that are Citizen Participation, Decentralization, Civil society participation, Gender Equality in leadership and Power Sharing.

Citizen Participation has been empowered by and large through the Rwanda's known Home Grown Solutions (HGSs); where these have increased, greatly impacted citizens' involvement in contributing to solutions and decision making process.

Such approaches are well known in Umuganda, and National Umushyirano Council (NUC) among other socioeconomic and political solutions. Umushyikirano is an example where Rwandans shape the country's policy. Since it started, Umushyikirano has contributed to 95.8% of citizens' ownership and participation in government policy making, and has increased the economic development by 95.4%.

CSOs at both the local and national levels, through the Joint Action Development Forum (JADF), contribute and ensure participatory, transparent and accountable mechanisms to district planning and budgeting. CSOs have enormously been strengthening citizens participation in policy formulation, implementation and monitoring.

Through these coordinated approaches, citizens contribute to sustainable agriculture and food security which are among priorities in Rwanda's Economic Development and Poverty Reduction Strategy (EDPRS). Rwanda is among global leading nations in gender empowerment and equality in leadership. Currently, women hold 64% of parliament seats and it is the highest proportion of women MPs in the in the world.

Power sharing as, a system of governance in Rwanda, is a consensus building instead of "the winner-take-all" . This has been also confirmed by a 2010 study of the Senate on political pluralism and power sharing in Rwanda, which revealed that 86 percent of Rwandans believe there is adequate power sharing in the country.

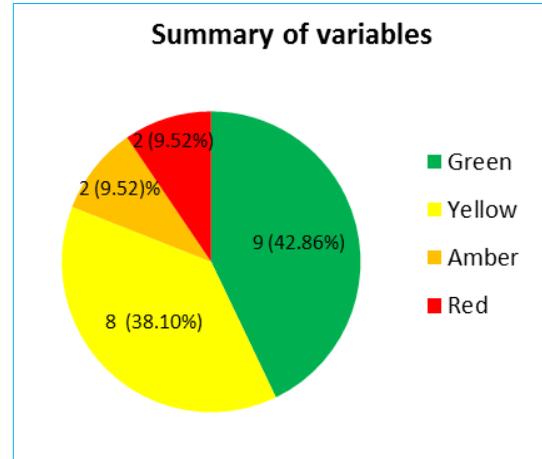
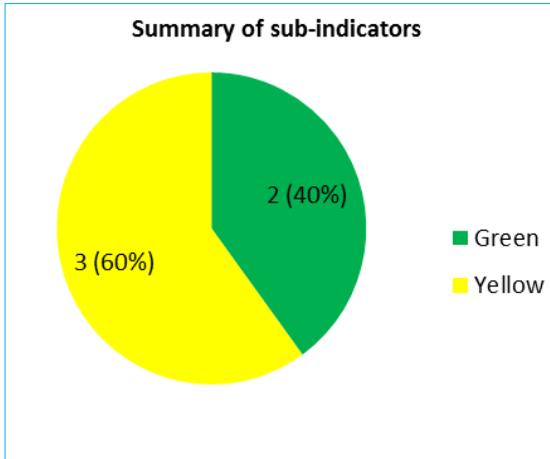
## 6.1. Findings

Table 7: Data and Scores

INDICATOR	S/N	SUB-INDICATOR	DATA	SOURCE OF DATA	SCORES	RATING
PARTICIPATION AND INCLUSIVENESS	1	Citizen participation			61.93%	
	1.1	% of citizens satisfaction with holding leaders accountable	81.60%	CRC, 2015	81.60%	
	1.2	% of citizens satisfaction in their participation in preparation of District budget and Plans	7.40%	CRC, 2015	7.40%	
	1.3	% of citizen satisfaction in their participation in elections	87.00%	TI Rwanda, 2015	87.00%	
	1.4	% of citizens satisfaction in their participation in giving suggestions/ options during Village committees	70.60%	CRC, 2015	70.60%	
	1.5	% of citizens satisfaction in their participation in community work activities (Umuganda)	84.30%	CRC, 2015	84.30%	
	1.6	% of citizens satisfaction with their financial contribution to Government programs	78.30%	CRC, 2015	78.30%	
	1.7	% of citizens satisfaction with their participation in performance contracts (Imihigo) planning	27.30%	CRC, 2015	27.30%	
	1.8	% of citizen satisfaction in their participation in decision making	Composite variable	CRC, 2015	59.00%	
	2	Decentralization			77.20%	
	2.1	Local Government budget as % of national budget (% of national budget allocated to LG budget)	22.00%	MINECOFIN, 2015	78.00%	
	2.2	Proportion of own revenue to overall district budget	19%	MINECOFIN, 2015	65.00%	
	2.3	Local government responsiveness	88.6%	CRC, 2015	88.60%	
	3	Civil society participation			72.45%	
	3.1	State-Civil Society dialogue relations	87.50%	CSDB, 2015	87.50%	
	3.2	Impact/ Effectiveness of CSOs	68.00%	CSDB, 2015	68.00%	
	3.3	CSOs Level of Organization	83.50%	CSDB, 2015	83.50%	
	3.4	Engage state and Private Sector	64.20%	CSDB, 2015	64.20%	
	3.5	CSOs Operational capacity	73.50%	CSDB, 2015	73.50%	
	3.6	Meeting societal needs	58.00%	CSDB, 2015	58.00%	

PARTICIPATION AND INCLUSIVENESS	4	Gender Equality in leadership			83.72%	
	4.1	Executives	Composite variable	NISR, national Gender Statistics Report, 2016	77.91%	
	4.2	Legislative	Composite variable	NISR, national Gender Statistics Report, 2016	88.00%	
	4.3	Judiciary	Composite variable	NISR, national Gender Statistics Report, 2016	85.25%	
	5	Power Sharing		CRC, 2015	87.10%	
	5.1	% of citizen satisfied with power sharing practice is respected	87.10%	CRC, 2015	87.10%	
Overall Score					76.48%	

## 6.2. Summary of the sector performance



The indicator was evaluated and given a score based on 5 sub-indicators and 21 variables. In reference to the 5 sub-indicators, 2 are green (high performance with more than 80%), while 3 scored yellow i.e. below 80%.

The general score for the participation and inclusiveness is fairly high with 76.48%. It shows a slight increase compared to the previous RGS (from 75.36% in RGS 2014 to 76.48% in the RGS 2016 mostly due to the decrease of the Citizen Participation sub-indicator which previously scored 71.68% in RGS 2014 and dropped to 61.93% in the current one.

It is apparently understandable that citizens are demanding more involvement especially in the planning and budgeting processes. Noteworthy, is the Civil Society Participation sub-indicator which registered a considerable increase from 63.65% in RGS 2014 to 72.45% in RGS 2016.

### 6.3 Sector Specific Recommendations

- ▶ Improve citizen participation in decision making especially in the planning process of Imihigo, planning of District Development Plans and Budgeting;

- ▶ Expand Councilors roles at districts and sectors in order to streamline the citizens' participation in Local government planning as to meeting societal needs

- ▶ Continue to increase citizen participation through available platforms at local level in order to meet societal needs



# Safety and Security



## SAFETY AND SECURITY



Safety and security is an important pillar and base of development and social stability, mainly because the demise of it, the Rwandan society succumbed in total darkness that ushered to the 1994 genocide against Tutsi.

With recognition of its importance in the country's governance, the RGS indicators development and findings included Safety and Security as one of the key dimensions while making this the governance measurement tool. This indicator consists of four sub-indicators: Maintaining Security, National Security, Personal Security; and Unity, Reconciliation and Social Cohesion.

Rwandans believe that domestic (internal) and regional peace and stability (security) play a significant role in development process. Thus, the need to strengthen the on-going measures includes legal and policy framework; development of institutional capacity to prevent and respond to criminal incidences and promote community safety.

Rwanda also continues to ensure a stable and peaceful internal environment. The country continues to contribute to regional and international initiatives for peace and dialogue in conflict resolution.

Presently, Rwanda is the 5th biggest Troop and Police Contributing Country (T/PCC) in peace support operations in the world, with over 5,500 troops and over 1000 Police in seven UN Missions. These include the African Union-United Nations Hybrid Operation in Darfur (UNAMID); the UN Mission in South Sudan (UNMISS); the UN Stabilization Mission in Haiti (MINUSTAH); the UN Mission in Liberia (UNMIL); the UN Interim Security Force in Abyei (UNISFA); the UN Operation in Côte d'Ivoire (UNOCI); and the International Support Mission to the Central African Republic (MISCA).

The above-mentioned frameworks and specific activities have significantly contributed to the steadiness of scores for the Safety and Security indicator.

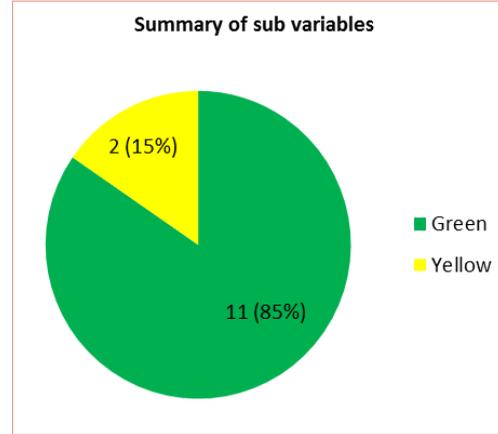
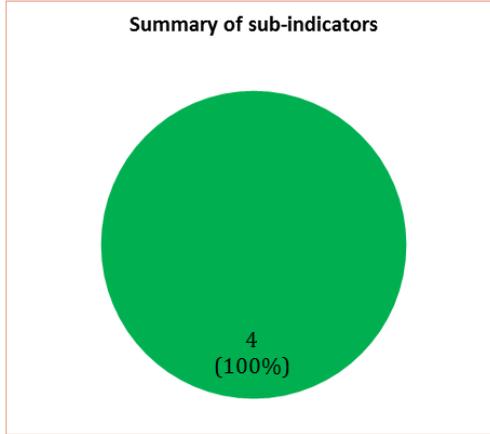
A 2016 Rwanda Reconciliation Barometer has shown that up to 92.5 per cent of Rwandans today feel that unity and reconciliation has been achieved and that citizens live in harmony, and feel more unified and live harmoniously together.

## 7.1. Findings

Table 8 : Data and Scores

INDICATOR	S/N	SUB-INDICATOR	DATA	SOURCE OF DATA	SCORES	RATING
SAFETY AND SECURITY	1	Maintaining security			94.44%	
	1.1	RDF	99.10%	CRC, 2015	99.10%	
	1.2	RNP	Composite variable	CRC, 2015 and RNP/MININTER, 2015	89.78%	
	2	National security			99.73%	
	2.1	Number of Internally Displaced People(IDP)	-	RNP/MININTER, 2015	100.00%	
	2.2	Battle death (civilians and combatants) on national territory	-	RNP/MININTER, 2015	100.00%	
	2.3	Level of satisfaction with security at the national level	99.20%	CRC, 2015	99.20%	
	3	Personal and Property Safety			89.20%	
	3.1	Homicides rates (per 100,000)	100%	RNP/MININTER, 2015	100.00%	
	3.2	Level of satisfaction with property security	86.10%	CRC, 2015	86.10%	
	3.3	Level of satisfaction with personal security	98.10%	CRC, 2015	98.10%	
	3.4	Confidence level in "Inkeragutabara"	78.80%	CRC, 2015	78.80%	
	3.5	Confidence level in " DASSO"	83.00%	CRC, 2015	83.00%	
	4	Unity, Reconciliation and social cohesion			87.11%	
	4.1	Citizens' trust in Country's leadership	Composite variable	CRC,2015	91.33%	
	4.2	Cohesion and Mutual Trust	Composite variable	NURC, Rwanda Reconciliation Barometer 2015	75.80%	
	4.3	Adherence to rwandanness (Ubunyarwanda )	94.20%	CRC, 2015	94.20%	
	Overall Score					92.62%

## 7.2. Summary of the sector performance



The indicator was evaluated and given a score based on 5 sub-indicators and 21 variables. In reference to the 5 sub-indicators, 2 are green (high performance with more than 80%), while 3 scored yellow i.e. below 80%.

The general score for the participation and inclusiveness is fairly high with 76.48%. It shows a slight increase compared to the previous RGS (from 75.36% in RGS 2014 to 76.48% in the RGS 2016 mostly due to the decrease of the Citizen Participation sub-indicator which previously scored 71.68% in RGS 2014 and dropped to 61.93% in the current one.

It is apparently understandable that citizens are demanding more involvement especially in the planning and budgeting processes. Noteworthy, is the Civil Society Participation sub-indicator which registered a considerable increase from 63.65% in RGS 2014 to 72.45% in RGS 2016.

### 7.3 Sector Specific Recommendations

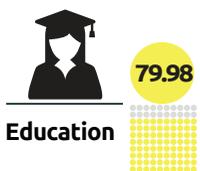
- ▶ Continue enhancing professionalism of community based security organs;

- ▶ Consolidate the awareness and the sensitization campaigns on “Ndi Umunyarwanda” to improve citizens’ adherence to rwandanness and importance of peacefulness at local levels;

- ▶ Enhance strategies to determine, prevent and respond to factors likely to fuel criminality;



# Investing in Human and Social Development



## INVESTING IN HUMAN AND SOCIAL DEVELOPMENT



The indicator of Investing in Human and Social Development, measures basic achievement levels in fundamental dimensions of human development and in Education, Health, social protection and Climate Change and Environmental resilience. The lack of human capacity and poor health standards are the major challenges for most of developing countries. Investing in quality education and health will lead to improved incomes, and increased opportunities within society.

Rwanda met nearly all the Millennium Development Goals (MDGs) by the end of 2015. In this, Home Grown Solutions have been significant pivots to keep Rwanda on track in meeting most of the MDGs by the end of 2015. The noticed strong economic growth was accompanied by substantial improvements in living standards, evidenced by a two-thirds drop in child mortality and the attainment of near-universal primary school enrolment.

A strong focus on home-grown policies and initiatives contributed to a significant improvement in access to services and human development indicators. According to data from the National Institute of Statistics of Rwanda (NISR, 2015), the poverty rate dropped from 59% in 2001 to 43% in 2014.

The effective and productive governance has accelerated gains in all aspects of life, both the social and economic.

Despite all challenges, social protection, in efforts to reduce poverty and vulnerability but enhancing people's capacity to manage economic and social risks, have drastically impacted thousands of Rwandans. For example Girinka program increased milk production by 89% in the last five years.

With the current global trends, climate change and unsustainable environmental activities still constitute a large part of emerging human development challenges.

As Rwanda struggles to have an ecosystem that can absorb disturbances, the country has been accredited as one of a few countries to access climate change finance through the Global Climate Change Fund Architecture. This will position Rwanda on the global scene in creating climate change resilience mechanisms.

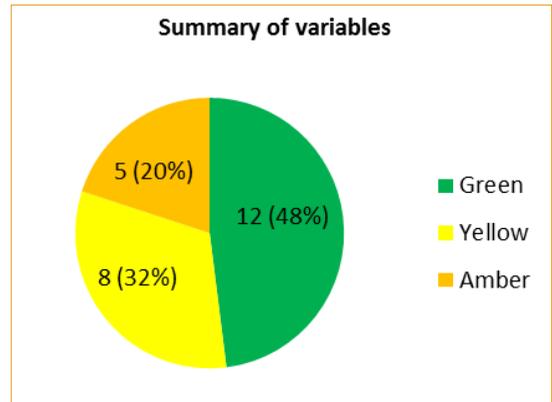
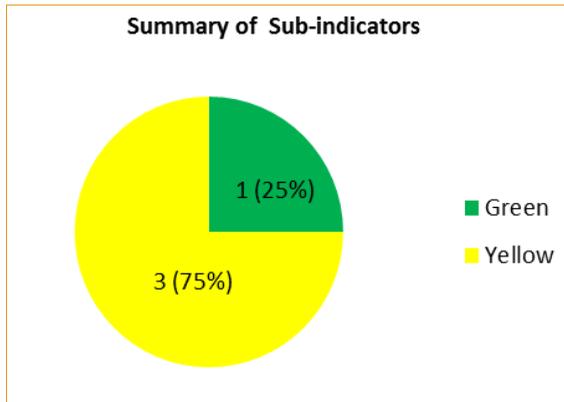
## 8.1. Findings

Table 9 : Data and Scores

Indicator	S/N	Sub-indicator	Data	Source of data	Scoring	Rating
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	<b>1</b>	<b>Education</b>			<b>79.98%</b>	
	1.1	Primary Education	Composite variable	MINEDUC, 2014	85.33%	
	1.2	Secondary Education	Composite variable	MINEDUC, 2014	87.38%	
	1.3	Tertiary Education	Composite variable	MINEDUC, 2014	77.60%	
	1.4	Literacy rate ( people aged between 15-24years)	86.20%	NISR, 2015	86.20%	
	1.5	Citizens' level of satisfaction with education services	63.40%	CRC, 2015	63.40%	
	<b>2</b>	<b>Health</b>			<b>80.51%</b>	
	2.1	Women aged 15-45 using modern contraceptive techniques (%)	66.00%	DHS 2015	66.00%	
	2.2	Life expectancy at birth (years)	64.5	NISR, 2012	97.70%	
	2.3	% Population covered by health insurance schemes	72.20%	DHS 2015	72.20%	
	2.4	Patients under ARV treatment (estimated at 3% of the total population)	94.00%	MOH,2015	94.00%	
	2.5	Immunization rate (full coverage)	92.60%	DHS 2015s	92.60%	
	2.6	Under 5 mortality rate (per 1,000 live births)	50	DHS 2015	100.00%	
	2.7	Ratio of doctors & nurses per population	Composite variable	MoH, 2015; DHS, 2015	74.06%	
	2.8	Diseases prevalence rate	Composite variable	MoH, 2015; DHS, 2015	68.01%	
	2.9	Maternal health	Composite variable	MoH, 2015; DHS, 2015	96.33%	

	2.10	Population growth rate (%)	2.40%	NISR, 2015	91.60%		
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	2.11	Total Fertility Rate ( children per women )	4.2	DHS 2015	71.42%		
	2.12	Child malnutrition rate	Composite variable	DHS, 2015	45.28%		
	2.13	Citizens' level of satisfaction with Health services	77.40%	CRC, 2015	77.40%		
	<b>3</b>	<b>Social protection</b>			<b>63.38%</b>		
	3.1	Level of Government investment in social development solutions (HG)	Composite variable	LODA, 2015; RAB, 2015	88.94%		
	3.2	% budget from own revenue allocated to FARG program	2.70%	FARG, 2016	45.00%		
	3.3	Level of the Implementation of pro poor-programs	56.20%	CRC, 2015	56.20%		
	<b>4</b>	<b>Climate Change and Environmental resilience</b>			<b>75.66%</b>		
	4.1	Land Management and Protection	Composite variable	MINAGRI, 2015; RNRA, 2015; MINIRENA, 2015	99.18%		
	4.2	Climate Change resilience	Composite variable	REMA, 2015	46.45%		
	4.3	Environmental protection	Composite variable	MINAGRI, 2015; RNRA, 2015; MINIRENA, 2015	99.18%		
	4.4	Environmentally Sustainable settlement and use of Energy	Composite variable	MINIRENA, 2015	57.86%		
	<b>Overall Score</b>					<b>74.88%</b>	

## 8.2. Summary of the sector performance



This indicator includes social related sub-indicators such as Education, Health, Social Protection and Climate Change and Environmental Resilience. The overall score of Investing in Human and Social Development is 73.68% a score which apparently decreased from 81.54% in the RGS 2014. This indicator was the least performer and this is mainly attributed to the fall in scores of the Education as well as the Climate Change and Environmental resilience sub-indicator as described below.

Among the existing sub-indicators, the Education sector decreased from 84.75% in the previous scorecard to 79.98% in the current Edition. Among other variables that contributed to this fall include the primary education from 89.69% in RGS 2014 to 85.33% in this edition and tertiary education that fell from 88.42% in 2014 Edition to 77.60% in this publication. Citizens' satisfaction with the education sector also fell from 69.10% in RGS 2014 to 63.40% in the RGS 2016.

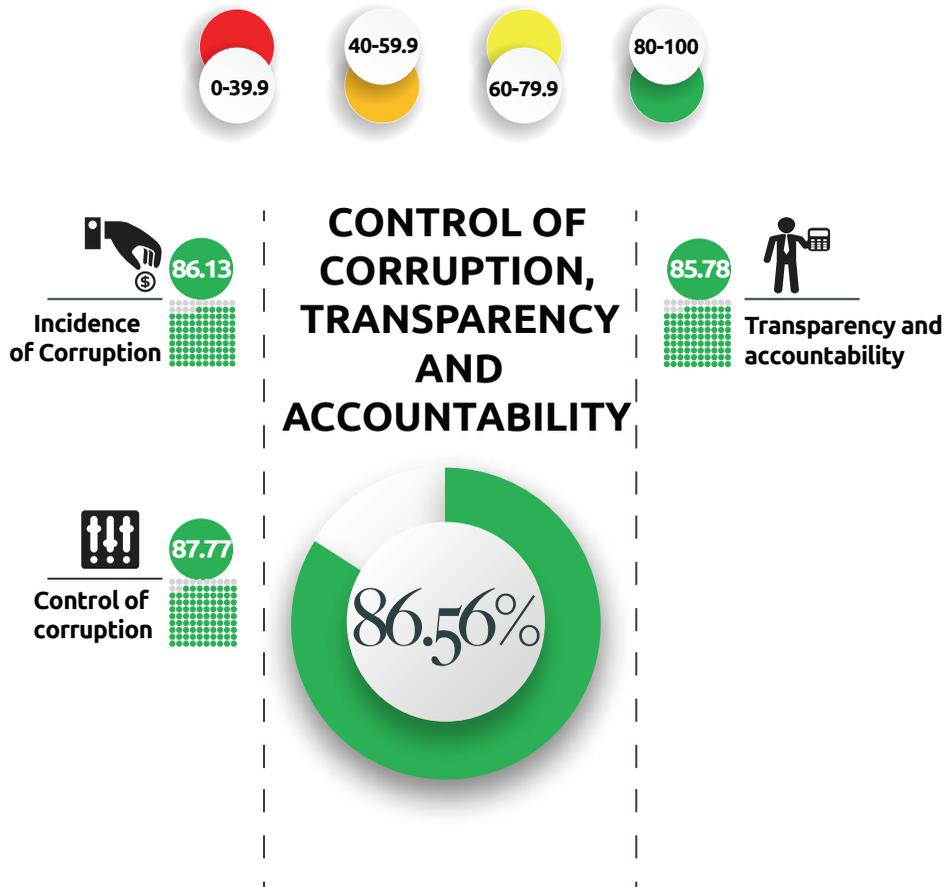
Climate Change and Environmental Resilience which had earlier scored 95.00% in the 2014 Edition is currently one of the sub-indicators that scored less in this indicator, with 75.66%; thus dropping by almost 19.34%. This decrease is attributed to the newly introduced variables which scored low. These include the climate change resilience which scored 46.45% and eEnvironmentally sustainable settlement and use of Energy which scored 57.86% in the RGS 2016.

### 8.3 Sector Specific Recommendations

- ▶ Put strategic mechanisms to address malnutrition rate among children;
- ▶ Concerned institutions to streamline and strengthen pro-poor programs.



## Control of Corruption, Transparency and Accountability



The Control of Corruption, Transparency and Accountability indicator captures perceptions of the extent to which public power is exercised for private gain. This includes both petty and grand forms of corruption. The indicator also measures the availability and clarity of information provided to the general public about government activities as well as establishment of criteria for evaluating the performance of public sector institutions.

Rwanda continues to be among the leading nations on the fight against corruption. This is reported and evidenced through various domestic and international media outlets. The country leads as the least corrupt in the East Africa region and comes in the top ten best on the continent. International Corruption Perception Index (CPI) 2015 ranked Rwanda seventh least corrupt on the continent the 44th globally.

The remarkable 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.

These results are certainly attributed to the Zero Tolerance anti-corruption campaigns, seen as pivotal to achieving good governance through prevention and relentless efforts in the fight against corruption at political level.

The prevention in form of awareness campaigns has been important part of the strategy to fight corruption in government institutions both at central and local levels. With a growing awareness of Gender-based as a form corruption, it has also been targeted among others. And efforts by all stakeholders contributed to fight against it with positive results.

Transparency and accountability was enhanced with a laudable improvement. There has been implementations and followed guidelines as best practices when it comes to public tender processes. The Auditor General report highlighted that there has been an improvement on how public funds are managed.

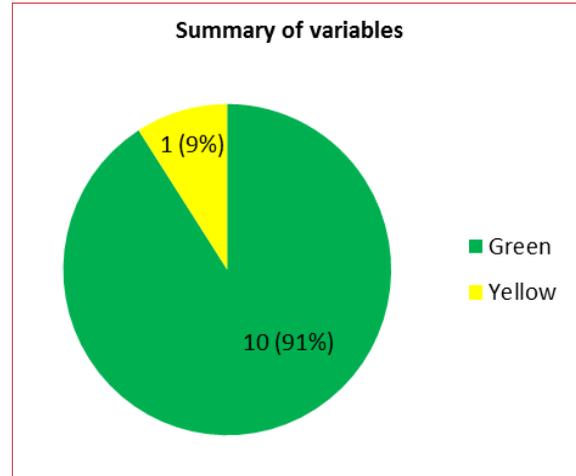
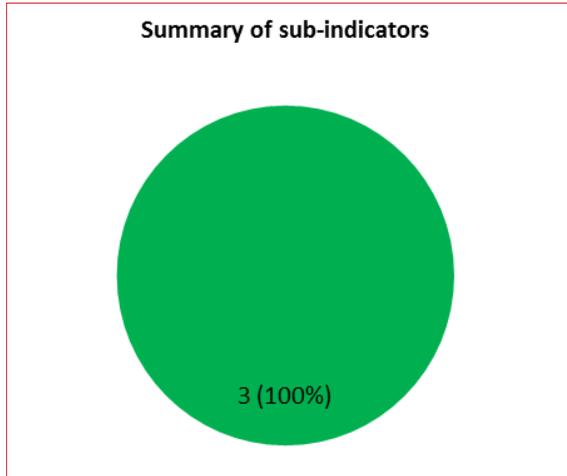
As evaluation progress in the area of Accountability, citizens have expressed their good satisfaction in holding authorities accountable for their actions. In addition to that the public officials declare their assets to the office of the Ombudsman clearly for accountability purposes.

## 9.1. Key findings

Table 10 : Data , source, scores and rating

INDICATOR	S/N	SUB-INDICATOR	DATA	SOURCE OF DATA	SCORING	RANKING
CONTROL OF CORRUPTION , TRANSPARENCY AND ACCOUNTABILITY	<b>1</b>	<b>Incidence of corruption</b>			<b>86.13%</b>	
	1.1	% of citizens reporting Personal Experience of corruption	18.10%	RBI 2015	81.90%	
	1.2	% of citizens who have encountered corruption while interacting with service providers	17.50%	RBI 2015	82.50%	
	1.3	Citizens perception of existence of high level of corruption	6.00%	RBI 2015	94.00%	
	<b>2</b>	<b>Control of corruption</b>			<b>87.77%</b>	
	2.1	% of citizens satisfaction with fighting corruption and injustice	83.50%	CRC, 2015	83.50%	
	2.2	Citizen's satisfaction on Government commitment to fight corruption)	96.30%	RBI 2015	96.30%	
	2.3	% of citizens satisfaction with performance of institutions in fighting corruption at local level	83.50%	CRC, 2015	83.50%	
	<b>3</b>	<b>Transparency and Accountability</b>			<b>85.78%</b>	
	3.1	% of amount awarded in Open tenders compared to all tenders	84.87%	RPPA, 2016	84.87%	
	3.2	Performance of Parliamentary Public Accounts Committee	79.79%	PAC, 2015	79.79%	
	3.3	% of annual national budget audited by Office of Auditor General	81.00%	OAG, 2015	81.00%	
	3.4	Citizens have the right to held authorities accountable of their actions	83.40%	CRC, 2015	83.40%	
	3.5	Asset Declaration	Composite variable	Ombudsman, 2015	99.85%	
	<b>Indicator Overall Score</b>					<b>86.56%</b>

## 9.2. Summary of the sector performance



Findings of this RGS 2016 reveal that this particular indicator scored 86.56, compared with 82.45% in the RGS 2014. All the 3 sub-indicators are in green. Looking at the 11 variables, findings indicate that 10 scored green, while only one scored yellow. This performance makes this indicator the best improved one (improved by 7%).

This scorecard reveals a satisfaction of both citizens and experts with the efforts of public institutions in fighting corruption. To this end, the score of Incidence of Corruption sub-indicator has increased from 76.00% in the RGS 2014 to 86.13% in the 2016; while the Control of Corruption sub-indicator has improved from 78.76% in the RGS 2014 to 87.77% in the RGS 2016.

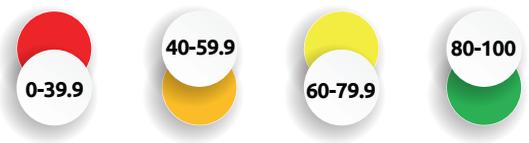
Nevertheless, the Transparency and Accountability sub-indicator is the least performer of the indicator as it increased only by nearly 3%. One of the contributing factors is the decrease in performance of the Parliamentary Public Accounts Committee compared to the previous scorecard from 85.33% in RGS 2014 to 79.79% in 2016.

### 9.3 Sector Specific Recommendations

- ▶ Enhance effective and most accurate strategies to continue fighting against corruption and ensure accountability across institutions



# Quality of Service Delivery



## QUALITY OF SERVICE DELIVERY



Quality of service delivery, as the fundamental role of government and private sector, provides interactions between service providers and users. The RGS 2016 Quality of Service Delivery indicator measures the ability of the central and local governments to provide vital services to the consumers in a citizen-centered approach. The level of accountability and provision of services to citizens promote citizen's the confidence and trust in public institutions and government as a whole.

In the RGS 2016, Quality of service delivery follows the government of Rwanda clusters, namely local governance and justice sectors, social sector (health and education) as well as economic sector which includes land, agricultural and infrastructural sectors.

The Government of Rwanda remains convinced that the quality of service delivery is an important part of confidence building and trust of citizens towards public institutions. Effective service delivery is key in attracting investors and stimulating spending in the country.

Since 2010, RGB has been conducting a perception survey on the satisfaction of citizens on service delivery. Each year, findings are published in the Citizen Report Card (CRC) and are used as source of data in the making of the RGS. Considering the poor performance of the service delivery indicator in the previous scorecards; significant efforts were expended by relevant institutions to improve customer care in both the public and private sectors.

In the public sector, the Ministry of Labor (MIFOTRA) recently initiated a reform program, requiring all public institutions to set up "service charters" or citizen charters. This clarifies the categories of service rendered by institutions, indicators attached to them, and the commitment of institutions for quick, transparent and accountable delivery of services.

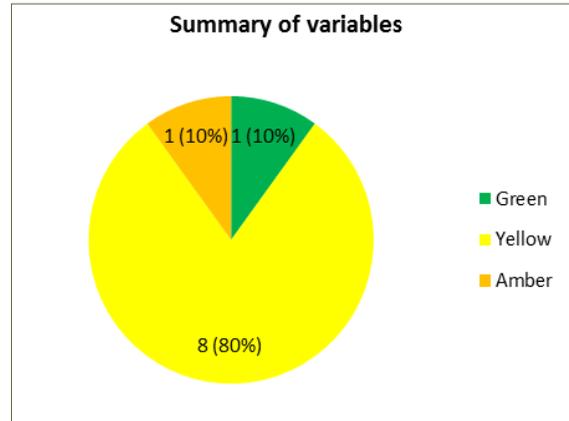
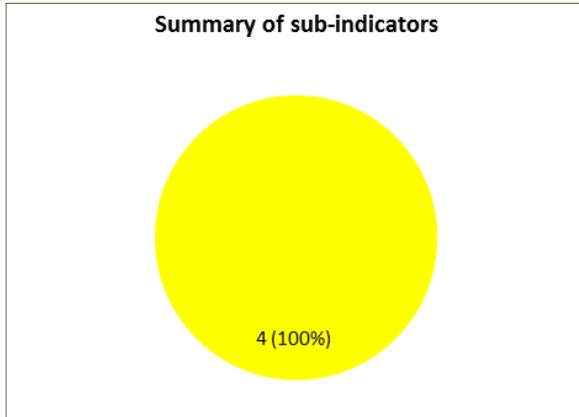
This stresses the Government's commitment to ensure quality of service delivery in public institutions. RGB has initiated other service delivery platforms eg: Mobile School of Governance (MSG) and the Governance Month(GM), in efforts to mobilize districts and sectoral entities to provide improved service delivery to citizens.

## 10.1. Key findings

Table 11 : Data , source, scores and rating

INDICATOR	S/N	SUB-INDICATOR	DATA	SOURCE OF DATA	SCORING	RATING	
QUALITY OF SERVICE DELIVERY	<b>1</b>	<b>Service Delivery in Local Administration</b>			<b>74.30%</b>		
	1.1.	% of citizen expressing overall satisfaction with service delivery performance in Local Government	74.30%	CRC, 2015	74.30%		
	2	Service delivery in Justice Sector			75.75%		
	2.1	% of citizen expressing satisfaction with service delivery in Justice Sector	76.70%	CRC, 2015	76.70%		
	2.2	% of citizens expressing satisfaction in implementation of courts resolutions	74.80%	CRC, 2015	74.80%		
	<b>3</b>	<b>Service Delivery in Social Sector</b>			<b>68.20%</b>		
	3.1	Health sector	Composite variable	CRC, 2015	79.00%		
	3.2	Education sector	63.40%	CRC, 2015	63.40%		
	3.3	% of citizen expressing satisfaction with service delivery in Social Welfare Sector	62.20%	CRC, 2015	62.20%		
	<b>4</b>	<b>Service delivery in Economic Sector</b>			<b>73.47%</b>		
	4.1	% of citizen expressing satisfaction with service delivery in Agriculture and livestock sector	56.40%	CRC, 2015	56.40%		
	4.2	Infrastructure	Composite variable	MININFRA 2015, EICV4 2015; RURA 2015; RTDA 2015	74.76%		
	4.3	Land sector( registration)	83.00%	CRC, 2015	83.00%		
	4.4	Customer care in private sector services	79.71%	Service MAG, 2014	79.71%		
	<b>Indicator Overall score</b>					<b>72.93%</b>	

## 10.2. Summary of the sector performance



The service delivery remained the least performing indicator. It has slightly increased by +0.92% in current RGS compared to previous publications. Efforts were put to improve service delivery in public sector. These are informed by institutional policy reforms done, although there are still gaps to fill as service delivery is key in achieving the vision 2020.

There was a weak performance in agriculture and livestock sector which led to the citizens' low level of satisfaction by 56.40% in the RGS 2016. Extreme and harsh weather conditions like prolonged drought especially in the Eastern Province, contributed also to the weak performance.

A few variables of education, justice and economic sectors improved the score of the indicator. The most improved sub indicator is service delivery in economic sector which improved by 4.11% from 69.39% in RGS 2014 to 73.47% in RGS 2016. Service delivery in local administration also improved by 3.2%, from 71.1% in RGS 2014 to 74.3% in the current scorecard, while service delivery in justice sector improved by 1% from 74.74% in 2014 to 75.75% in RGS 2016.

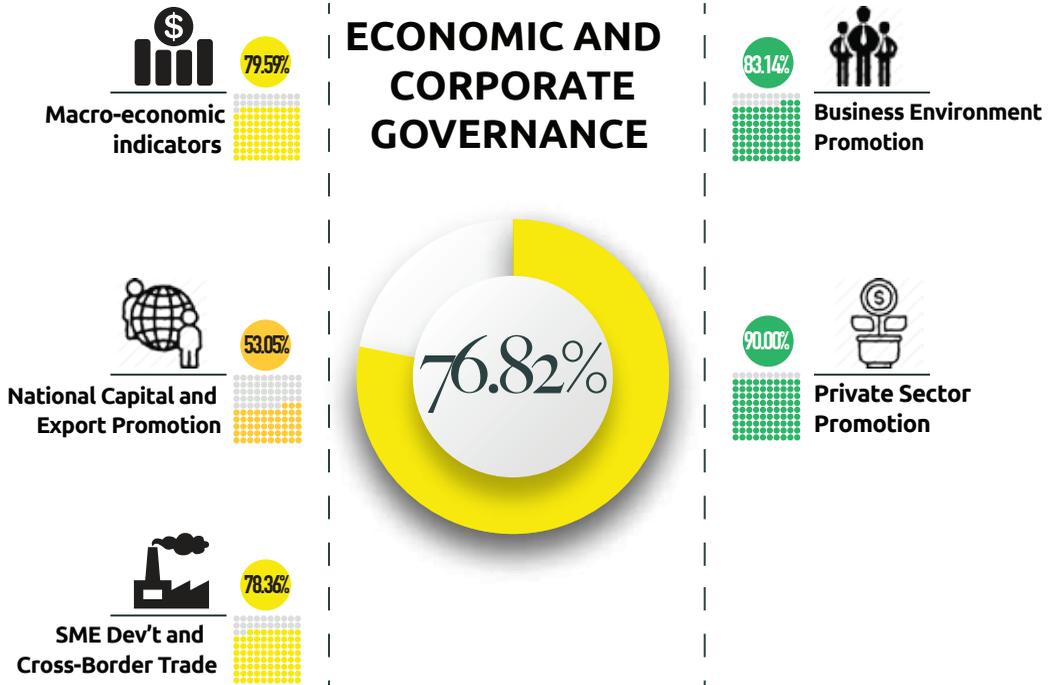
Service delivery in social sector dropped by 4.59% from 72.79% in RGS 2014 to 68.20% in the current RGS. This is due to two factors: firstly, the service delivery in education sector that dropped from 70.48% in the RGS 2014 to 63.40% in the RGS 2016; secondly, a new indicator on citizen satisfaction with service delivery in social welfare sector was introduced in the RGS 2016 and scored as low as 62.2%.

### 10.3 Sector Specific Recommendations

- ▶ To improve the level of citizen satisfaction in various sectors particularly in social as well as agriculture and livestock.
- ▶ All public institutions to adopt policy of online service for efficiency of service delivery.



# Economic and Corporate Governance



The indicator of Economic and Corporate Governance measures the macroeconomic stability and business environment sustainability as prerequisites for sustainable socio-economic development. Macroeconomic indicators, business environment promotion, small and medium enterprises' development and private sector promotion are composites of sustainable and inclusive socio-economic advancement in Rwanda.

The country has been doing well in terms of macroeconomic management. The EDPRS I was successfully completed with poverty reduction (12% points) and good results in income inequality. Home Grown Solutions have turned into success stories in sustaining economic growth.

The country heads to achieving its development goal, which is to become a middle income society, with the knowledge based and private sector driven economy by 2020. Despite all challenges, mainly in Rwanda's employment lanscape, there has been enormous macroeconomic indicators improvement over the last two years.

As a rapidly growing economy, Rwanda imports more than it exports. This leads to a growing trade deficit. The country is making every effort possible to achieve sustainable high growth over import growth towards meeting the vision 2020 targets which is 28% export growth per year.

Much efforts join to increase national capital and income, for example the recent completed modern Special Economic Zone (SEZ) in Kigali, seeks to attract and facilitate investments in all economic sectors. These efforts are mainly to boost "Made in Rwanda" products specifically in agribusiness, information and communications technologies, trade and logistics, mining and construction sectors.

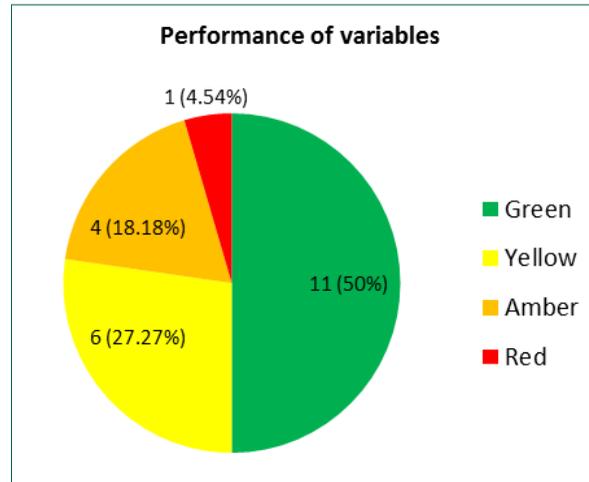
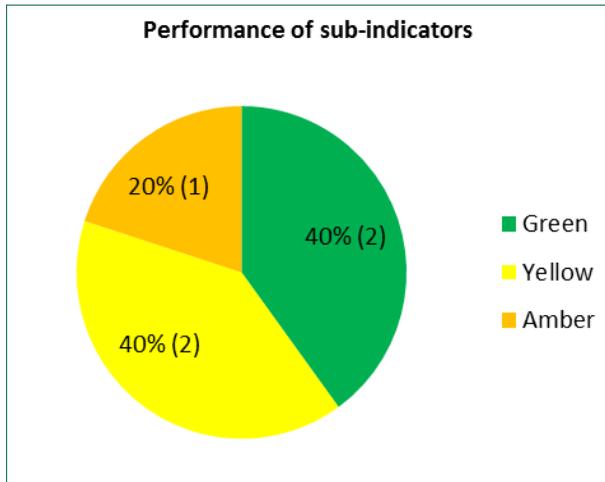
## 11.1. Key findings

Table 12 : Data , source, scores and rating

INDICATOR	S/N	SUB-INDICATOR	DATA	SOURCE OF DATA	SCORING	RATING
ECONOMIC AND CORPORATE GOVERNANCE	<b>1</b>	<b>Macroeconomic Indicators</b>			<b>79.59%</b>	
	1.1	Economic Growth (%)	6.90%	NISR, 2016	59.99%	
	1.2	Inflation rate	4.5%	NISR, 2015	86.7%	
	1.3	GDP per capita (in USD)	718	MINECOFIN,2015	93.1%	
	1.4	Income Distribution (Gini Coefficient)	0.448	NISR, 2015	100%	
	1.5	% of people living below poverty line	39.10%	NISR, EICV4	82.99%	
	1.6	Tax revenue as % of GDP	15.6%	MINECOFIN	52.0%	
	1.7	Off-farm jobs	146000	NISR, EICV4	73.0%	
	1.8	Financial inclusion	89.0%	FINSCOPE - NISR, 2016	89.0%	
	<b>2</b>	<b>National Capital and export Promotion</b>			<b>53.05%</b>	
	2.1	Export as % of imports	25.60%	MINECOFIN	25.6%	
	2.2	Saving rate as % of GDP	10.00%	MINECOFIN	50.0%	
	2.3	National investment as % of GDP	26.00%	NISR, 2015	86.6%	
	2.4	Industrialization Capacity Utilization rate	50.00%	MINICOM, 2015	50.00%	
	<b>3</b>	<b>Business Environment Promotion</b>			<b>83.14%</b>	
	3.1	Rwanda's rank in Doing Business report	Rwanda Scores 68.12 worldwide	WB Doing Business 2016	77.99%	
	3.2	Time for processing Visitors visa	1 Day	DGIE, 2016	100.00%	
	3.3	Time for processing work permit	2 Days	DGIE , 2016	100.00%	
	3.4	Rwanda's rank regarding Protecting investors	Rwanda Scores 53.33 worldwide	WB Doing Business 2016	63.99%	
	3.5	Global Competitiveness report	Rwanda Scores 4.27 worldwide	WEF, 2016	73.74%	

ECONOMIC AND CORPORATE GOVERNANCE	4	SMEs development and cross-border trade			78.36%	
	4.1	Number of companies registered against received applications	65.58%	RDB, 2015	65.58%	
	4.2	Mortality rate of SMEs (Closing Business)	0.086%	RDB, 2015	99.90%	
	4.3	Cross border trade	Composite variable	MINICOM, 2015	69.60%	
	5	Private Sector Promotion			90.00%	
	5.1	Private Sector Growth	16.0%	MINECOFIN,2015	80.00%	
	5.2	Credit to Private sector as % of GDP	19.7%	MINECOFIN,2015	100.00%	
	<b>Indicator Overall score</b>					<b>76.82%</b>

## 11.2. Summary of the sector performance



The overall score of the Economic and Corporate Governance indicator for RGS 2016 is 76.82%, which improved from 72.2% in the previous scorecard. The RGS 2016's ranking remained constant compared to the RGS 2014 in terms of ranking: 40% (2 out of 5 sub-indicators) ranked green, while other 40% (2 out of 5 sub-indicators) ranked yellow and 20% (1 out of 5 sub-indicators) ranked amber.

National Capital and export Promotion and Macroeconomic Indicators registered slight improvement, which is 8.37% and 7.59%. In addition, the Private Sector Promotion recorded a slight improvement, i.e from 87.04% in RGS 2014 Edition to 90% in RGS 2016.

The Business Environment Promotion and SMEs development and Cross-border trade indicators also improved in performance considering their scores in the 2014 Edition with the current scorecard. However, the sub-indicator of Business Environment Promotion dropped by 4.34% from 87.48 to 83.14% in the RGS 2014 and 2016. This decrease is mainly attributed to the drop in scores of three variables, Rwanda's scores in doing business from 85.00% in RGS 2014 to 77.99% in the current publication. Rwanda's score in protecting investors dropped from 90% to 63.99% in RGS 2014 and 2016 respectively.

Similarly, the decrease of the SMEs development sub-indicator is attributed to the drop in two variables, namely the number of companies registered against received applications from 100% in RGS 2014 to 65.58% in RGS 2016 as well as the cross-border trade which dropped from 71.43% in RGS 2014 to 69.60% in RGS 2016.

### 11.3 Sector Specific Recommendations

▶ Revise strategies to improve macro-economic indicators as sub indicator and tax revenue as percentage of the GDP.

Put up strategies to devise more savings to spur growth and rural monetization;

▶ Strive to improve the utilization capacity rate of our industries.



## Comparative Analysis with International Ranking Indexes

Measuring and monitoring performance of governance in the public sector continue to attract a lot of attention worldwide. A significant number of groups of interest, think tanks and other global intellectual centers are now publishing indexes and reports on governance. Most of these indexes and reports on indicators are used to measure different forms of governance across sectors. Some of these reports have specifically focused their assessments on public sector performance of governance system in countries.

Many methodological approaches have been used; qualitative and quantitative data as the Rwanda Governance Scorecard does. These approaches are sound, both the qualitative and quantitative. They may technically pose no problem at all, as long as are explained and scientifically sound. However, to some of the indexes, the main challenge remains on how to maintain the objectivity while reporting, rather than solely relying on the editorial board.

The Rwanda Governance Scorecard 2016 provides a comparative snapshot of other international indexes that report and assess governance across the globe in both public and private sector. The RGS 2016 specifically gives a comparative analysis with those indexes that report on Rwanda among other countries. These measurements include but are not limited to the provision of the political, social and economic goods that citizens have the right to be provided for by the state, compared to the state's responsibility to deliver services to its citizens.

While assessing the state of governance across

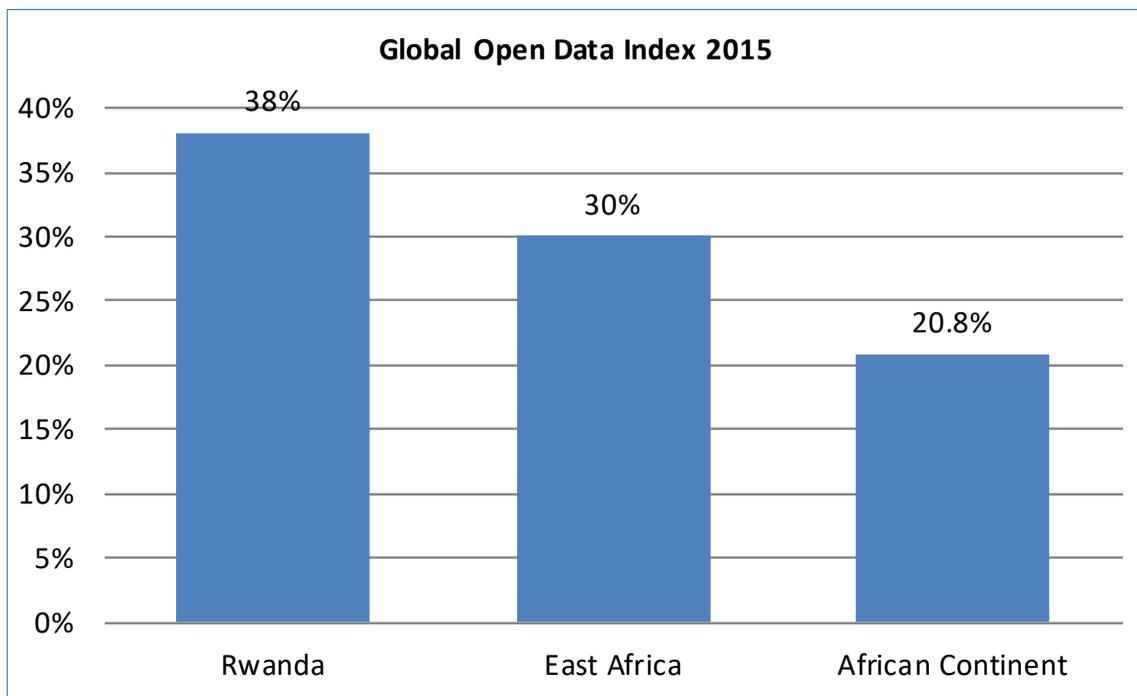
countries, these international indicators combine views from different perspectives including citizen and expert surveys and use secondary source of data from different countries. They also provide platforms to track which countries make most progress in reducing poverty as well as providing political and economic goods to their citizens. In addition to its national survey and review, this RGS 2016 summarizes some of the most informative reports on Rwanda by the international institutions engaged in global governance ranking.

While some international indexes have delivered a good report on efforts, achievements and successes that Rwanda has been making in different areas of governance aspects, others have taken a different approach on reporting on what is not working. Advices are of importance as long as their opinions and views are evidence - based and reflect the reality on the ground. They provide incentives in keeping pace as well as adjusting while striving to fix shortcomings.

### Access to Information and Rule of Law

According to 2015 Global Open Data index rankings, Rwanda was ranked 44th globally, and jumped 30 places compared to the previous year (Open Knowledge, 2015). Rwanda made commendable strides and improved 35% compared to last year's performance in access to information. The Global Open Data Index measures and benchmarks the openness of government data around the world, and then presents it in a way that is easy to understand and to apply when need arises.

Figure 9: Global Open Data Index, 2015



Source: Global Open Data Report, 2015, generated by RGB

Reporters without Borders and Freedom House in their 2015 reports stated that media is not free and censorship is ubiquitous in Rwanda, the 2015 Gallup worldwide poll (Gallup, 2015) on freedom of media, the country scored 86% on freedom of media topping the list of assessed African states.

While the formers draw conclusion based on the editorial board, the latter conducts data worldwide collection surveys and report with evidence based on citizens' feedback.

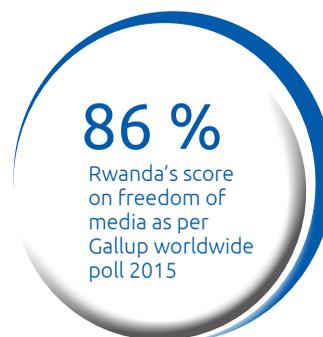
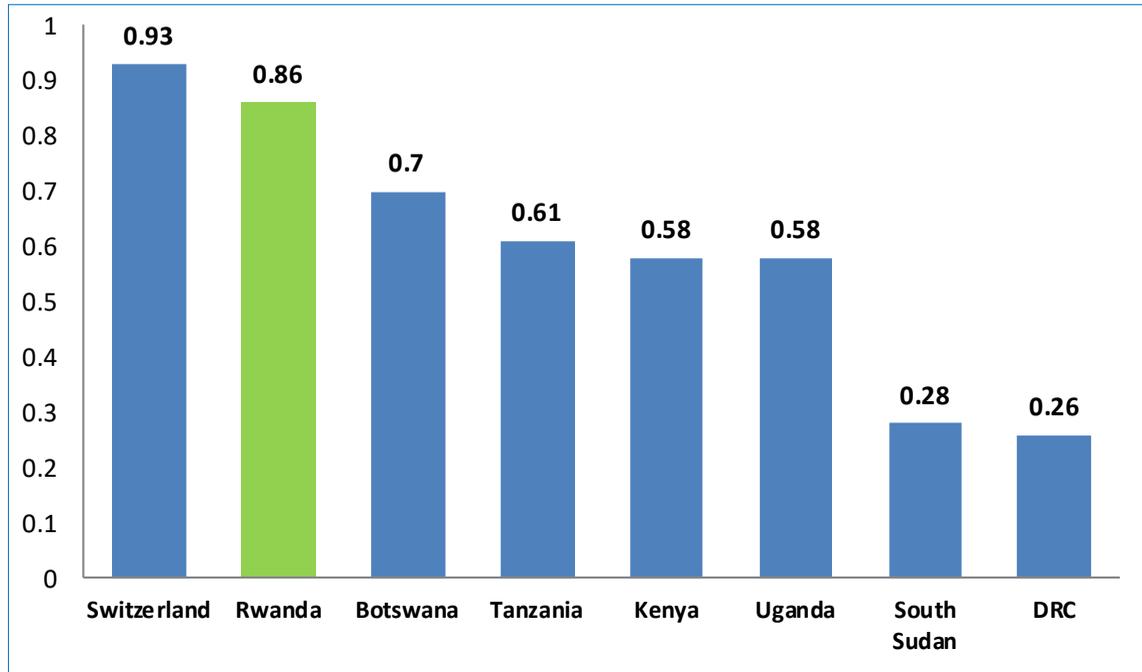


Figure 10: Freedom of Media, 2016



Source: Gallup, 2016, analyzed by RGB.

## Safety And Security

In the fastest growing economies, most governments pursue the same goals, development of infrastructure to make their cities more attractive places for their citizens, investors and tourists.

However, the main challenges they encounter is lack of safety and security especially due to rapid growing urban population. According to 2015 Gallup poll, an American research-based consulting company, Rwanda has improved drastically its safety and security rating, especially the urban settings, despite the fact that it is one of the fastest growing economies.

The country is ranked fifth globally where people feel safe walking alone at night. Singapore and Hong Kong

lead the bench of countries in which people feel safe - both achieving 91 per cent – followed by Norway that is outstanding at 86 per cent, and then Spain while Rwanda and Indonesia, all tied at 85 per cent.

The Gallup ranking is not much different from the data provided by the Rwanda Governance Scorecard (RGS) an index developed by Rwanda Governance Board to annually gauge the state of governance improvement in Rwanda. According to the RGS 2014 edition data, safety and security indicator scored 91.96% while rule of law scored 81.68%.

Further in the Gallup report of 2015, Rwanda was ranked among the best places to live, emerging at the top position in Africa and 15th globally, tied with the US and Bhutan, all recording an index score of 79.00%,

eight higher than the global average of 71.00%. The Gallup poll is derived from qualitative data generated from questionnaires submitted to people in different countries in the world.

## Economic Growth

The substantial improvement in living standards, which is evidenced in health and social sectors, is indeed supported by the strong economic growth that is anchored on home grown policies to underpin the local ownership for sustainable development. Several international think tanks that produce annual indexes have reported on a wide range of Rwanda's sustained economic gains, which have been attained through its robust macroeconomic stability and structural reforms.

The World Economic Forum in its 2015 annual global competitiveness' indexes reported on Rwanda's strong economic performance and enabling the sustained pursuit of a long-term vision based on the country-defined priorities. Together with other indexes that recognize improved economies for doing business, the World Bank's doing business, (2015) revealed Rwanda as the most improved landlocked country in terms of sustainable economic opportunity on the continent (Mo. Ibrahim index, 2015). It was among the ten most leading countries on track to achieve the United Nations set Millennium Development Goals.

In the same year under review, Rwanda was ranked 3rd Economy in the 10 most competitive Sub-Saharan African economies, after being ranked 58th country at Global level by the Global Competitiveness Report 2015.

## Human Development

The idea behind the United Nations' Human Development Index is focused on three key dimensions of human development namely, income, life expectancy, and education which are put together and constitute a single development score.

In the 2015 United Nations report published in New York, Rwanda made the most progress, which was impressive given that its level of development fell during the 1994 genocide against the Tutsi (UNDP, 2015). It also mentioned health gains such that Rwandans' life

expectancy has increased by 32 more years than it was in the 1990, and spend twice as much time at school (HDI, 2015) than previously. Rwanda scored 71.00% in Human Development, ranking 9th in Africa.

Since 2011, the country has registered progress in all three underlying sub-categories – Welfare, Education, and Health. Rwanda's best sub-category performance was in Health, which scored 85.1% and ranking 7th on the continent. Rwanda's health gains were also captured by the Lancet Global Health report of June 2015 in its State capability and Rwanda's health gains report.

The Country's achievements in health surpassed those of its peers and even countries with higher levels of economic development. Rwanda has the highest primary school enrollment rate in Africa and is one of the continent's best performers in fighting corruption (WEF, 2015).

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## Corruption And Transparency

As in previous RGS edition, the RGS2016 provides actionable recommendation for enhancing effective and accountable governance in Rwanda.

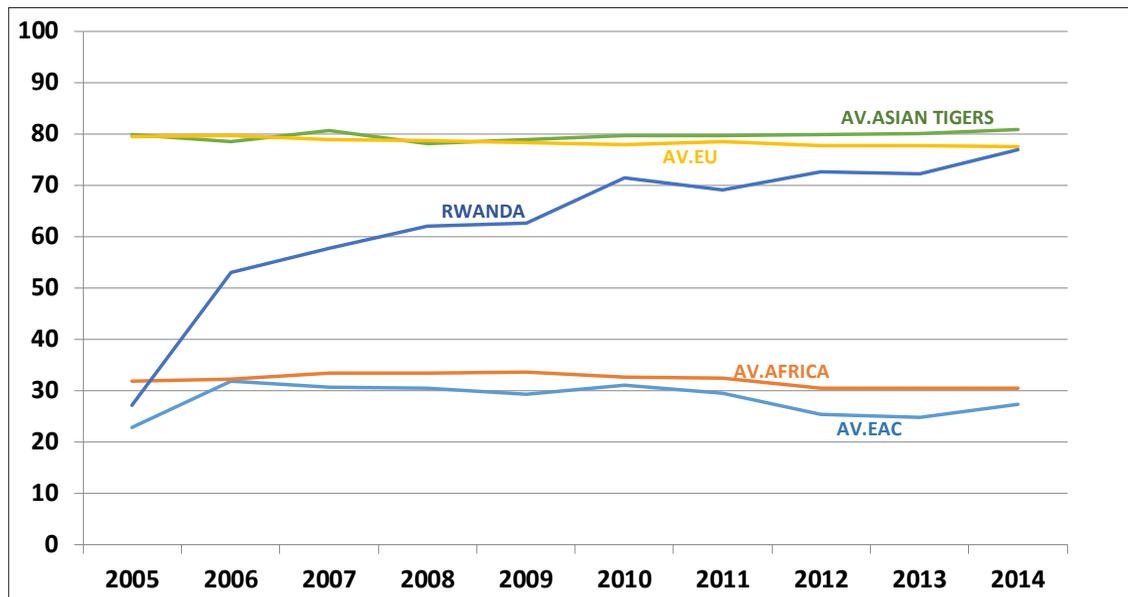
Rwanda continued to lead the east African community countries as least corrupt society and most transparent, the fourth on the continent and 44th out of 168 countries worldwide said the 2016 corruption perception index. According to the index, the country is remarked with comprehensive policy on the fight against corruption. Rwanda's score is above global average, which is 43%

and is ranked in the same category as the G20, with an average of 54% (CPI 2015).

In a regional comparison, Rwanda leads other countries in the East African Community (EAC), ranking 1st place over the last three consecutive years.

Rwanda was ranked as the best reformer, according to the Worldwide Governance Indicators (WGI, 2016) which reflect the statistical compilation of responses on the quality of governance given by a large number of enterprise, citizen and expert survey respondents in industrial and developing countries.

Figure 11: WGI: Global trends: Control of Corruption, 2015



Source: World Bank, WGI, 2015, analyzed by RGB

# RGS Policy Impact



## RGS Policy Impact

Since its inception in 2010, Rwanda Governance Scorecard (RGS) has played a key role in policy formulation and its implementation in Governance domains. This confirms the relevance of its analysis in informing policy makers, practitioners and other stakeholders.

The RGS 2016 highlights some sectors which recorded significant improvements based on recommendations formulated from previous RGS editions.

### Delivering Justice

RGS 2012 recommended that clear budget be allocated to the Legal Aid and its policy should be expedited to deepen and expand access to Justice. Furthermore, RGS 2014 recommended to the Supreme Court and the Justice sector to adopt unconventional approaches to tackle backlog cases and high number of incoming cases in other courts.

In regard to the two recommendations, Justice Sector recorded the following achievements: Access to Justice streamlined with new law on Abunzi and MAJ recorded a significant improvement in the Justice Sector. It is in this context that the Law governing Mediation committees (Abunzi) has been revised and gives more responsibility to the committees. For the performance and efficiency of the Justice sector, currently each District

is now equipped with 3 Staff of Access to Justice Bureaus (MAJ). Backlogs rate has been significantly reduced from 62.5% in 2010 comparatively to date in the 2016 Edition.

### Increased domestic production

It was recommended that more emphasis be put on governance for production with particular emphasis on exports to promote products of Rwanda and increase capital inflows, and value chain in agriculture sector and jobs creation (RGS 2014).

The 13th National Leadership Retreat resolved to promote local industries by promoting, “Made in Rwanda” Products. Government of Rwanda decided to establish the National Employment Program (NEP) aimed at creating off - farm jobs especially for youth and women.

The consumption of locally-made products be given encouraged since some of the imported goods are after all locally produced in the country.

National Employment Program is articulated under EDPRS2 as a tool to strengthen the coordination of employment programs through the establishment of a framework for better planning, implementation and coordination of employment programs from different stakeholders engaged in job creation and employment promotion, all of which

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## SECOND GENERATION OF IMIHIGO (PERFORMANCE CONTRACTS)

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RGS 2014 recommended improving on the pace, quality and consistency of service delivery, especially the implementation of quick wins and innovative programs or ideas geared towards positive change and effective transformation in service delivery.

In the 2015/2016 Fiscal year, a new concept of Joint Imihigo was initiated. The Performance contracts under joint imihigo are planned for 7 priority areas: Agriculture, Energy, Exports, Jobs Creation, urbanization and rural settlement, Social Protection and Service Delivery.

They are intended for commitment in joint planning and implementation cross cutting central and local government institutions agreed upon during consultations with the private sector.

In addition to this, the new generation of Imihigo has been revamped by the role of citizens in evaluating performance through the Citizen Report Card, which contributes 10% of overall Imihigo assessment for districts .

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feed into the annual plan for creation of the 200,000 jobs for Youth and Women, the most affected groups by unemployment in the country.

### Accountability in the implementation of social protection programs

RGS 2014 has recommended 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.

The 13th National Umushyikirano Council recommended enhancing the monitoring and evaluation of homegrown initiatives such as Girinka, Umuganda and other pro-poor programs. Improved accountability makes Homegrown Initiatives real tools of promoting the country's socio-economic transformation.

### Citizen participation

There is requirement to strengthen citizen participation especially in the planning process (RGS 2012). The 13th National Umushyikirano Council (NUC) resolved to timely address citizen's requests and enhances citizenry participation in planning, monitoring and implementation of their own development programs. A new project of service delivery, accountability and Public Finance Management (PFM) was initiated for this purpose.

This project puts emphasis on the use of peer learning and peer review approaches especially in Non-Budget Agencies (NBA) in order to address challenges related to accountability, service delivery and Public Finance Management. Ministry of Local Government has issued instruction for its implementation.

## Role of Civil Society Organizations in influencing policy making

Civil society organizations, particularly the platforms and umbrellas, were requested to increase the number of position papers on laws and government policies and to make them known to the public (RGS 2014). Since then, Civil Society Strengthening Programs supported by Government and Development Partners, particularly the One UN Family, has supported 45 pro-poor and citizen driven CSOs projects, which greatly impacted lives at grassroots level. The same programs also provided interaction platforms between different stakeholders, namely citizens, sector ministries and agencies to discuss matters that need attention in their respective fields.

In addition, Civil Society organizations have produced a barometer that reports status on their level of development in the country. This is in line with equipping them to acquire capacities and trust as overall empowerment to influence the policy making in national development policies.

## Conclusion and Policy Recommendations

The RGS 2016, being the fourth edition since 2011, provides a firm ground for a comparative analysis of the Rwanda's governance status and provide evidence and trends to foresee the future. It has shed light to some areas of governance that were previously less attentive to policy making.

By profiling sectors periodically, RGS has helped institutions to improve, others to consolidate gains. RGB will strive to strengthen RGS as a credible, reliable and evidence based tool to inform all key stakeholders internal and external, about Rwanda's governance and development processes.

The table below shows a summary of indicators' performance variation since the RGS inception. **RGS now stands as one of the most comprehensive and informed**

**governance assessments on Rwanda.** Safety and Security maintained the lead over all indicators in the last five years, while Quality of Service delivery keeps the last position in same period.

Service Delivery and Economic and Corporate Governance indicators have been lagging behind, yet they are probably the ones that bridge the most governance to development. We have tailored policy recommendations mostly on them.

Table 13: Ranking of Indicator's performance Variation 2011-2016

Indicators	1st Edition	2nd Edition	3rd Edition	RGS 2016
Rule of Law	6	7	2	4
Political Rights and Civil Liberties	5	6	5	3
Participation and Inclusiveness	4	4	6	6
Safety and Security	1	1	1	1
Investing in Human and Social Development	2	2	3	7
Control of corruption, Transparency and Accountability	3	3	4	2
Quality of Service delivery	7	8	8	8
Economic and Corporate Governance	N/A	5	7	5

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## Policy Recommendations

In addition to portraying the state of governance in Rwanda, the RGS provides recommendations as possible solutions to the identified challenges.

It is important to underline that most of the recommendations from the last RGS are still valid and relevant in the period under review and need to be carried forward. The following are recommendations of RGS 2016:

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- 1.** To scale up and revamp the quality of extension services in agriculture sector to spur high productivity and wealth creation in rural areas;
- 2.** To design and operationalize a multi-year nationwide strategy for mainstreaming climate change resilience into development planning;
- 3.** To design and operationalize a multi-year nationwide strategy for sustainable urbanization and rural settlement as an imperative to achieve a middle income economy status;
- 4.** To design and operationalize a multi-year national strategy geared towards reducing in maximum 5 years, at least 80% of charcoal and firewood consumption by switching to gas and electricity, as an imperative for a sustainable and eco-friendly development;

- 5.** To design and operationalize multi-year innovative approaches to increase Rwanda's export capabilities in order to reduce trade deficit and improve the overall status of balance of payments;
- 6.** To align sectoral policy implementation of socio-economic development strategies with those of secondary cities' development so that these cities effectively become poles of growth;
- 7.** To put up mechanisms for effective and accountable delivery of social development innovations to ensure accelerated graduation from poverty and better livelihood to the citizens;
- 8.** To adopt a national comprehensive policy that ensures compliance with quality service delivery standards in both public and private domains.

## Acronyms

<b>9&amp;12 YBE</b>	Nine and Twelve Years Basic Education
<b>ANC</b>	Ante Natal Care
<b>AU</b>	African Union
<b>BNR</b>	Banque Nationale du Rwanda
<b>CCM</b>	Centre for Conflict Management
<b>CRC</b>	Citizen Report Card
<b>CSOs</b>	Civil Society Organizations
<b>DAC</b>	District Account Committees
<b>DHS</b>	Demographic and Health Survey
<b>EDPRS</b>	Economic Development & Poverty Reduction Strategy
<b>EICV</b>	Integrated Household Living Conditions Survey
<b>EWSA</b>	Energy, Water and Sanitation Authority
<b>FBOs</b>	Faith Based Organizations
<b>GDP</b>	Gross Domestic Product
<b>GMO</b>	Gender Monitoring Office
<b>ICTR</b>	International Criminal Tribunal for Rwanda
<b>IDPs</b>	International Displaced Persons
<b>IFC</b>	International Finance Corporation
<b>JADF</b>	Joint Action Development Forum
<b>JGA</b>	Joint Governance Assessment
<b>JRLOS</b>	Justice, Reconciliation, Law and Orders Sector
<b>KM</b>	Kilometre
<b>LDU</b>	Local Defence Unit
<b>M</b>	Million
<b>MAJ</b>	Maison d'Accès à la Justice/ Access to Justice Bureau
<b>MCC</b>	Millennium Challenge Corporation
<b>MDGs</b>	Millennium Development Goals
<b>MIFOTRA</b>	Ministry of Public Service and Labour
<b>MINALOC</b>	Ministry of Local Government
<b>MINECOFIN</b>	Ministry of Finance and Economy Planning
<b>MINEDUC</b>	Ministry of Education

<b>MINIJUST</b>	Ministry of Justice
<b>MININFRA</b>	Ministry of Infrastructure
<b>MININTER</b>	Ministry of Internal Affairs
<b>MMI</b>	Military Mutual Insurance
<b>MoH</b>	Ministry of Health
<b>NGOs</b>	Non-Government Organizations
<b>NHRC</b>	National Human Rights Commission
<b>NISR</b>	National Institute of Statistics of Rwanda
<b>NPPA</b>	National Public Prosecution Authority
<b>NURC</b>	National Unity and Reconciliation Commission
<b>OAG</b>	Office of the Auditor General
<b>PAC</b>	Parliamentary Account Committee
<b>PSF</b>	Private Sector Federation
<b>RAMA</b>	La Rwandaise d'Assurance Maladie
<b>RDB</b>	Rwanda Development Board
<b>RDF</b>	Rwanda Defence Force
<b>RGB</b>	Rwanda Governance Board
<b>RGS</b>	Rwanda Governance Scorecard
<b>RNP</b>	Rwanda National Police
<b>RRA</b>	Rwanda Revenue Authority
<b>RURA</b>	Rwanda Utilities and Regulatory Agency
<b>RWF</b>	Rwandan Franc
<b>SDGs</b>	Sustainable Development Goals
<b>TI-RWANDA</b>	Transparency International Rwanda
<b>UN</b>	United Nations
<b>UNFPA</b>	United Nations Population Fund
<b>UNHCR</b>	United Nations High Commission for Refugees
<b>USD</b>	US Dollars
<b>VUP</b>	Vision 2020 Umurenge Program



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P.O Box 6819 Kigali, Rwanda



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

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

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

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

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[...] There is growing consensus among political and development practitioners about the critical importance of good governance to sustainable development and stability of all societies. For instance, development experts assert that [...] if Africa's 54 countries practice good governance, their economies will grow, poverty will be eliminated and [...] people will enjoy prosperity and stability. But progress towards the ideal forms of governance necessarily takes time and is influenced by context specific variables. Thus, measuring progress at given intervals is of great importance to all the stakeholders. The Rwanda Governance Scorecard has, through rigorous research and empirical analysis underpinning advocacy work and policy making, undoubtedly established a proven track record in advancing good governance in Rwanda. The One UN Rwanda, especially UNDP, is pleased to be an important partner to the Government of Rwanda through the Rwanda Governance Board in this endeavor.

**Lamin M. Manneh, UN Resident Coordinator/UNDP Resident Representative, Rwanda.**

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*RGB is to be congratulated for developing RGS into a world-class index built on global standards of governance and tailored to local context. It is transparent in its methods and sources which lends credibility and legitimacy to RGS. In terms of measuring performance and driving transformation, the 2016 edition puts the bar very high. An indicator is considered performing well if it scores 80% and above instead of 75% previously. This propels RGS as a tool that is likely to catalyze rapid positive change and growth. Most importantly, the RGS proposed policy recommendations which, if implemented, will spur Rwanda to a higher level as a developmental state.*

**Jendayi E. Frazer, Former US Assistant Secretary of State.**

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## Rwanda Governance Scorecard

A publication of Rwanda Governance Board

