



# Rwanda

GOVERNANCE SCORECARD 5<sup>TH</sup> EDITION

THE STATE OF GOVERNANCE IN RWANDA



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RWANDA GOVERNANCE BOARD

# Rwanda

Governance Scorecard 5<sup>th</sup> Edition

THE STATE OF GOVERNANCE IN RWANDA

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# Foreword

Rwanda Governance Board is pleased to publish the 5th edition of the Rwanda Governance Scorecard (RGS). The RGS was created to offer a research-based policy tool to accurately gauge the status and trends of the most important aspects of governance in the country and has become a national governance index that informs the policy-making process.

This year's RGS edition coincides with the adoption of the Government of Rwanda's National Strategy for Transformation (NST1) for the coming 7 years (2017-2024). This particular coincidence provides an opportune occasion to examine the relevance of RGS to policy formulation in the country. At this juncture, it is worth noting that the key policy recommendations of the RGS 4th edition were integrated into the NST1. Such inclusion shows how RGS tackles the real issues and how the Government of Rwanda is so keen on evidence-based policymaking.

Nationally, the RGS has become a scientific, credible and reliable data source. It has alerted policymakers and practitioners on areas with performance shortcomings and motivated them to improve and perform better. Internationally, RGS has become a tool for knowledge and information sharing on Rwanda's social, political and economic progress.

In this 5th edition, the nomenclature has been revisited to align with good international practices and to allow the consumers of RGS data easily understand them: The Indicators were renamed Pillars and Sub-Indicators become Indicators, while variables remain unchanged. This RGS edition is composed of 8 pillars, 37 indicators as well as 157 variables.

Overall, we have maintained the RGS methodological approach. However, some indicators have been revisited and rebuilt to reflect international indicators' measurement system and few new variables have been added to strengthen the scorecard.

Under the pillar of Investing in Human and Social Development, two indicators, namely the Climate Change and Environment Resilience as well as Social Protection, have been strengthened, made more comprehensive and much more robust to capture real issues, which slightly impacted the overall scores of the pillar.

The scorecard also presents variations in its pillars and indicators' performance, offers a comparative analysis of international indexes with its findings; and gives a synopsis on how the previous policy recommendations have informed policy.

In this RGS edition, the Safety and Security pillar continues to take the lead as the best performer with 94.97 %, and the most improved is the Rule of Law pillar with an increase of 4.91%, while the least performing pillar is the Quality of Service Delivery with 74.25%.

Overall, the RGS findings indicate that all pillars performed above 70%, with 4 out of 8 scoring above 80%, while close to 60% of all indicators as well as nearly 60% of all variables showed excellent performance (80% and above). This clearly shows that Rwanda is making commendable strides to cementing accountable governance and building a social developmental democratic State.

My distinct recognition goes to our esteemed reviewers - of this edition and previous ones - for their invaluable contribution to RGS maturity. I extend our sincere gratitude to all partners and stakeholders, who have in one way or another supported the production of the RGS 5th edition and look forward to strengthening our partnership.

Finally, I take this opportunity to thank the RGB team that delivered on the RGS commitments.

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

# OVERALL SCORES OF RWANDA

PILLAR	1	PILLAR	2	PILLAR	3	PILLAR	4
RULE OF LAW	84.59	POLITICAL RIGHTS AND CIVIL LIBERTIES	83.83	PARTICIPATION AND INCLUSIVENESS	76.79	SAFETY AND SECURITY	94.97
↓		↓		↓		↓	
5 Indicators		7 Indicators		5 Indicators		4 Indicators	
Performance of the Judiciary	78.48	Democratic Rights and Freedoms	84.30	Citizen Participation	65.63	Maintaining Security	95.24
Performance of the Legislature	85.31	Vibrancy of Civil Society Organizations In Policy Formulation	67.33	Decentralization	75.63	National Security	98.80
Performance of the Prosecution	90.76	Rights to Media Freedom	85.85	Civil Society Participation	72.45	Personal and Property Safety	91.87
Access to Justice	77.00	Political Parties Registration and Operations	76.87	Gender Equality in Leadership	83.24	Unity, Reconciliation and Social Cohesion	93.95
Use of ICT in Judiciary	91.40	Access to Public Information	84.86	Power Sharing	87.00		
		Respect for Human rights	87.61				
		Core international Human Rights Conventions	100.00				

# GOVERNANCE SCORECARD 5<sup>TH</sup> EDITION

PILLAR	5	PILLAR	6	PILLAR	7	PILLAR	8
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	75.55	CONTROL OF CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY	83.72	QUALITY OF SERVICE DELIVERY	74.25	ECONOMIC AND CORPORATE GOVERNANCE	78.04
↓		↓		↓		↓	
<b>4 Indicators</b>		<b>3 Indicators</b>		<b>4 Indicators</b>		<b>5 Indicators</b>	
Education	82.12	Incidence of Corruption	80.50	Service Delivery in Local Administration	85.60	Macro-Economic Indicators	74.25
Health	82.87	Control of Corruption	81.96	Service Delivery in Justice Sector	74.30	National Capital and Export Promotion	64.41
Social Protection	63.79	Transparency and Accountability	88.70	Service Delivery in Social Sector	70.62	Business Environment Promotion	84.53
Climate Change and Environmental Resilience	73.43			Service Delivery in Economic Sector	66.48	SMEs Development and Cross-Border Trade	73.60
						Private Sector Promotion	91.40



# Introduction

The Rwanda Governance scorecard (RGS) is an annual publication of the Rwanda Governance Board (RGB) that seeks to measure the state of governance in Rwanda. Published since 2010, the RGS was created as a quantifiable instrument to monitor the progress of governance in the country. The Rwanda Governance Scorecard is a genuinely scientific method for assessing the progress made in core governance areas in Rwanda.

The RGS is an independent publication that comprehensively assesses governance in Rwanda using both primary and secondary data sources. It considers 8 observed dimensions of governance that constitute 8 governance pillars, with 37 indicators and 157 variables.

The findings for this RGS edition are comparable to previous editions to assess the performance trend of each pillar since the first assessment. For this reason, the 5th edition of the RGS has retained the 8 governance dimensions renamed pillars instead of indicators and the 37 indicators previously known as sub-indicators. The number of variables increased from 150 in 2016 to 157 in 2017. The adjustment is meant to enhance the Rwanda governance scorecard's robustness and analytical capacity.

The objectives of the RGS are mainly to generate credible and reliable data on governance issues, serve as a practical tool that drives policy reform in the domain of governance through the identification of areas for improvement and generates actionable recommendations and to contribute to current and authentic

knowledge formation about Rwanda. It is a crucial tool that supports the delivery of the Country's commitments through continuous assessment of performance to ensure growing accountability to citizens.

The RGS places global governance standards and home-grown indicators at the center of its method which makes it uniquely relevant to both the international and national contexts. 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 surveys and detailed institutional data that are rarely considered by global indexes.

The RGS methodology described in detail below aims at combining a firm foundation in international standards with an in-depth understanding of the Rwanda Governance Scorecard. The data herein is for the years 2016 and 2017. The present RGS edition highlights the status of implementation of the recommendations for RGS 2016 in order to help all concerned institutions to draw the implementation plan for these recommendations and to align them with the NST1 and Vision 2050 as well as global agendas such as SDGs and the Africa agenda 2063.

RGB remains committed to regularly producing credible and reliable data on the state of Governance in Rwanda to promote good governance, evidence-based policy making for enhanced delivery and accountability to citizens.

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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 pillars and relies on a wealth of new local data, including scientifically sound citizens and expert perception surveys, supported with hard institutional data.

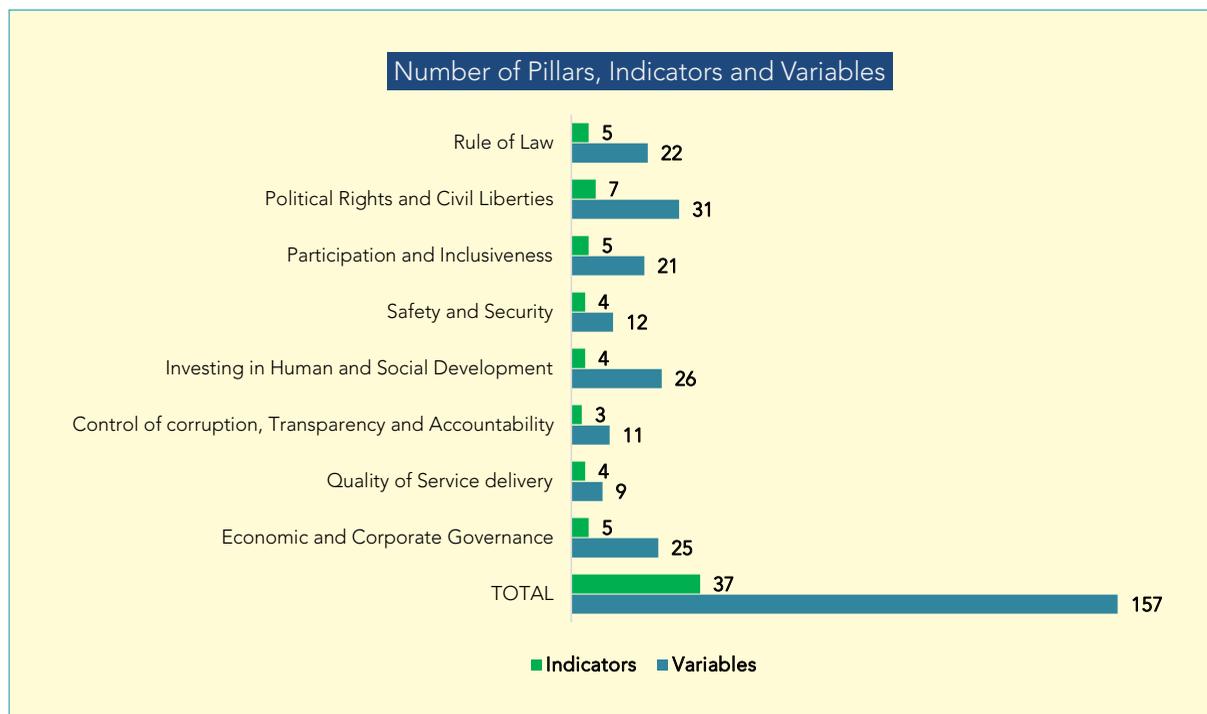
The pillars that make the 5th edition of the RGS originate from diverse sources, including national and international which allows the RGS to combine the best in global governance research methods with own methods. The RGS has the unique advantage of utilizing a wide range of new Rwanda-specific data sources. RGB researchers ensure quality control during data gathering process and scoring of the pillars.

The data is derived and considers targets set for the years 2016 and 2017. The scores of the pillars that lack annual targets come from the forecasting performance of the previous RGS.

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

This governance scorecard is composed of 8 composite pillars, 37 indicators, and 157 variables. The number of variables was slightly adjusted. The Figure below summarizes the number of Indicators and variables.

**Figure 1: Number of Pillars, indicators and variables**



## 2. 1 Pillars, Indicators and Variables

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

- International frameworks
- International indexes
- Home-grown pillars

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

### Hard and Secondary Data

The RGS 2017 uses three types of data namely, hard and secondary data, perception 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), and Civil Society Organizations (CSOs).

The data collected in this category consist mainly of reports and other administrative information obtained from the institutions mentioned above. 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. Therefore, 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 2017<sup>1</sup>, the National Reconciliation Barometer 2015<sup>2</sup>, the Civil Society Development Barometer 2015<sup>3</sup>, the Rwanda Media Barometer 2016<sup>4</sup>, Service Delivery Assessment in Central Government 2016, and Rwanda Bribery Index 2016<sup>5</sup>.

Perception surveys are of paramount importance since they reflect realities on the ground as experienced by citizens. All the surveys used in the RGS base on relatively sufficient significant samples; hence they yielded statistically accurate results.

1. Conducted by RGB

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

3. Conducted by Transparency International- Rwanda

4. Conducted by RGB

5. Conducted by Transparency International-Rwanda

### Expert surveys

Assessing governance requires going beyond quantitative data and citizen satisfaction surveys. National experts (from Academia, think tanks, and CSOs) with ample 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 for their expertise, objectivity, independence and in confidence.

## 2.3 Development of pillars, data identification, collection and scoring

The 5th edition scorecard even though utilizing pillars, indicators and variables that respectively replaced indicators, sub-indicators in the previous RGS editions, the change is merely in nomenclature hence there is an excellent consistency between this version and previous RGS versions.

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

### Developing Pillars

In the present scorecard, a pillar utilizes to the extent possible previous scorecard indicators presently named as pillars as earlier mentioned. The composite pillars, indicators as well as the variables are developed based on internationally recognized research standards for governance measurement and national policies and frameworks.

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

### Identifying data source

It was essential to determine a range of relevant data sources. These sources include the official records or secondary data from credible Rwandan institutions, regular 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 following international and national standards of quantitative methods of social sciences.

The process also involved identifying and consulting key institutions that were to provide input and data to relevant 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 pillars based on what would accurately reflect the reality on the ground.

### Gathering and verifying data

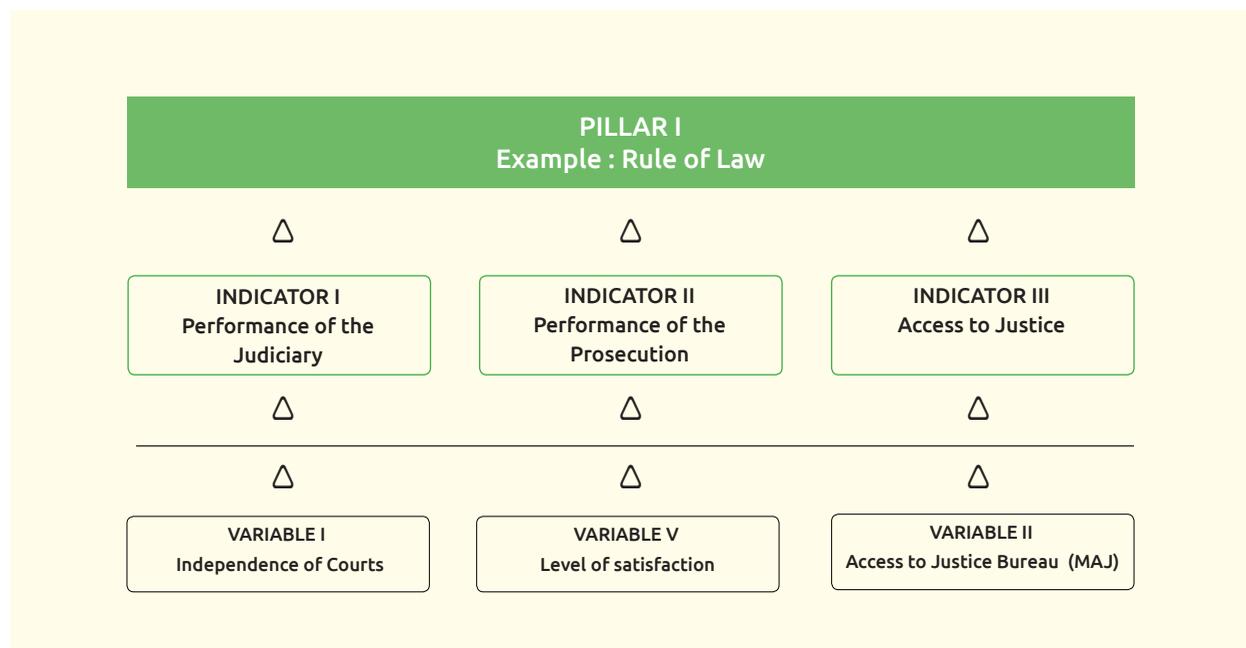
At this stage, RGB researchers worked closely with focal persons in institutions and other data providers to collect the required hard data. They also conducted desk research using citizen and expert perception surveys and reports produced at the national level. Hard data collected from different institutions were subjected to scrutiny and critical analysis to ensure adequacy and high-quality data. In this process, data were cross-checked involving all the institutions' providers.

### Scoring and data analysis

The RGS scoring following the confirmation of data validity, the basis on which the RGB updated its database before using standard statistical methods. For quality assurance, the RGB engaged with the data providing institutions for data for data verification, 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 an indicator score. In turn, indicators are also weighted equally and averaged together to generate an overall score for each pillar. 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 2: 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 gets recorded as percentages.
- c) **Scoring against national and international targets:**  
In some cases, the calculation of percentages is against national and international targets (EDPRS/SSP, Vision 2020, SDGs, and NST1/7YGP). In this case, the set target is at 100%. The attainment or exceeding of the set target would result in the full score while partial achievement of the target yields a relative score in percentage points.
- d) **Scoring variables on gender equality:**  
The following is the scoring of the variables on gender equality: 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 pillar does not have an annual target, the forecasting methods comparing the performance of the previous RGS is applied in scoring.

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

## 3.1 Ranking System

The ranking of the pillars, indicators, and variables comes from respective scores. The Color-coded ranking system is as broken down below:

The 2017 RGS takes the same rate of ranking as the 2016 edition. An indicator to be ranked green has to score at least 80%; the yellow performance is at 60 - 79.9% Amber 40- 59.9 % while Red 0 – 39.9%. The increase in the expectation of the indicators' performance explains the change.

Table 1: Ranking System

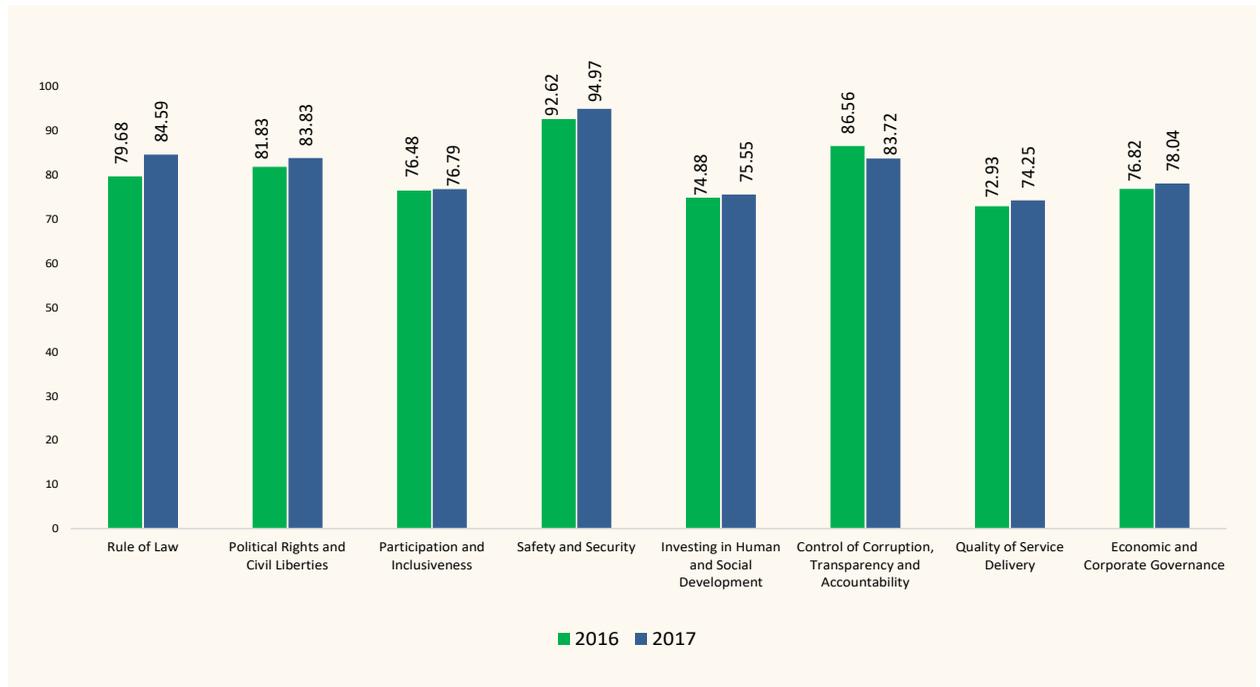
Scores	Rank (in colors)
80 - 100	Green
60 - 79.9	Yellow
40 - 59.9	Amber
0 - 39.9	Red

**Figure 3: Performance of Pillars, Indicators and Variables**



## 3.2. Highlights of the Pillars and Indicators

Figure 4: A comparison of pillar performance of the RGS 5th and 4th edition



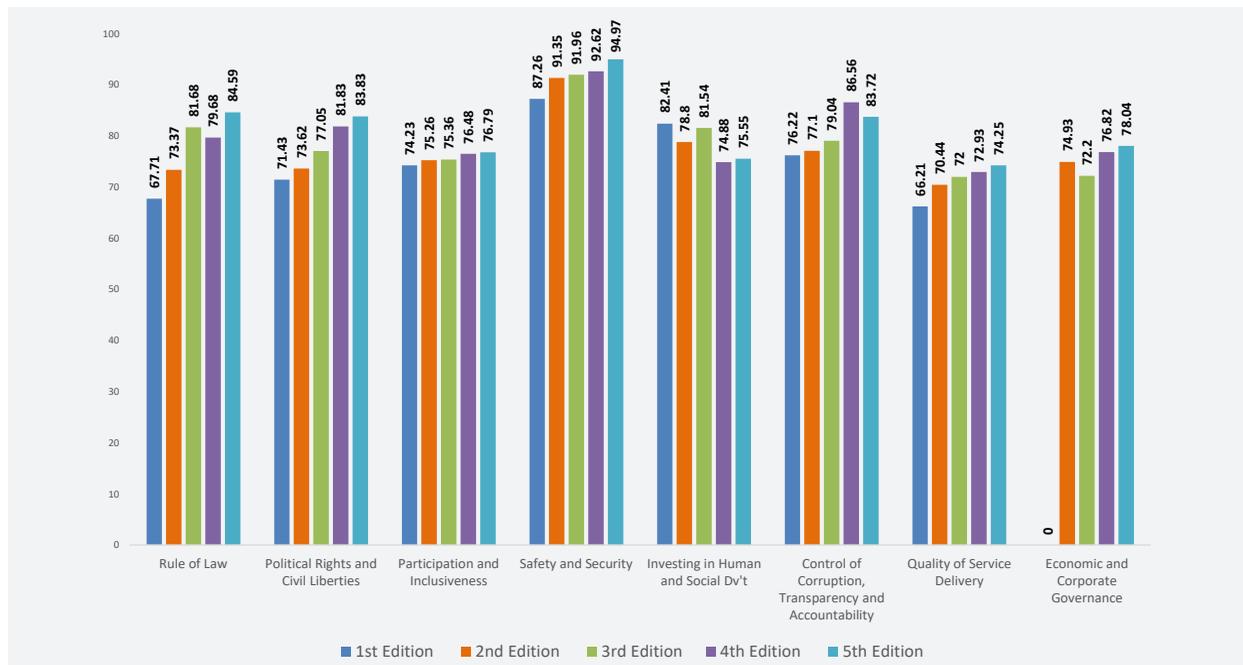
In the current RGS three pillars have made significant improvement compared to the previous scorecard; the rule of law has significantly improved. The graph shows that seven pillars improved compared to the previous RGS. Rule of Law and Safety and Security are the most improved pillars with 4.91% and 2.35% respectively.

The other four pillars namely Political rights and civil liberties, Quality of service delivery, Economic and Corporate Governance and Investing in Human and social development also improved with 2%, 1.32%, 1.22% and 0.67% respectively. As highlighted above the excellent performance of Rule of Law is primarily attributed to the Performance of the Legislature with its two variables: Performance in the Oversight of the Government Actions which improved from 58.64% in 2016 to 92.33% in 2017 and Performance in Legislative matters which improved from 72.27% in 2016 to 97.0% in 2017.

On the other hand, one pillar namely Control of corruption, transparency and Accountability recorded a decrease of -2.84%.

This pillar decreased because of the reduced performance in three variables. Score for percentage of citizens who have encountered corruption while interacting with service providers which shifted from 82.5% to 75.6% in 2017 and the percentage of citizen satisfaction with the performance of institutions in fighting corruption at local level which declined from 83.5% in 2016 to 60.59% in 2017 and the percentage of amount awarded in open tenders compared to all tenders which shifted from 84.87% in 2016 to 74%.

Figure 5: The RGS pillar performances 1<sup>st</sup> edition to the 5<sup>th</sup> edition



The pillar on Safety and Security continues to lead in performance since the creation of RGS in 2010. Given the country's history, security remains a paramount factor in Rwanda's sustainable transformation. The Government of Rwanda has persistently ensured and committed to enhancing security as a necessity and precursor to Rwanda's socio-economic development. The pillar of control of corruption, transparency, and accountability has consistently had a positive trend despite a minimal decrease in this edition compared to the previous one.

Although it remains the least performing pillar over time, the Quality of service delivery has consistently increased over time. Indeed the Government of Rwanda has set high targets for service delivery, and there is clear demand for the Citizens to reject poor services. Citizens have been empowered to assess the quality of services rendered to them. Two pillars: Rule of Law and Political rights as well as civil Liberties have been progressing well in the last three scorecards.

The pillar of Participation and inclusiveness has sustainably but minimally increased over the years when compared with the other pillars. It has however

not experienced any fluctuations in its performance throughout the editions. Investing in Human and Social development is the pillar with huge fluctuations because of some adjustments in its variables.

The significant changes in the indicator of Climate change and Environmental resilience are due to the need to meet international standards in the measurement of this particular indicator. The pillar of Economic and Corporate governance was done for the fourth time since it only began in the second edition of RGS.

Nevertheless, the last two editions show that the pillar performs well due to the indicator of National capital and export promotion. For the previous two years, the Government of Rwanda put more efforts in promoting and diversifying export products beside the tradition exports of coffee and tea.

Mining is one of the emerging exportation products, which contributes to this progress. On the other side, importations have decreased thanks to the improvement of the local manufacturing sector through the Made in Rwanda policy. This policy also contributes to the improvement of Rwanda's balance-of-payment.

Table 2: Best and Least Performing Indicators

BEST PERFORMING (ABOVE 85%)				LEAST PERFORMING ( BELOW 70%)			
#	PILLAR	INDICATOR	SCORE (%)	#	PILLAR	INDICATORS	SCORE (%)
1	PILLAR 2	Core International Human Rights Conventions	100.00%	1	PILLAR 2	Vibrancy of Non-State Actors in Policy Formulation	67.33%
2	PILLAR 4	National Security	98.80%				
3	PILLAR 4	Maintaining Security	95.24%				
4	PILLAR 4	Reconciliation, Social Cohesion and Unity	93.95%	2	PILLAR 7	Service Delivery In Economic Sector	66.48%
5	PILLAR 1	The Use of ICT in Delivery of Justice	92.83%				
6	PILLAR 4	Personal and Property Safety	91.87%				
7	PILLAR 8	Private Sector Promotion	91.40%	3	PILLAR 8	National Capital And Exports Promotion	66.41%
8	PILLAR 1	Performance of the Prosecution	90.76%				
9	PILLAR 6	Transparency and Accountability	88.70%				
10	PILLAR 2	Respect For Human Rights	87.61%	4	PILLAR 3	Citizen Participation	65.63%
11	PILLAR 3	Power Sharing	87.00%				
12	PILLAR 2	Rights to Media Freedom	85.85%				
13	PILLAR 7	Service Delivery in Local Administration	85.60%	5	PILLAR 5	Social Protection	63.79%
14	PILLAR 1	Performance of the Legislature	85.31%				

*Pillar 1 = Rule of Law*

*Pillar 2 = Political Rights and Civil Liberties*

*Pillar 3 = Participation and Inclusiveness*

*Pillar 4 = Safety and Security*

*Pillar 5 = Investing in Human and Social Development*

*Pillar 6 = Control of Corruption, Transparency and Accountability*

*Pillar 7 = Quality of Service Delivery*

*Pillar 8 = Economic and Corporate Governance*

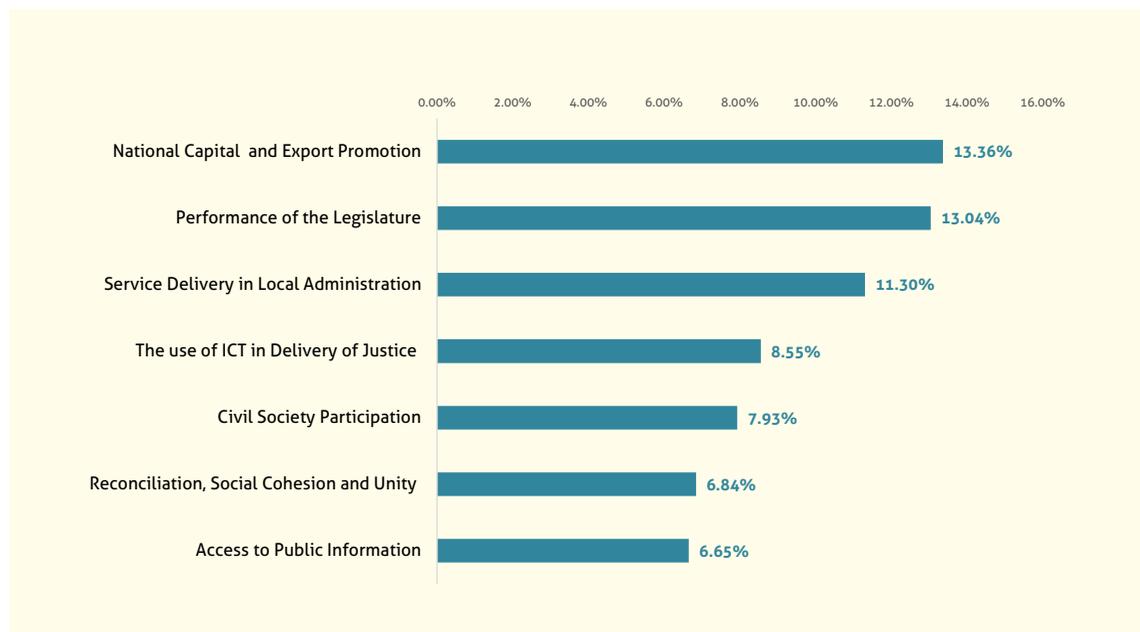
Table 2 highlights the best and least performing indicators for the RGS 5th edition. 14 indicators scored above 85% while five indicators scored below 70%. The remaining 18 indicators scored between 70 % and 85%.

The top seven scoring over 90% are Core international human rights convention (100%), National security (98.8%), Maintaining security (95.24%), Reconciliation, social cohesion and unity (93.95%), The use of ICT in delivery of Justice (92.83%), Personal and Property Safety (91.87%), Private Sector Promotion (91.40%).

It is important to highlight that all the four indicators of Safety and Security are among the top 7 best performing indicators with the score of over 90%.

On the other hand, five indicators are scoring below 70%. Those are Vibrancy of Non-State actors in policy formulation (67.33%), Service delivery in Economic Sector (66.48%), National Capital and Exports promotion (66.41%), Citizen Participation (65.63%), and Social protection (63.79%).

**Figure 6: Most improving indicators**

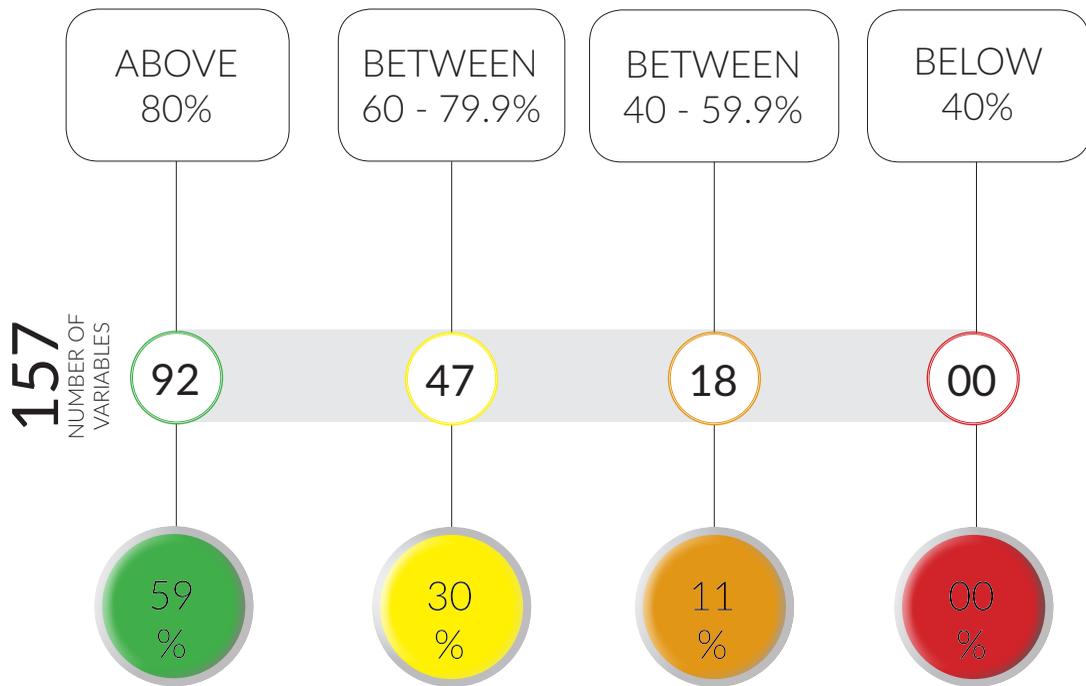


The RGS 5th edition shows that six out of 37 indicators have improved, with above 5%. National capital and export promotion is leading the list of improved indicators with 13.36% of improvement rate due to the improvement of informal cross-border trade balance where exports surpassed imports over 40%.

The performance of the Legislature also recorded a high rate of improvement with 13.04%. The increase is a result of the intensive field visit of the parliamentarians to reach the citizens at the grassroots level in consultation and feedback on various government programs. Service delivery in Local administration also recorded a significant improvement as the indicator shifted from 74.3% in 2016 to 85.6% in 2017.

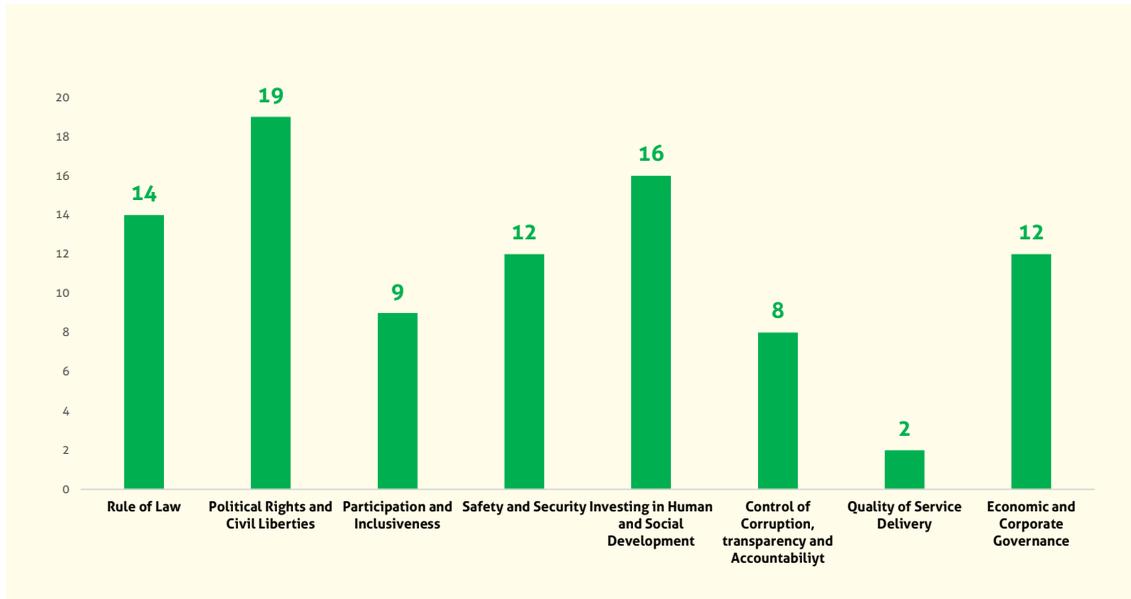
The improved performance resulted from the new approach of local leaders accessibility to the citizens. Leaders from District conduct at least one day per week citizen engagement forums up to Cell level. The forum is an opportunity for solving citizen's queries and gathering their wishes/priorities for the following fiscal year.

### 3.3. Highlights of the variables: Best and Least Performing Variables



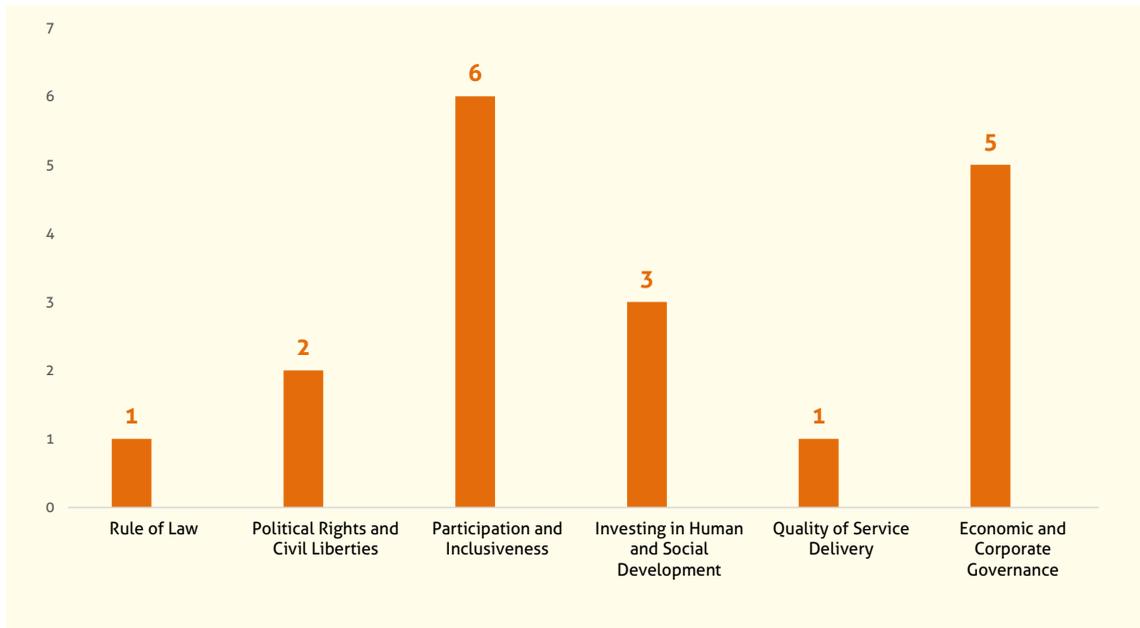
The illustration above shows that out of 157 variables, 92 (59%) scored green, 47 (30%) scored yellow while 18 (11%) scored amber. The variables also recorded noticeable improvement from the previous edition as there is no single variable in red contrary to the previous edition where four variables were in red.

Figure 7: Number of best performing variables



As highlighted earlier, more than 92 variables (59%) scored in green with a rate of over 80%. Political rights and civil liberties have the highest rate of best performing variables 20.88% with a total number of 19 followed by Investing in Human and Social Development with a rate of 17.58% with a total number of 16 variables in green. Quality of Service delivery has the lowest rate in the best performing variables 2.20% with a total number of 2 variables in green.

Figure 8: Number of least performing variables



The graph above shows that 18 variables are the least performing in the present RGS. Participation and Inclusiveness have the most significant number of least performing variables which represent a rate of 33.33%, followed by Economic and Corporate Governance with a total number of five variables below 60% representing 27.78%. Rule of Law and Quality of Service Delivery have each one least performing variable..

# PERFORMANCE OF PILLARS

RULE OF LAW



POLITICAL RIGHTS AND CIVIL LIBERTIES



ECONOMIC AND CORPORATE GOVERNANCE



PARTICIPATION AND INCLUSIVENESS



QUALITY OF SERVICE DELIVERY



SAFETY AND SECURITY



# PILLARS

CONTROL OF CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY

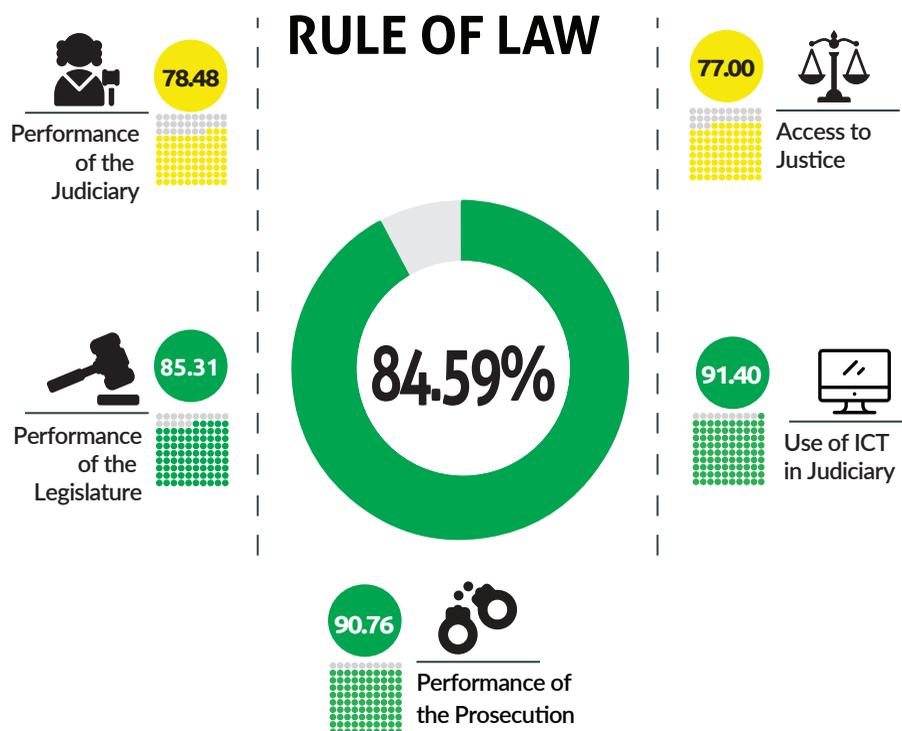


INVESTING IN HUMAN AND SOCIAL DEVELOPMENT





# RULE OF LAW



The rule of law is a principle of governance in which the supremacy of the law prevails. The state, all institutions, and all citizens are accountable to laws that duly promulgated, fairly and equally administered, where justice is delivered independently, ethically, timely and by competent personnel.

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

The Rule of law pillar measures the performance of; the legislature, the Prosecution, the Judiciary; the use of ICT in the judiciary and access to justice.

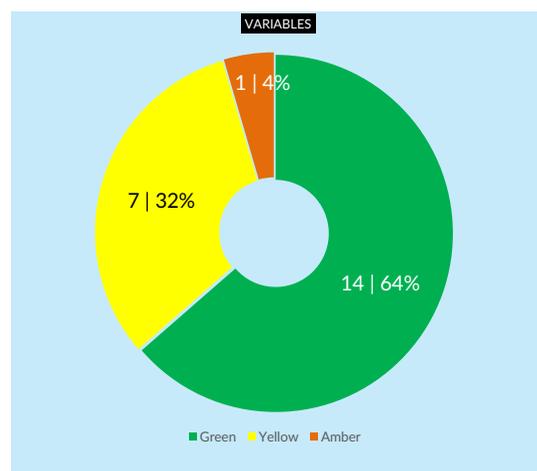
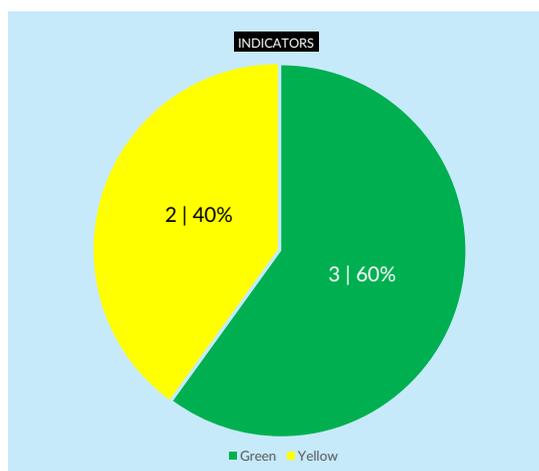
In the RGS 5th edition three new variables were added to the Rule of Law, they include; the independence of the parliament under the Performance of the Legislature, Case filling in intermediary and high courts under the indicator of the use of ICT in Delivery of Justice.

## 4.1. Detailed scores of Indicators and Variables

PILLAR	S/N	INDICATOR	DATA	SOURCE OF DATA	SCORES	RATING
RULE OF LAW	<b>1</b>	<b>Performance of the Judiciary</b>			<b>78.48%</b>	
	1.1	% of citizens expressing trust in fairness of the courts	85.80%	CRC 2017	85.80%	
	1.2	% of Cases processed by the courts against all cases in courts	91.29%	Supreme court, 2017	91.29%	
	1.3	% of Backlog of court cases awaiting trial more than 6 months	23.00%	Supreme court, 2017	77.00%	
	1.4	Citizens' Level of satisfaction on implementation of court resolution	53.20%	CRC 2017	53.20%	
	1.5	Independence of courts	73.87%	CRC, 2017 & WEF 2017/18	73.87%	
	1.6	Disposal pace	Composite		89.74%	
	<b>2</b>	<b>Performance of the Prosecution</b>			<b>90.76%</b>	
	2.1	% of backlogs processed	100.00%	NPPA, 2017	100%	
	2.2	% of criminal cases processed	99.10%	NPPA, 2017	99.10%	
	2.3	% of gender based violence cases processed	98.60%	NPPA , 2017	98.60%	
	2.4	% of convicted cases against cases submitted to courts	93.22%	NPPA, 2017	93.22%	
	2.5	Level of satisfaction (arrest and detention)	62.90%	TI_RW, 2015	62.90%	
	<b>3</b>	<b>Access to Justice</b>			<b>77.00%</b>	
	3.1	Citizen satisfaction for access to legal aid	64.40%	CSDB 2015	64.40%	
	3.2	Level of citizens' satisfaction of MAJ effectiveness	78.06%	CRC, 2017	78.06%	
	3.3	% of citizens satisfied with Abunzi performance	88.54%	CRC , 2017	88.54%	
	<b>4</b>	<b>Performance of The Legislature</b>			<b>85.31%</b>	
	4.1	Performance in the Oversight of the Government Actions			92.33%	
	4.2	Performance in Legislative matters	97.00%	Parliament , 2017	97.00%	
	4.3	Independence of the Parliament	66.60%	CRC, 2017	66.60%	

PILLAR	S/N	INDICATOR	DATA	SOURCE OF DATA	SCORES	RATING
	<b>5</b>	<b>The use of ICT in Delivery of Justice</b>			<b>91.40%</b>	
	5.1	Case filing in Primary Courts	60,0%	Supreme court, 2017	60.00%	
	5.2	Case filling in Intermediate Court	98%	Supreme court, 2017	98.00%	
	5.3	Case filing in High Court	99%	Supreme court,2017	99.00%	
	5.4	Case filling in Commercial Court	100%	Supreme court, 2017	100%	
	5.5	Case filing in Supreme Court	100,0%	Supreme court, 2017	100%	
<b>OVERALL SCORE</b>					<b>84.59%</b>	

## 4.2. Summary of the Indicators and Variables



The Rule of Law pillar is the most improved pillar and has the scorecards most improving indicator relating to the legislatures performance in the oversight over government. The Parliaments duty of oversight over Government actions increased by 13.04% from the previous RGS edition’s score. This improvement is a result of super activity by members of parliament especially field visits, parliament committee outreach and engaged with citizens directly in relation to the performance of government institutions.

The new variable on the independence of the legislature permits RGS to assess the separation of powers which is core to the rule of law as a governance principle. Citizens perceive this variable at 66.60%. The other new variables on the use of ICT in the in the delivery of justice that is Case filling in both the intermediary and high courts were added to expand to courts accessed by the more citizens. The scores 98% and 99% respectively affirms that the ICT enables and expedites the judicial process. The use of ICT indicator, as a result, improved from 82.85% from last year to 91.40 % in this edition.

### 4.3 SECTOR SPECIFIC RECOMMENDATIONS

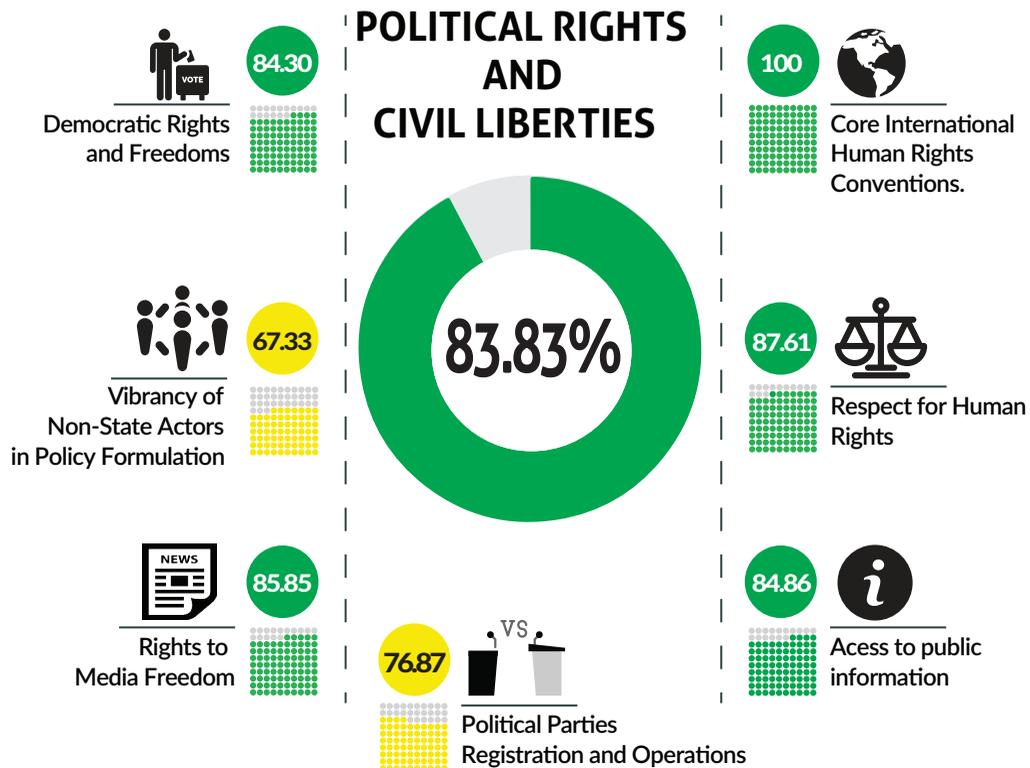
There is need to improve the execution of judgements of Courts

We recommend that long-term strategies be adopted to reduce backlogs in the supreme court

We also recommend for an active mechanism be put in place to improve the electronic filing of cases in primary courts



# POLITICAL RIGHTS AND CIVIL LIBERTIES



The Political Rights and Civil Liberties entail democratic rights and freedoms. The indicators of the vibrancy of the 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 form the basis of the political rights and civil liberties pillar.

In this RGS there are two new variables have were added to those of the last RGS edition. That is the variable

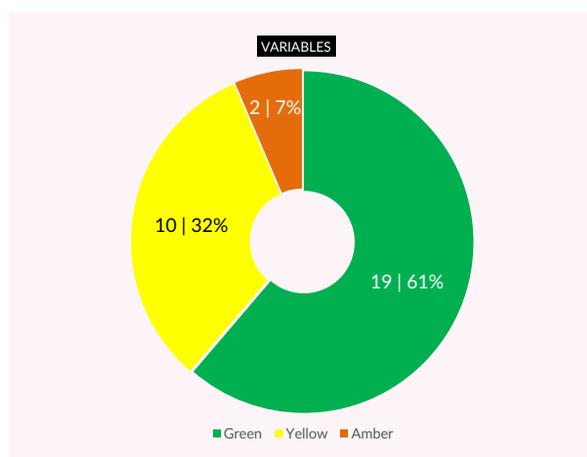
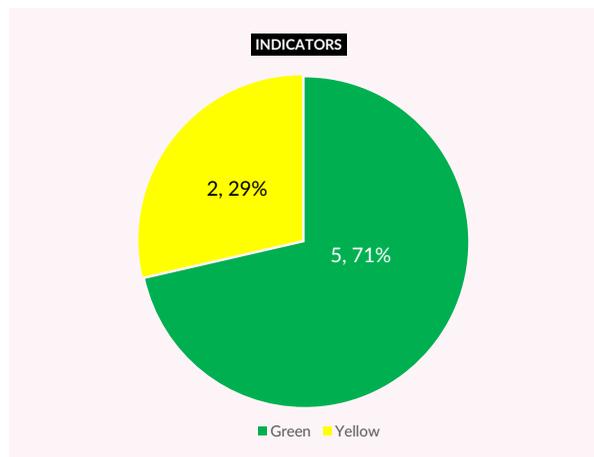
on the percentage of citizen satisfaction with political parties operations under Political parties' registration and operations and the percentage of cases monitored by National Human Rights Commission against those submitted under the indicator of Respect for Human rights. Also, the variable of Political parties with the operational bureau in at least 50% of Districts has been reformed for better understand, and it is now called Political parties operationality.

## 5.1. Detailed scores of Indicators and Variables

PILLAR	S/N	INDICATOR	DATA	SOURCE OF DATA	SCORES	RATING
POLITICAL RIGHTS AND CIVIL LIBERTIES	<b>1</b>	<b>Democratic Rights and Freedoms</b>			<b>84.30%</b>	
	1.1	Right to organise political parties	68.50%	CSDB,2015	68.50%	
	1.2	Access of political parties to open (public places) political campaign	76.80%	TI-RW,2015	76.80%	
	1.3	Universal adult suffrage for all citizens	Composite		95.90%	
	1.4	Respect for the principles of Democracy	88.60%	CRC, 2017	88.60%	
	1.5	Right to elect leaders of choice	81.50%	CSDB, 2015	81.50%	
	1.6	Freedom of speech	94.50%	CRC, 2017	94.50%	
	<b>2</b>	<b>Vibrancy of Civil Society Organizations in Policy formulation</b>			<b>67.33%</b>	
	2.1	Academia	55.70%	TI-RW, 2015	55.70%	
	2.2	Media	74.00%	RBM, 2016	74.00%	
	2.3	CSO in influencing public policy	72.30%	CSDB, 2015	72.30%	
	<b>3</b>	<b>Rights to Media Freedom</b>			<b>85.85%</b>	
	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%	
	<b>4</b>	<b>Political Parties Registration and Operations</b>			<b>76.87%</b>	
	4.1	Political parties operationality	63.50%	NFPO, 2017	63.50%	
	4.2	Registration of political Parties by an independent body	100%	Official Gazette, n° 51bis of 19/12/2016	100%	
	4.3	% of citizen satisfaction with political parties operations	57.20%	CRC, 2017	57.20%	
4.4	% of political parties represented in the Parliament	7/11	Parliament, 2015	63.63%		
4.5	% of political parties financial accountability	100%	Ombudsman , 2017	100%		

POLITICAL RIGHTS AND CIVIL LIBERTIES	5	<b>Access to Public Information</b>			84.86%	
	5.1	Citizen satisfaction with access to information	91.60%	CRC, 2017	91.60%	
	5.2	Existence of the law on access to Public Information	100%	Constitution, 2015	100%	
	5.3	Civil liberties	82.05%	CSDB, 2015	82.05%	
	5.4	Media availability and access to information for citizens	65.80%	RMB, 2016	65.80%	
	6	<b>Respect for Human Rights</b>			87.61%	
	6.1	% of cases processed by NHRC against those reported	100.00%	NHRC, 2017	100%	
	6.2	% of cases monitored by NHRC against those submitted	75.38%	NHRC, 2017	78.52%	
	6.3	Level of citizen satisfaction with respect of human rights	94.70%	CRC, 2017	94.70%	
	6.4	Fundamental rights	77.20%	CSDB, 2015	77.20%	
	7	<b>Core International Human Rights Conventions</b>			100%	
	7.1	Number of UN International Human rights Conventions ratified against total number of conventions to be ratified	100%	NHRC, 2017	100%	
	7.2	Number of UN international human rights conventions domesticated against those ratified	100%	NHRC, 2017	100%	
	7.3	Number of reports on human rights submitted in time against the number of reports required by UN bodies	100%	NHRC, 2017	100%	
	7.4	Number of AU International Human rights Conventions ratified against total number of conventions to be ratified	100%	NHRC, 2017	100%	
7.5	Number of AU international human rights conventions domesticated against those ratified	100%	NHRC, 2017	100%		
<b>OVERALL SCORE</b>				<b>83.83%</b>		

## 5.2. Summary of Indicators and Variables



The pillar of Political rights and civil liberties performance improved from 81.83% in 2016 to 82.72% in the 2017 RGS. Five of the seven indicators scored over 80%. The democratic rights and freedoms, Rights to media freedom, access to public information, respect for human rights and core international human rights convention indicators scored above 80%.

The Indicator on political party registration and operation and that of Political parties' operationality scored below 70%. Note during the period of presidential campaigns and elections in 2017 operational visibility for ten out of the eleven political parties in the country was high powered by many campaign sites and activities, participatory and consensual politics were evidenced in particular at by the RPF and the eight allied parties for the 2017 presidential election. Flags of the nine allied parties flew high at the crowded campaign sites

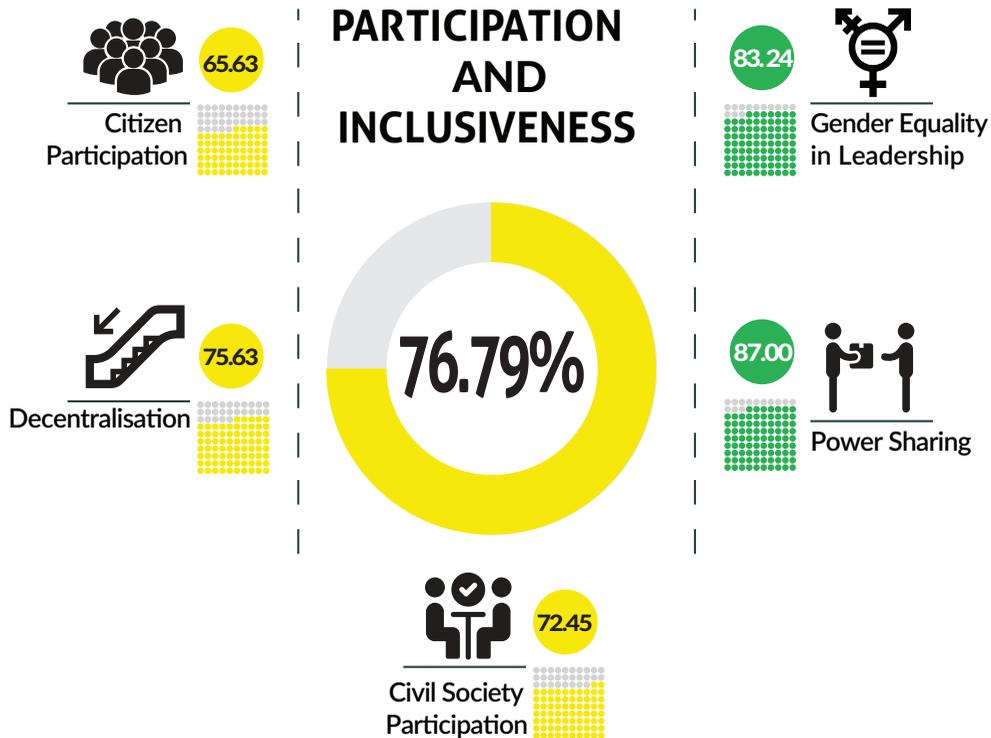
The role of the academia in policy formulation and that of citizen satisfaction with political parties' operations scored 55.70% and 57.20% respectively. Note that, since the source of data used is in 2015, there is a likely hood that the status has improved as anticipated in the forthcoming CSO barometer.

### 5.3 SECTOR SPECIFIC RECOMMENDATIONS

- There is a need to increase the role of academia in policy formulation
- Strategies to improve citizens' satisfaction with the operations of political parties to enhance their confidence in them.



# PARTICIPATION AND INCLUSIVENESS



The understanding of Participation and inclusiveness emanates from a wide range of perspectives. Representation of all layers and groups of society lead to the flourishing of democratic institutions. Similarly, an informed and empowered citizenry is a crucial component of growth, societal stability, and wellbeing. Overall, the exercise of the participation and inclusiveness happens when all groups of people, in a settling, participate in decision-making and contribute to creating opportunities; share the benefits of it, in all aspects of life. The Participation and inclusiveness pillar includes five indicators: citizen participation; decentralization; Civil Society participation; and gender equality in leadership and power sharing.

Note that our source of data (TI-Rw, 2015) used on the determination of the percentage (%) of citizen satisfaction in their participation in elections is of 2015 and hence does not reflect citizen satisfaction with regards to their participation in the 2017 presidential elections.

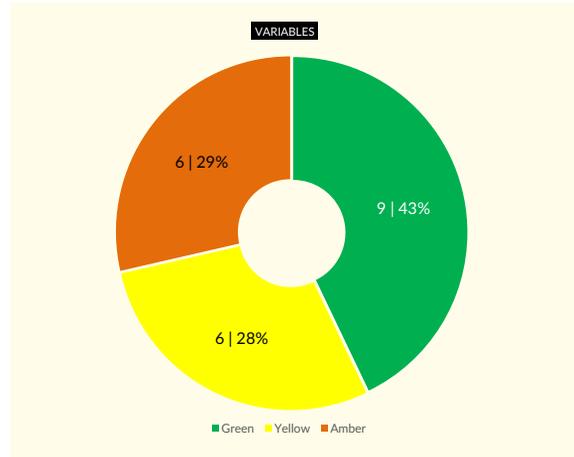
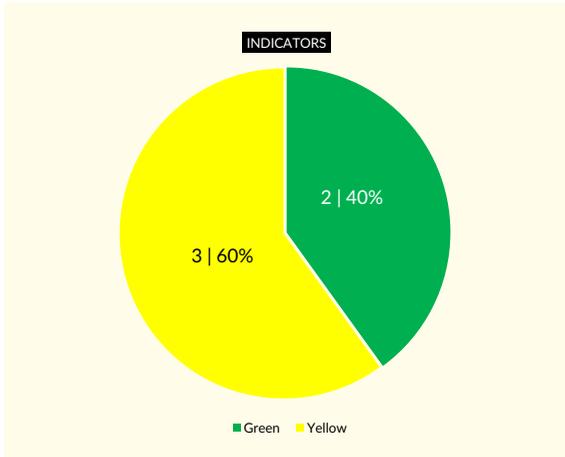
Citizen Participation remains empowered by Rwanda’s Home Grown Solutions approaches where these have increased, and impacted citizen participation. In 2017 participation in imihigo planning outstandingly improved.

### 6.1. Detailed scores of Indicators and Variables

PILLAR	S/N	INDICATOR	DATA	SOURCE OF DATA	SCORES	RATING
PARTICIPATION AND INCLUSIVENESS	1	<b>Citizen Participation</b>			<b>65.63%</b>	
	1.1	% of citizens satisfaction with holding leaders accountable	58.60%	CRC, 2017	58.60%	
	1.2	% of citizens satisfaction in their participation in elaboration of District budget and Plans	47.70%	CRC, 2017	47.70%	
	1.3	% of citizen satisfaction in their participation in elections	87.00%	TI-RW, 2015	87.00%	
	1.4	% of citizens satisfaction in their participation in giving suggestions/ options during Village committees	73.30%	CRC, 2017	73.30%	
	1.5	% of citizens satisfaction in their participation in community work activities (Umuganda)	92.70%	CRC, 2017	92.70%	
	1.6	% of citizens satisfaction with their financial contribution to Government programs	71.30%	CRC, 2017	71.30%	
	1.7	% of citizens satisfaction with their participation in Imihigo planning	48.90%	CRC, 2017	48.90%	
	1.8	% of citizen satisfaction in their participation in decision making	45.50%	CRC 2017	45.50%	
	2	<b>Decentralisation</b>			<b>75.63%</b>	
	2.1	Local Government budget as % of national budget (% of national budget allocated to LG budget)	21.00%	MINECOFIN, 2017-2018	87.5%	
	2.2	Proportion of own revenue to overall district budget	11.70%	MINECOFIN, 2017-2018	53.79%	
	2.3	Local government responsiveness	85.6%	CRC, 2017	85.60%	

PILLAR	S/N	INDICATOR	DATA	SOURCE OF DATA	SCORES	RATING
PARTICIPATION AND INCLUSIVENESS	3	<b>Civil Society Participation</b>			<b>72.45%</b>	
	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%	CRC, 2017	58.00%	
	4	<b>Gender Equality in Leadership</b>			<b>83.72%</b>	
	4.1	Executives	Composite	PMO, 2017	79.73%	
	4.2	Legislative	Composite	NISR, 2016	88.00%	
	4.3	Judiciary	Composite	Supreme Court, 2017	82.00%	
	5	<b>Power Sharing</b>			<b>87.00%</b>	
		5.1	% of citizen satisfied with power sharing practice is respected	87.00%	CRC, 2017	87.00%
<b>OVERALL SCORE</b>					<b>76.79%</b>	

## 6.2. Summary of Indicators and Variables



The indicator of citizen participation increased by 3.72 % compared to the previous RGS, the most improving variable is the % of citizens’ satisfaction with their participation in Imihigo planning which moved from 27% to 48% in the current RGS.

The recorded improvement is due to the new approach of consulting citizens through community meetings at the grassroots level on district planning and Imihigo at the beginning of each fiscal year.

## 6.3 SECTOR SPECIFIC RECOMMENDATIONS

➤ Strengthen efforts to effectively engage Civil Society Organizations and Private Sector to play their rightful role in the national transformation agenda

➤ Increase efforts to continue raising the level of citizens' participation in planning, budgeting and district IMIHIGO and accountability processes

➤ Continue sensitizing women and strengthening their capacity to take an active role in decision-making organs especially in local government.



# SAFETY AND SECURITY



## SAFETY AND SECURITY



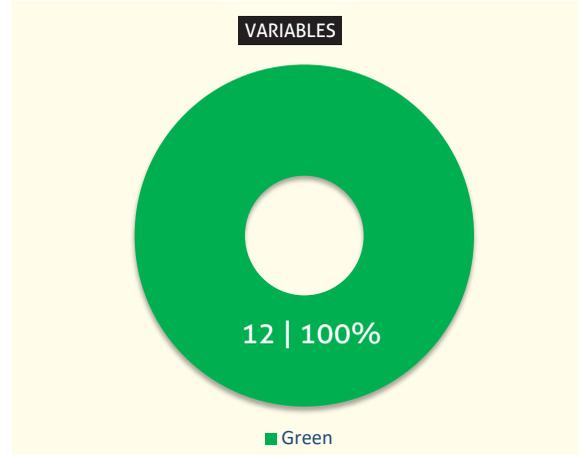
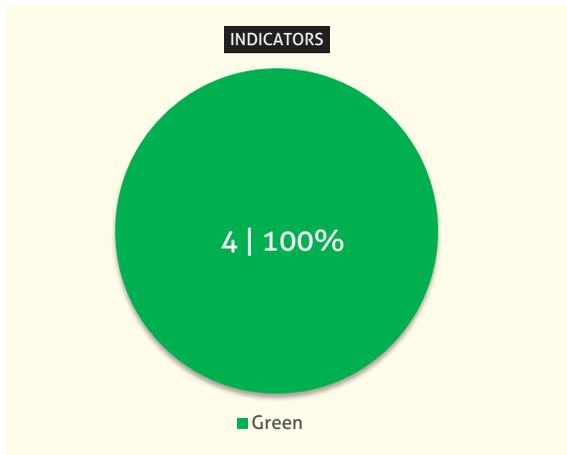
The Safety and security is an important pillar and is the foundation to national building and a basis for national transformation, development, and social stability.

This pillar consists of four indicators: Maintaining Security, National Security, Personal Security; and Unity, Reconciliation, and Social Cohesion. We removed the variable on the confidence level in Inkeragutabara because they are part of the Rwanda Defence Force (RDF).

## 7.1. Detailed scores of Indicators and Variables

PILLAR	S/N	INDICATOR	DATA	SOURCE OF DATA	SCORES	RATING
SAFETY AND SECURITY	1	<b>Maintaining Security</b>			<b>95.24%</b>	
	1.1	RDF	99.10%	CRC,2017	99.10%	
	1.2	RNP		CRC,2017&IPRS	91.38%	
	2	<b>National Security</b>			<b>98.80%</b>	
	2.1	Number of Internally Displaced People(IDP)	0	RNP, 2017	100.00%	
	2.2	Battle death (civilians and combattants) on national territory	0	RNP, 2017	100.00%	
	2.3	Level of satisfaction with security at the national level	96.40%	CRC, 2017	96.40%	
	3	<b>Personal and Property Safety</b>			<b>89.20%</b>	
	3.1	Homicides rates (per 100,000)	3.9	RNP,2017	99.99%	
	3.2	Level of satisfaction with property security	87.40%	CRC, 2017	87.40%	
	3.3	Level of satisfaction with personal security	95.40%	CRC, 2017	95.40%	
	3.4	Confidence level in " DASSO"	84.70%	CRC, 2017	84.70%	
	4	<b>Unity, Reconciliation and social cohesion</b>			<b>93.95%</b>	
	4.1	Citizens' trust in Country's leadership	92.20%	CRC,2017	92.20%	
	4.2	Cohesion and Mutual Trust	94.55%	RRB,2015	94.55%	
	4.3	Adherence to rwandanness (Ubunyarwanda )	95.10%	CRC, 2017	95.10%	
	<b>OVERALL SCORE</b>					<b>94.97%</b>

## 7.2. Summary of Indicators and Variables



The pillar of Safety and Security continues to lead all Pillars in performance over time. In the RGS 5th edition, the pillar also recorded a 2.35% improvement as it scored 92.62% in the 4th edition against 94.97% in the present edition.

The positive growth of the variable of Cohesion and Mutual trust that shifted from 75.8% to 94.55% in 2017 is responsible for the improvement in the performance of the pillars.

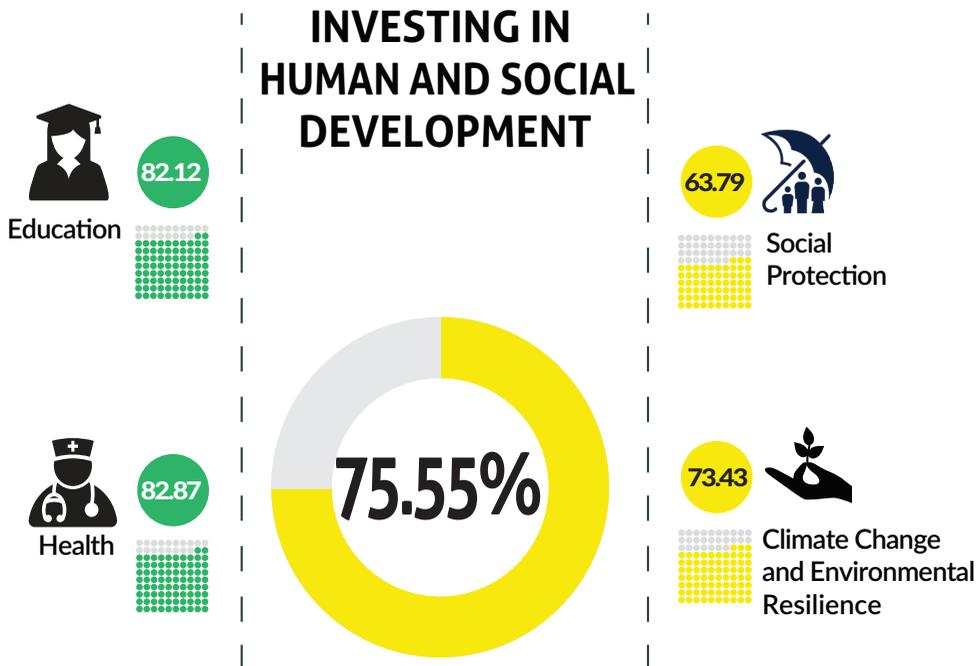
### 7.3 SECTOR SPECIFIC RECOMMENDATIONS

- To sustain the achievement in the Security and Safety pillar

- We recommend that DASSO maintain the momentum in strengthening the working relationship with citizens to continue gaining their confidence in maintaining community security.



# INVESTING IN HUMAN AND SOCIAL DEVELOPMENT



The pillar on Investing in Human and Social Development measures basic achievement levels in fundamental dimensions of human development. It has four indicators: Education, Health, social protection, Climate Change and Environmental resilience.

Rwanda is committed to the ensuring inclusive human development. Commitments in the SDGs, Agenda 2063 and the NST 1 exist. The NST 1's core principles include ensuring that no one is left behind. Under the SDG's Rwanda is determined to foster human development through the end of poverty and hunger, in all their forms and dimensions, and to ensure that all Rwandan are able to enjoy their potentials in dignity and equality and in a healthy environment.

The NSTI Considers that Rwanda will continue adopting and scaling up home-grown solutions based on Rwandan culture, values and the country's unique developmental context. Rwanda met nearly all the Millennium Development Goals (MDGs) by the end of 2015, Home Grown Solutions were pivotal in keeping Rwanda on

the MDG track. Home Grown initiatives contributed significantly to improving 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 strong economic growth herein noticed 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.

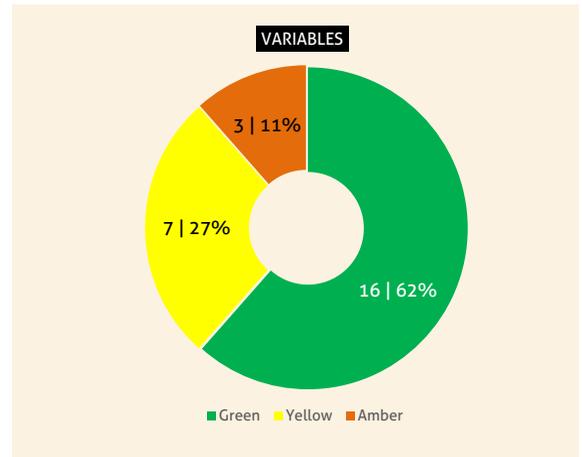
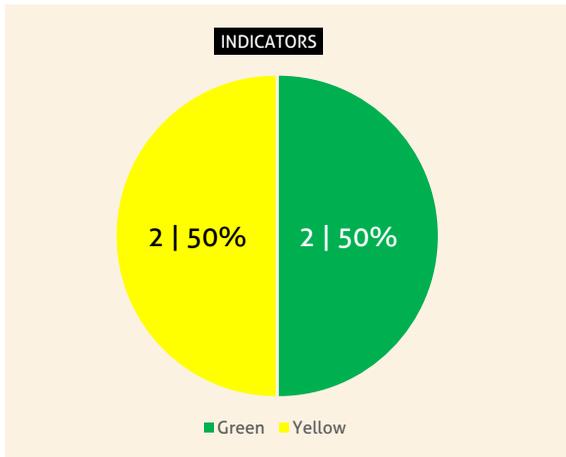
In this RGS edition, a new variable of Inclusiveness of people with disabilities has been introduced under Social protection indicator to measure progress on the commitment to leaving none behind. The variable relating to environmental protection under the indicator of climate change and environmental resilience have adjusted to fit in the national environment protection policy strategy to meet international standards.

## 8.1. Detailed scores of Indicators and Variables

PILLAR	S/N	INDICATOR	DATA	SOURCE OF DATA	SCORING	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	<b>1</b>	<b>Education</b>			<b>82.12%</b>	
	1.1	Primary Education	Composite	MINEDUC, 2016	85.98%	
	1.2	Secondary Education	Composite	MINEDUC,2016	85.51%	
	1.3	Tertiary Education	Composite	MINEDUC, 2016	84.80%	
	1.4	Literacy rate ( people aged between 15-24years)	86.00%	NISR, EICV 4	86.00%	
	1.5	Citizens' level of satisfaction with education services	68.30%	CRC, 2017	68.30%	
	<b>2</b>	<b>Health</b>			<b>82.87%</b>	
	2.1	Women aged 15-45 using modern contraceptive techniques (%)	66.00%	DHS 2015	91.66%	
	2.2	Life expectancy at birth (years)	66.6	NISR, 2017 projection	100.00%	
	2.3	% Population covered by health insurance schemes	84.60%	MoH,2016	84.60%	
	2.4	Patients under ARV treatment	82.60%	MOH, 2016	82.60%	

PILLAR	S/N	INDICATOR	DATA	SOURCE OF DATA	SCORING	RATING	
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	2.5	Immunization rate (full coverage)	92.60%	MOH/DHS 2015	95.46%		
	2.6	Under 5 mortality rate (per 1,000 live births)	50	DHS 2015	84.00%		
	2.7	Ratio of Medical doctor & nurses per population (per 10,000 habitants)	Composite	MoH,2017	93.78%		
	2.8	Diseases prevalence rate	Composite	MoH,DHS,2015	83.53%		
	2.9	Maternal health	Composite	MoH,DHS,2015	95.50%		
	2.10	Population growth rate (%)	2.60%	NISR, CENSUS 2012	76.92%		
	2.11	Total Fertility Rate ( children per women )	4.2	DHS 2015	71.42%		
	2.12	Stunting rate	38%	MIGEPROF	47.36%		
	2.13	Citizens' level of satisfaction with Health services	70.50%	CRC, 2017	70.50%		
	<b>3</b>	<b>Social Protection</b>			<b>63.79%</b>		
	3.1	Level of Government investment in social development solutions	Composite	LODA&RAB,2017	81.93%		
	3.2	% budget from own revenue allocated to FARG program	3.00%	MINECOFIN, 2016	50.00%		
	3.3	Inclusiveness for people with disabilities	59.72%	NCPD,2016	59.73%		
	3.4	Citizens' level of satisfaction with the services to promote social and economic welfare	63.50%	CRC, 2017	63.50%		
	<b>4</b>	<b>Climate Change And Environmental Resilience</b>			<b>73.43%</b>		
	4.1	Land Management and Protection	Composite	RAB, MINERENA & RAB,2017	88.91%		
	4.2	Climate Change resilience	Composite	REMA,2015	48.68%		
	4.3.	Environmentally Sustainable settlement and use of Energy			60.27%		
	4.3.1.	Sustainable use of Energy	Composite	Mininfra, 2017	54.35%		
	4.3.2	Sustainable settlement	Composite	Mininfra, 2017&EICV,2014	66.19%		
	4.4	National environment protection Policy and Strategy	Composite	Ministry of Land and Forestry, 2017	95.88%		
	<b>OVERALL SCORE</b>					<b>75.55%</b>	

## 8.2. Summary of Indicators and Variables



The pillar of Investing in Human and Social Development recorded a slight improvement of 0.67%. The Education indicator scored above 80% because of the improvement of the level of citizen's satisfaction with education services, which shifted from 63.4% in 2016 to 68.3% in 2017.

### 8.3 SECTOR SPECIFIC RECOMMENDATIONS

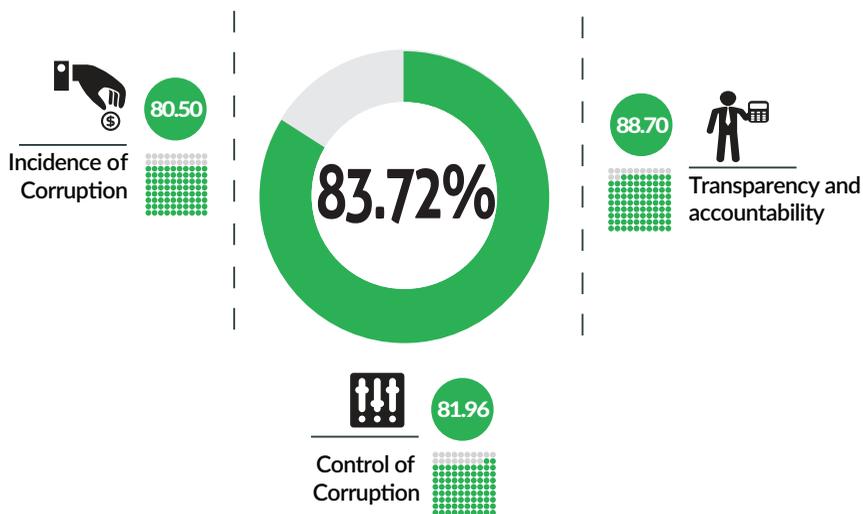
- Develop and implement strategies to improve service delivery especially for people with disability in schools and other public places
- Multiple efforts to address the problem of high rate of stunting in early childhood
- Fast track the establishment of ECD centers national wide
- Continue citizen's sensitization on the importance of living in developed rural settlement for better planning and closer to services.



# CONTROL OF CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY



## CONTROL OF CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY



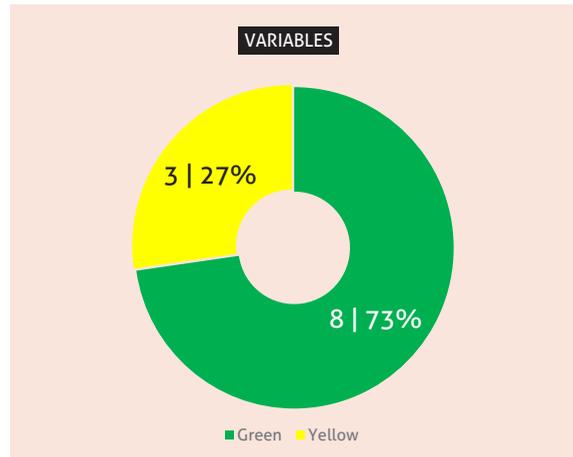
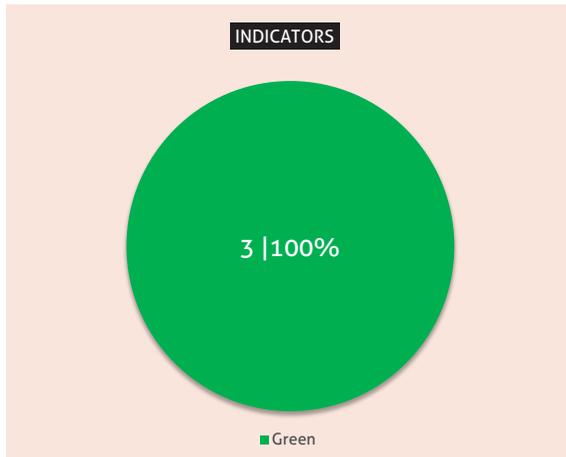
The Control of Corruption, Transparency and Accountability pillar captures perceptions of the extent to which public power is exercised for private gain. This includes both petty and grand forms of corruption. The indicator also measures the availability and clarity of information provided to the general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

This pillar has three indicators: incidence of corruption, control of corruption and Transparency and Accountability.

## 9.1 Detailed scores of Indicators and Variables

PILLAR	S/N	INDICATOR	DATA	SOURCE OF DATA	SCORING	RANKING
CONTROL OF CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY	<b>1</b>	<b>Incidence of corruption</b>			<b>80.50%</b>	
	1.1	% of citizens reporting Personal Experience of corruption	15.40%	RBI 2016	84.60%	
	1.2	% of citizens who have encountered corruption while interacting with service providers	24.40%	RBI 2016	75.60%	
	1.3	Citizens perception of existence of high level of corruption	18.70%	RBI 2016	81.30%	
	<b>2</b>	<b>Control of corruption</b>			<b>81.96%</b>	
	2.1	% of citizens satisfaction with fighting corruption and injustice	92.30%	CRC, 2017	92.30%	
	2.2	Citizen's satisfaction on Govt commitment to fight corruption)	93.00%	RBI 2016	93.00%	
	2.3	% of citizens satisfaction with performance of institutions in fighting corruption at local level	60.59%	CRC, 2017	60.59%	
	<b>3</b>	<b>Transparency and Accountability</b>			<b>85.78%</b>	
	3.1	% of amount awarded in Open tenders compared to all tenders	74.00%	RPPA, 2017	74.00%	
	3.2	Cases recommended by OAG processed by PAC	100.00%	PAC, 2017	100.00%	
	3.3	% of annual national budget audited by Office of Auditor General	85.00%	OAG, 2016	85.00%	
	3.4	Citizens have the right to held authorities accountable of their actions	85.00%	CRC, 2017	85.00%	
	3.5	Asset Declaration	99.50%	Ombudsman,2016	99.50%	
	<b>INDICATOR OVERALL SCORE</b>					<b>83.72%</b>

## 9.2. Summary of the sector performance



The RGS 5th edition shows a slight decrease on the indicator of Incident of Corruption and Control of corruption because they respectively scored 80.50% and 81.96% against 86.13% and 87.77% in the previous RGS. Two variables; the Percentage of citizens who have encountered corruption while interacting with service providers and the percentage of citizen's satisfaction with the performance of institutions in fighting corruption at the local level which scored 75.6% and 60.59% respectively from 82.50% and 83.50% of RGS 2016 have led to the registered decrease.

An improvement is recorded in the cases recommended by OAG processed by PAC which scored 100% against 79.79% of the similar variable of performance of parliamentary public accounts committee (PAC).

Rwanda continues to be among the leading nations in the fight against corruption. The country leads as the least corrupt in the East Africa region and comes in the top ten best on the continent.

The remarkable performance in this sector is a result of the effective implementation of institutional, legal and policy frameworks geared towards strengthening accountability and promoting transparency at all levels. Commitment to zero tolerance for corruption and continued reforms to enhance transformation and relentless efforts in the fight against corruption at the political level has sustained the fight against corruption.

## 9.3 SECTOR SPECIFIC RECOMMENDATIONS

- 

Strengthen the synergy and collaboration among institutions responsible for the control of corruption and enhancing accountability to sustain the achievements already reached and continue improving in controlling corruption
- 

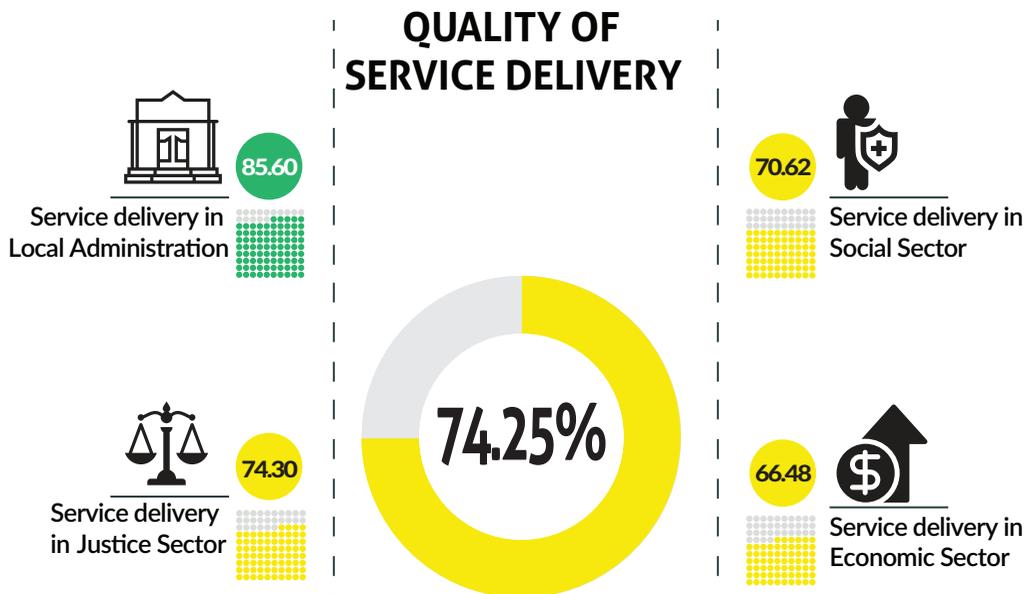
Enhance the culture of effective services and zero tolerance for corruption
- 

Increase online services to minimize corruption enabling environment
- 

Increase citizens' awareness in the fight against corruption and establish a corruption monitoring mechanism at the local level and report it or denounce it wherever it is identified.



# QUALITY OF SERVICE DELIVERY



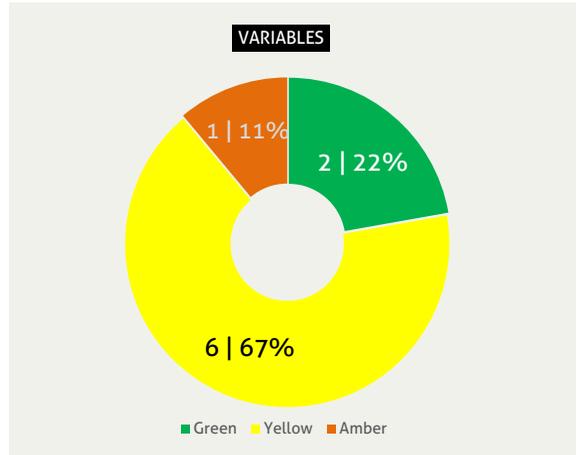
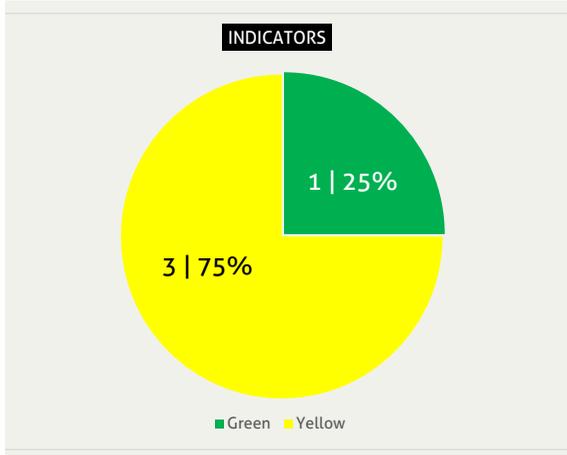
Ensuring the quality of service delivery is a fundamental obligation of the government, private sector and all other service providers. Quality service delivery underscores accountability, transparency, and effectiveness. Quality service delivery ensures the doing quality work delivered in a manner that is quick and customer-centred to enhance citizen satisfaction.

In the 2017 RGS, this pillar has indicators of Service Delivery in Local Administration, Service delivery in Justice Sector, Service Delivery in Social Sector, Service delivery in the Economic Sector. The variable of the percentage of citizens' expressing satisfaction in the implementation of courts resolution has added into the variable of the percentage of citizens expressing satisfaction with service delivery in the justice sector.

## 10.1. Detailed scores of Indicators and Variables

PILLAR	S/N	INDICATOR	DATA	SOURCE OF DATA	SCORING	RATING
QUALITY OF SERVICE DELIVERY	<b>1</b>	<b>Service Delivery in Local Administration</b>			<b>85.60%</b>	
	1.1.	% of citizen expressing overall satisfaction with service delivery performance in Local Administration	85.60%	CRC, 2017	85.60%	
	<b>2</b>	<b>Service delivery in Justice Sector</b>			<b>74.30%</b>	
	2.1	% of citizen expressing satisfaction with service delivery in Justice Sector	74.30%	CRC, 2017	74.30%	
	<b>3</b>	<b>Service Delivery in Social Sector</b>			<b>70.62%</b>	
	3.1	Health sector	Composite	CRC, 2017	80.05%	
	3.2	Education sector	68.30%	CRC, 2017	68.30%	
	3.3	% of citizen expressing satisfaction with service delivery in Social Welfare Sector	63.50%	CRC, 2017	63.50%	
	<b>4</b>	<b>Service delivery in Economic Sector</b>			<b>66.48%</b>	
	4.1	% of citizen expressing satisfaction with service delivery in Agriculture and livestock sector	52.50%	CRC, 2017	52.50%	
	4.2	Infrastructure	Composite		68.73%	
	4.3	Land sector( registration)	69.80%	CRC, 2017	69.80%	
	4.4	% of citizen expressing satisfaction with service delivery in private sector	74.90%	CRC, 2017	74.90%	
	<b>OVERALL SCORE</b>					<b>74.25%</b>

## 10.2. Summary of Indicators and Variables



Although it remains the least performance pillar, Quality of Service delivery recorded a slight improvement from 72.93% to 74.25% which represents an increase of 1.32%.

The development is due to progress in the indicator of Service delivery in Local Administration which recorded an increase of 11.3% in 2017.

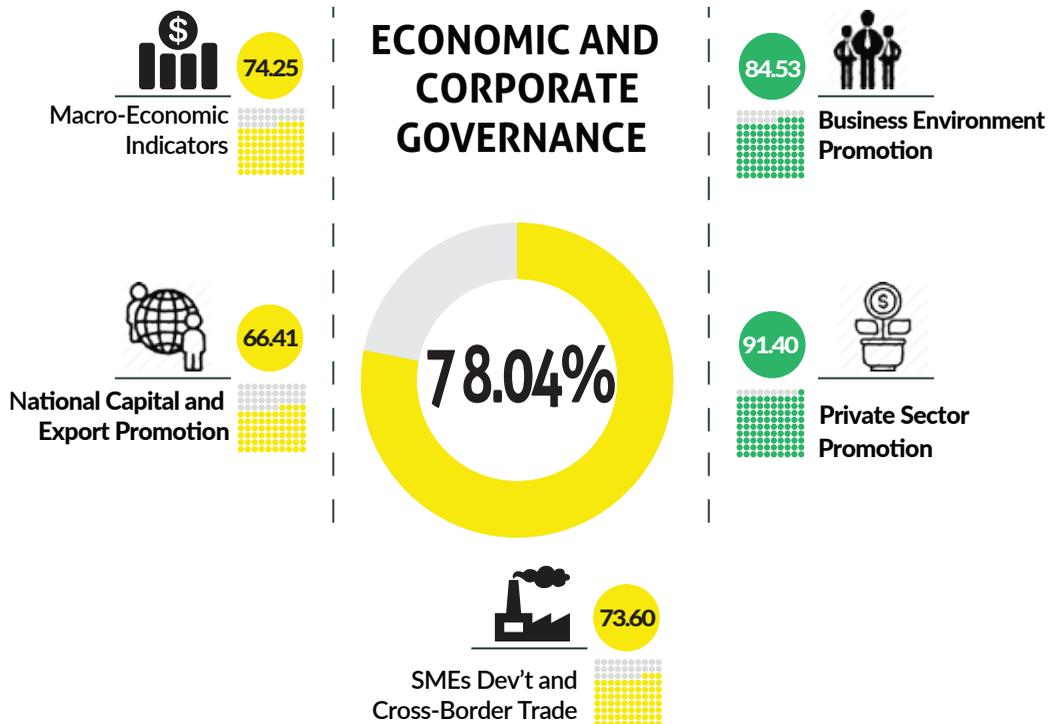
The campaign of the local leaders to be closer to the citizens and assist them in solving their problems produced a position change in this matter.

### 10.3 SECTOR SPECIFIC RECOMMENDATIONS

- The Ministry of agriculture, districts and other partners work together to address issues that still hinder the effectiveness of extension services in the agriculture sector
- Design strategies to remove existing loopholes in the social protection services aimed at graduating poor households from poverty
- Increase efforts in the implementation and rollout programme to increase the percentage of households with access to electricity as per National Strategy for Transformation (NST1).



# ECONOMIC AND CORPORATE GOVERNANCE



The Economic and Corporate Governance pillar measures the macroeconomic stability and business environment sustainability as prerequisites for sustainable socio-economic development. Its indicators are; macroeconomic, business environment promotion, National Capital, and Export promotion, small and medium enterprises' development and private sector promotion.

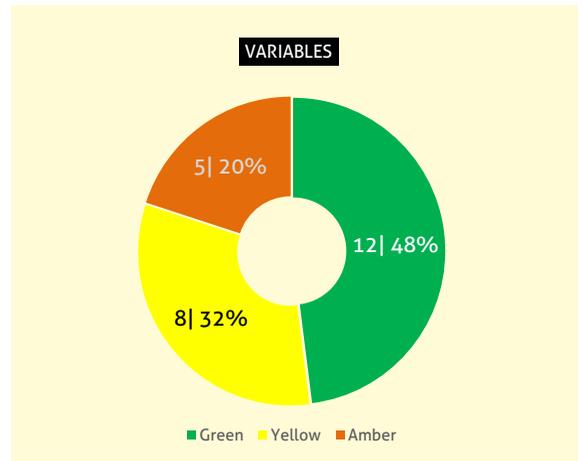
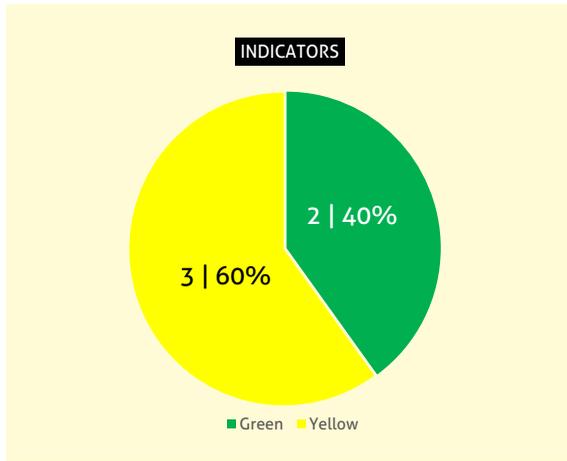
In the RGS 5th edition three new variables were introduced. Those are Informal CTB Balance (Exports as % of imports) under National Capital and Export Promotion, Number of companies registered against received applications and Trading Across Borders under SMEs development and cross-border trade.

## 11.1. Detailed scores of Indicators and Variables

PILLAR	S/N	INDICATOR	DATA	SOURCE OF DATA	SCORING	RATING
ECONOMIC AND CORPORATE GOVERNANCE	<b>1</b>	<b>Macroeconomic Indicators</b>			<b>74.25%</b>	
	1.1	Economic Growth (%)	5.90%	NISR, 2016	51.30%	
	1.2	Inflation rate	6.5%	MINECOFIN,2016	60.00%	
	1.3	GDP per capita (in USD)	729	MINECOFIN,2015	88.64%	
	1.4	Income Distribution (Gini Coefficient)	0.448	NISR, 2016	97.43%	
	1.5	% of people living below poverty line	39.10%	NISR, EICV4	82.99%	
	1.6	Tax revenue as % of GDP	15.5%	MINECOFIN,2017	51.66%	
	1.7	Off-farm jobs	146000	NISR, EICV4	73.00%	
	1.8	Financial inclusion	89.0%	Finscope survey NISR, 2016	89.00%	
	<b>2</b>	<b>National Capital and export Promotion</b>			<b>66.41%</b>	
	2.1	Export as % of imports	44.40%	MINECOFIN, 2017	44.4%	
	2.2	Saving rate as % of GDP	10.20%	MINECOFIN, 2017	51.0%	
	2.3	National investment as % of GDP	26.00%	MINECOFIN, 2017	86.7%	
	2.4	Industrialization Capacity Utilization rate	50.00%	MINICOM,2017	50.0%	
	2.5	Informal CTB Balance (Exports as % of imports)	(Exports: 141,317,276US\$ Imports: 31,642,908 US\$) 446.6%	MINICOM,2017	100.0%	
	<b>3</b>	<b>Business Environment Promotion</b>			<b>84.53%</b>	
	3.1	Rwanda's rank in Doing Business report	Rwanda Scores 73.40 worldwide	World Bank's 2018 doing business Report	73.40%	
	3.2	Time for processing Visitors visa	1 Day	Rwanda Directorate General of Immigration and Emigration, 2016	100.00%	
	3.3	Time for processing work permit	2 Days	Rwanda Directorate General of Immigration and Emigration, 2016	100.00%	
	3.4	Rwanda's rank regarding Protecting investors	Rwanda Scores 73.33 worldwide	World Bank's 2018 doing business Report	73.33%	
3.5	Global Competitiveness report	Rwanda Scores 4.41 worldwide	World Economic Report 2017	75.90%		

ECONOMIC AND CORPORATE GOVERNANCE	4	<b>SMEs development and cross-border trade</b>			<b>73.60%</b>	
	4.1	Number of companies registered against received applications	10,242/11,297 (90.66%)	RDB, 2017	90.66%	
	4.2	Survival rate of SMEs	Composite	MINICOM,2016	62.00%	
	4.3	Trading Across Borders	Rwanda scores 72.44% worldwide	World Bank 2018 doing business Report	72.44%	
	4.4	Cross borders trade (Exports) growth	19.40%	MINICOM,2017	69.28%	
	5	<b>Private Sector Promotion</b>			<b>91.40%</b>	
	5.1	Efficacy of corporate boards	Rwanda scores 5.5 worldwide	The Global Competitiveness Report, 2017	88.70%	
	5.2	Private Sector Growth	17.7%	MINECOFIN,2017	88.50%	
	5.3	Credit to Private sector as % of GDP	19.4%	MINECOFIN/BNR 2017	97.00%	
	<b>INDICATOR OVERALL SCORE</b>					<b>78.04%</b>

## 11.2. Summary of Indicators and Variables



Macroeconomic and SMEs development and cross-border trade recorded a significant decrease as they registered 74.25% and 73.60%, which represents a reduction of 5.34% and 4.76% respectively.

Although still records a weak performance over time, the indicator of National capital and export promotion recorded a very significant improvement by 13.36% due to the export variable that increased from 25.6 to 44.4% in the 2017 RGS edition.

The increase mentioned above is so far the highest on this indicator ever since the introduction of the scorecard. According to the Ministry of Finance and Economic Planning, the exports from the Mining sector were the centre of the performance of the exports in 2017.

### 11.3 SECTOR SPECIFIC RECOMMENDATIONS

There is need to continue increasing efforts in the promotion of the Made in Rwanda policy to reduce the persistent trade deficit at the same time enabling local industry to become more competitive in the globalised market

Put up strategies to improve agricultural productivity as an imperative of keeping a high rate of economic growth

Strengthen efforts to sustain improvement in tax revenues to spur growth and self-reliance

COMPARATIVE ANALYSIS WITH  
INTERNATIONAL RANKING INDEXES

# Comparative Analysis with International Ranking Indices

Many of the International ranking institutions in the areas of governance and delivery have recorded Rwanda's transformational journey. There has been political, social and economic transformation. On the political front, governance, and reconciliation, HGS significantly contributed to unity and national reconciliation.

They have shaped the status of the rule of law, improved good governance practices and to some extent, promoted regional and international integration. On the social and economic front, there have been remarkable development successes which include high growth, rapid poverty reduction and, since 2005, reduced inequality significantly.

Under the leadership of President Paul Kagame, Rwanda has registered an impressive social transformation, enormous economic growth and overall stability in all aspects of the country's life. Several reports published have highlighted the country's rapid rebirth and growth in the aftermath of the 1994 genocide against the Tutsi. Citizen centredness, Rwanda's governance model, has been the backbone of all social, economic and political accomplishments.

The shift towards relying on the Home Grown solutions (HGS), these are domestic driven solutions to some of the outstanding problems, have been key drivers of development process since their adaptation in the 2000s. They have been an integral part of the long-term strategy development for the social and economic transformation of the country, as well as rebuilding the social fabric of Rwandan society.

Rwanda was ranked among the top performers on the African continent as well as on the global scale. Among

many other international indexes, this article briefly highlights some of the remarkable achievements that were captured in their reporting. While it has been, on several occasions, ranked among developing countries that are dynamic performers in social and economic transformation, also on the global scale, Rwanda stands among the best. In 2016-17, the Gallup Global Law and Order named the country the 4th in the global ranking on the safety security, and tranquility (Gallup, 2016).

The Rwanda Governance Scorecard 2017 provides a comparative snapshot of other international indexes that report and assess governance across the globe in both the public and the private sector. The RGS 2016 gives explicitly 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 pillars combine views from different perspectives including citizen and expert surveys and use secondary sources of data from different countries. They also provide platforms to track which countries make the most progress in reducing poverty as well as providing political and economic goods to their citizens.

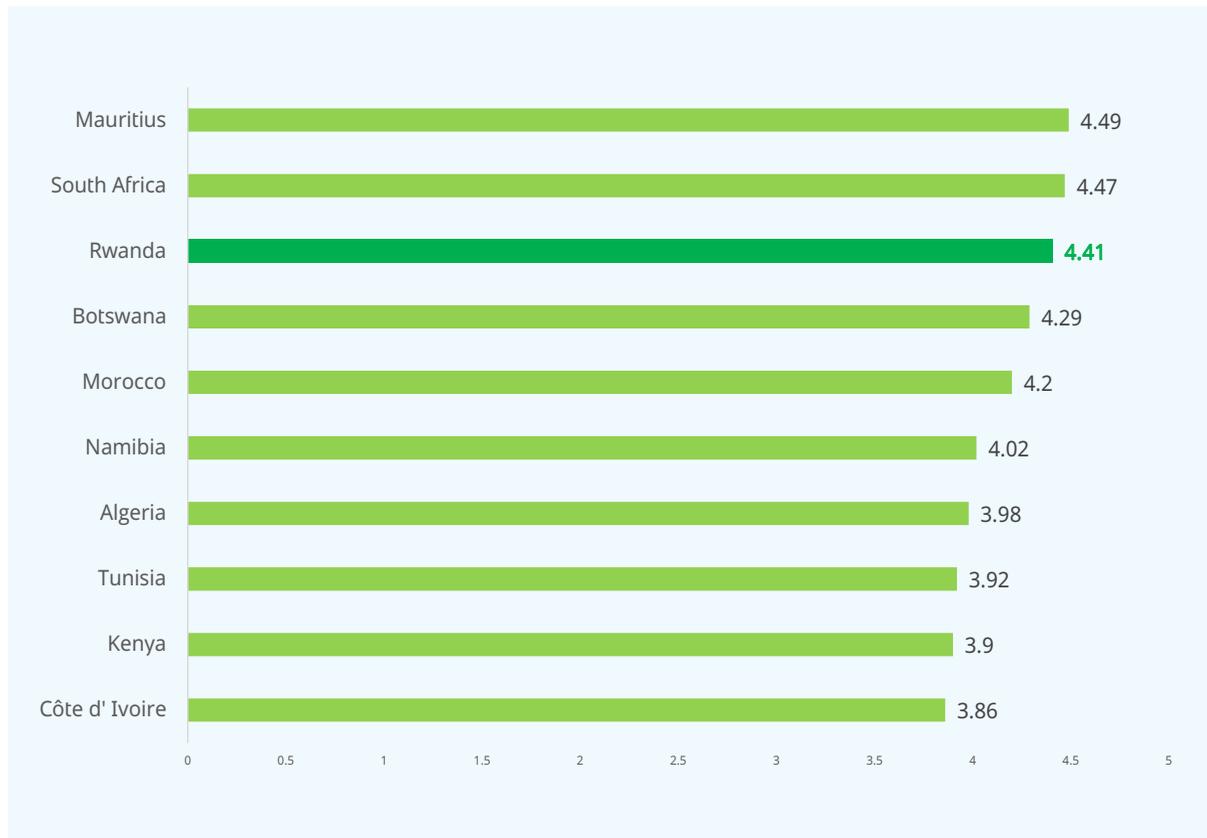
In addition to its national survey and review, this RGS 2016 summarizes some of the most informative reports on Rwanda by the international institutions engaged in global governance ranking.

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.

Advice is of importance as long as their opinions and views are evidence-based and reflect the reality on the ground. They provide incentives for keeping pace as well as adjusting while striving to fix shortcomings.

## Economic Growth

Figure 9: The 10 most competitive African Economies



Source: Africa Competitiveness Report 2017, World Economic Forum

Rwanda Featured in the Global Competitiveness Index 2017, the Report that assesses the competitiveness landscape of global economies. Among 137 evaluated countries, the country emerged among the most competitive economies on the continent as well as worldwide. It ranked the 3rd most competitive African economy, ranked 3rd on the burden of government regulations after Singapore and the United Arab Emirates.

Rwanda also ranked 4th globally on the public sector management, 9th on the transparency of government policymaking and the overall public institution pillar, was ranked 11th globally. The Global competitiveness report is complemented by the World Bank Doing business report 2018 which ranked Rwanda the 2nd easiest place to do business in sub-Saharan Africa after Mauritius, the 1st in the East African region and the 41st globally out of the 190 economies assessed in this year's World Bank Doing Business report.

The country also tremendously made a big step in the area of property registration, and it is ranked the second in the World. The 2015 World Bank report of Competitive Cities, the World Bank has ranked Kigali among the six top cities in the world that demonstrate global competitiveness.

The report highlighted the prioritisation of the provision of necessary enabling infrastructure and services needed to attract and retain investment and promote business start-ups and growth, successfully facilitates its firms and industries to grow jobs, raises productivity and increases incomes of citizens. It classifies improvement of competitiveness of cities as a pathway to eradicate poverty and boost shared prosperity.

Figure 10: Rwanda ranking in Ease of Doing Business

COUNTRY	New Zealand	Singapore	Mauritius	Rwanda	Morocco	Kenya	Uganda	Tanzania	Burundi	Democratic Republic of Congo	South Sudan
RANKING	1	2	25	41	69	80	122	137	164	182	187

Source: World Bank, Doing Business Report 2018

The affirmation of Rwanda's competitiveness in the global market is through her policy of facilitating doing business in the country. According to the World Bank report on Doing Business, Rwanda continues to improve in attracting Foreign Direct Investment (FDI) in various sectors. The report on Doing Business 2018 ranked Rwanda on 41st position globally and second in Africa after Mauritius.

Rwanda is also leading the East African Community in the report which impacted the increase of the volume of investment that the Country registered in the last decade which jumped from \$USD 800 million in 2007 to \$USD 1.675 billion in 2017. This is an increase of more than 100% in only a decade. According to the Rwanda Development Board (RDB), this is evidence that Rwanda is being seen more and more as an attractive destination to do business

## Closing the Gender Gap

Figure 11: Top 10 of the Global Gender Gap Index 2017



In recent years, greater attention made to the promotion of gender equality in national and international debates, and considerable efforts have been made to improve the status of women in society and promote women's rights as human rights in particular. It has been clear that having policies in place is not enough unless these have strong political support and a framework to ensure that institutions are accountable for their progress against the policy.

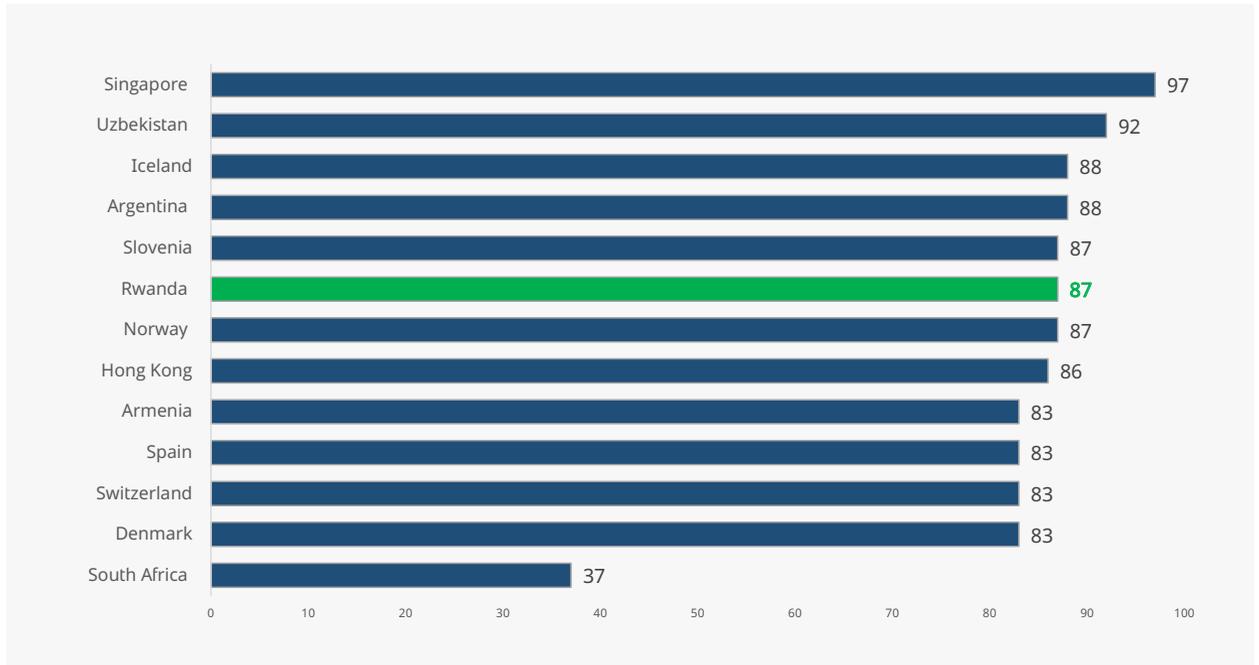
Rwanda demonstrated a higher representation of women participation and opportunity sub-index in the

labour force than men which translates into a high regional average on the Economic. Rwanda consolidates its position as the region's top performer and the only country from the region ranked in the global top ten.

The World Economic Forum 2017 report on Gender Gap ranked Rwanda fourth globally and first (1st) on the continent, with closed 82% of its overall gender gap, scoring narrowly behind Finland.

## Security: Law and Order

Figure 12: WGI: Global Law and Order Report



Source: Gallup 2017

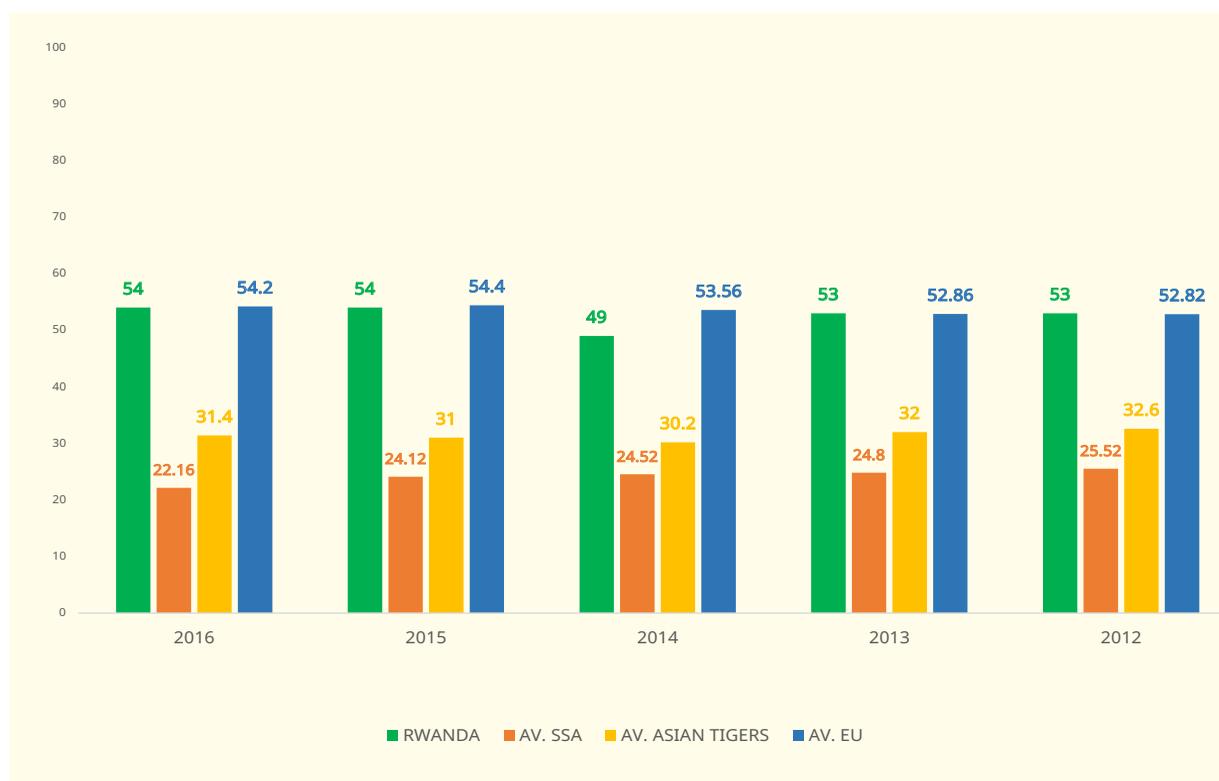
Rwanda was ranked among the safest countries in the world that provide a conducive atmosphere to people who walk alone at night. The 2017 Gallup's Law and Order Index uses questions to ask people how do they feel about places they live in their countries to gauge people's sense of personal security and their personal experiences with crime and law enforcement. The Global Competitiveness Index, (GCI 2017) also placed Rwanda among the best seven countries worldwide

with has a very low incidence of crime and violence that impose costs on businesses. Police services reliability in Rwanda was ranked 13th globally by GCI when it comes to being relied upon to enforce law and order. The International Police Science Association (IPSA), and the Institute for Economics and Peace (IEP) affirmed the above when they ranked Rwanda Police Services as the second best in Africa.

## Corruption and Transparency

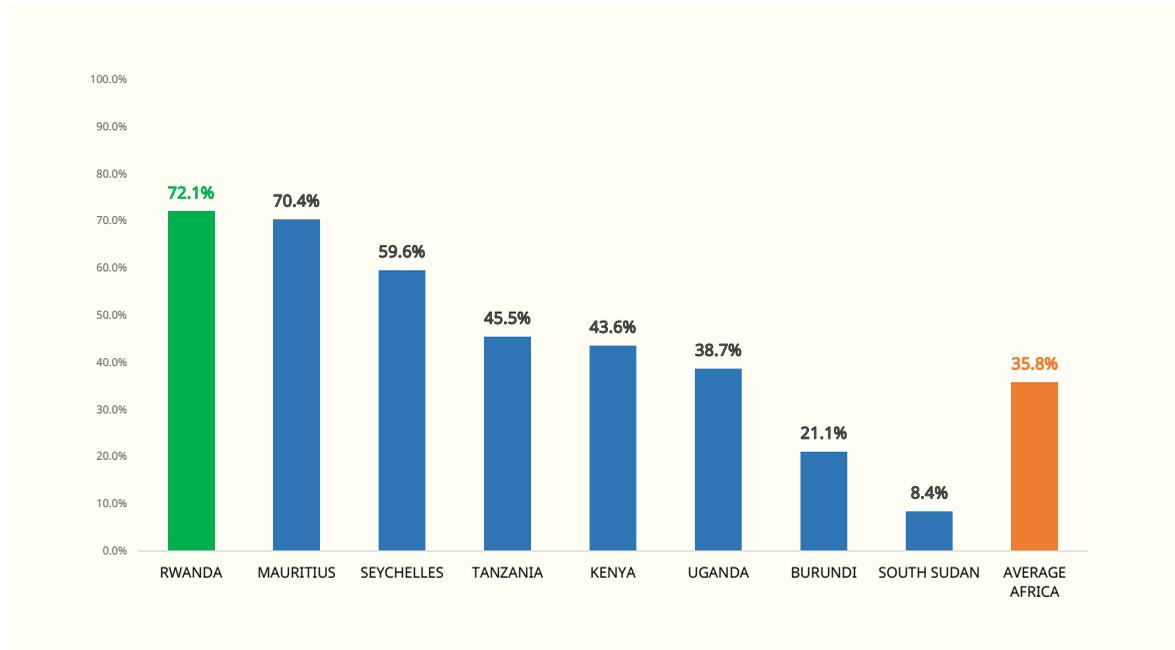
When officials use their public office for private gain, it undermines institutions, deprives citizens' essential services and derails economic development. In the case of Rwanda, while complying with the above, several tools that are in line with fighting corruption not only at all levels of public administration but also in private sector and civil society have been put in place.

Figure 13: Corruption Perception Index 2016



Source: Transparency International 2016

Figure 14: Accountability in 2017 Mo Ibrahim Index on African Governance



Source: IIAG. 2017

Rwanda was ranked 1st on the Ibrahim Index of African Governance 2017. In the last 10 years, the country leadership has built a governance system that is effective and provides the basis for the national transformation; different indexes have captured this.

Rwanda's accountability involves two distinct stages: answerability and enforcement.

It is defined through two types of accountability; where two separate institutions of parliament and the judiciary ensures horizontal accountability, while citizens ensure the vertical accountability through elections or other created platforms of citizen participation in decision making and as well as to demand and hold leaders accountable.

## Implementation of the recommendations of RGS 2016

#	RGS 2016 POLICY RECOMMENDATIONS	POLICY FRAMEWORK	OBSERVATIONS
1	To scale up and revamp the quality of extension services in the agriculture sector to spur high productivity and wealth creation in rural areas	National Strategy for Transformation (NST1 2017/24). Priority 6 of Economic Transformation: Increase agriculture and livestock quality, productivity and production	The 7-year government program has comprehensively adapted policies to improve agriculture productivity. Emphasis on extension services; locally produce improved seeds and fertilisers to ensure quality production of Agricultural productivity
2	To design and operationalize a multi-year nationwide strategy for mainstreaming climate resilience into development planning	NST1, Priority 7 of Economic Transformation: Sustainable Management of natural resources and environment to transition Rwanda towards a carbon Neutral Economy	NST1: The strategy mainstreams mechanisms to strengthen forest management and its sustainable exploitation with efforts to curb carbon pollution during power generation and funds sustainable land use and disaster risk management
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	NST1, Priority 2 of Economic Transformation: Accelerate sustainable urbanisation	Accelerate sustainable urbanization from 17.3% to 35% by 2024. The Government is implementing the IDP model village in all 30 districts. At least one IDP village model was developed.
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	NST1, Priority 7 of Economic Transformation: Promote sustainable management of the environment and natural resources to transition Rwanda towards a Green Economy	The NST1 prioritized the sustainable Management of natural resources and environment to transition Rwanda towards a carbon Neutral Economy. The GoR has invested a lot in renewable energy and electricity production, and the NST committed to reducing by half Households depending on firewood as a source of energy for cooking from 83.3% (2014) to 42% by the end of 2024

#	RGS 2016 POLICY RECOMMENDATIONS	POLICY FRAMEWORK	OBSERVATIONS
5	To design and operationalise multi-Year innovative approaches to increase Rwanda's export capabilities to reduce the trade deficit and improve the overall status of the balance of payments	Economic Transformation: Promote industrialisation and attain a structural shift in the export base to high-value goods and services	Establish and expand homegrown industries in an effort to promote Made in Rwanda. The NST target is to recapture at least USD 400 millions of imports by 2024
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	NST1, Priority 2 of Economic Transformation: Accelerate sustainable urbanisation	Although some actions were taken to make secondary cities poles of growth, there is a need for more significant attention to maximizing the full potential of secondary cities
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	NST1, Priority 1 of Social Transformation: Enhance Graduation from Poverty and Extreme Poverty and Promoting Resilience	The Partnership with Civil Society in the implementation of social protection services is adopted. The strategy to achieve NST priority stipulates to enhance graduation from poverty and promote resilience through partnership and efforts coordination between stakeholders. The NST1 targets the eradication of extreme poverty by 2024
8	To adopt a comprehensive national policy that ensures compliance with quality service delivery standards in both public and private domains	NST1, Priority 5 of Transformational Governance: Strengthen Capacity, Service Delivery, and Accountability of Public Institutions. National Service delivery Policy Developed in consultation with other stakeholders	The National Service delivery Policy is yet to be adopted. Online Service has increased. NST I targets 90% citizen satisfaction in 2024 and service delivery to be done online at 100%.



## Conclusion

The RGS 5th edition provides a firm ground for a comparative analysis of Rwanda's governance status and present evidence and trends to foresee the future. It sheds light on some areas of governance that were previously less attentive to policymaking.

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

The Safety and Security pillar has consistently and consecutively led all other pillars in the last seven years. Nearly all pillars registered an improvement, with the Rule of Law registering the highest growth with 16.88%. Quality of service delivery has consistently remained the least performing pillar even though it has also progressively recorded a certain degree of improvement. Public awareness of the importance of receiving and demanding for quality service delivery is growing. The contribution of quality services to socio-economic transformation has been stressed and stretched in the NST1.

The table below shows a summary of pillars' performance variation since the RGS inception.

Table 3: Ranking of Pillars' Performance Variation 2011- 2017

PILLARS	1ST EDITION	2ND EDITION	3RD EDITION	4TH EDITION	5TH EDITION
Rule of Law	6	7	2	4	2
Pol. Rights and Civil Liberties	5	6	5	3	3
Participation and Inclusiveness	4	4	6	6	6
Safety and Security	1	1	1	1	1
Investing in Human and Social Development	2	2	3	7	7
Control of corruption, Transparency and Accountability	3	3	4	2	4
Quality of Service delivery	7	8	8	8	8
Economic and Corporate Governance	N/A	5	7	5	5

# Policy Recommendations

The current Rwanda Governance Scorecard, RGS 5th edition, measures the eight governance pillars and provides both sectoral and policy recommendations for areas that need improvement. As most of the recommendations formulated in RGS 4th edition were based on multi-year national strategies, in this edition the same recommendations are still valid and require the actionable intervention of the concerned institutions.

To this end, RGS 5th edition recommendations include the previous years' recommendations that related to design and operationalisations, nevertheless, the multi-year recommendations will continuously be considered to assess their operationalisation and implementation:

## ONGOING POLICY RECOMMENDATIONS

- ① To design and operationalize a multi-year nationwide strategy for mainstreaming climate change resilience into development planning
- ② To design and operationalise a multi-year nationwide strategy for sustainable urbanisation and rural settlement as an imperative to achieve a middle-income economy status
- ③ 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
- ④ To design and operationalise multi-year innovative approaches to increase Rwanda's export capabilities to reduce the trade deficit and improve the overall status of the balance of payments

## NEW POLICY RECOMMENDATIONS

- ① To design and operationalise a long-term strategy regarding social protection program in order to address the challenges of human security
- ② To design a strategy of increasing the District, and in particular secondary cities, own revenue rate so as to fully achieve decentralization objectives and local economic development
- ③ To strengthen the national strategy of savings to increase the savings rate as per the National Transformation strategy
- ④ To improve infrastructure especially roads and rural transport in all districts to improve the agriculture productivity and access to the markets
- ⑤ To increase citizen participation in development process, community transformation and accountability.

## REVIEWERS' COMMENTS ON RGS 5<sup>TH</sup> EDITION

### Comments from Josephine Ajema Odera, PhD Director, Africa Centre for Transformative & Inclusive Leadership and Former Regional Programme Director for UNWOMEN Central Africa

Rwanda has made significant strides in development, and by embracing the Rwanda Governance Scorecard, the country and its leadership demonstrate their commitment to standards of excellence!

The RGS is a fascinating tool for assessing issues in one of the most critical elements of development. It combines the foundations of good governance, transparency and accountability by scientifically analyzing and presenting data. The policy recommendations are carefully drawn out of the analysis and provide a sound basis for action.

In addressing governance in such a transparent manner, Rwanda has again taken the bold step of exposing challenges that need attention so that these do not become its achilles heel! The increased understanding of roles and responsibilities for citizens in matters of governance has an interesting relation to the scorecard as, for example, in the case of control of corruption, transparency and accountability where the score drops minimally on the basis of citizen satisfaction! The RGS captures such perspectives with the fidelity demanded of analytical rigor!

The 8 pillars which the RGS addresses are inclusive and the indicators well researched. The performance indicators have significant explanatory value making

it easier to identify performance issues. I hope however that future RGS will have a stand-alone pillar on Gender Equality, not only because of its value for good governance but also to sustain the impressive performance in this area that makes Rwanda a world leader! The continuously high performance of the security and safety sector does not surprise any visitor to Rwanda for this is felt on the streets, in public places and in homes. This is to be highly commended for it makes this county a place to want to be in.

The use of ICT and its contribution to the significant improvement in the rule of law pillar is remarkable and no doubt this will raise the performance indicators in that sector such as access to justice and performance of the judiciary to an all-time 90+ high! The pillar of service delivery remains on the radar for improvement.

Indeed, the results of the 2017 RGS demonstrate that there is no letup in ensuring improved performance and in the pursuit of excellence.

## Comments from Prof. Khabele MATLOSA, Director for Political Affairs, African Union Commission

I read this report with keen interest and utmost enthusiasm, given that Rwanda's governance self-assessment is indeed a unique experience in Africa. I will not be exaggerating to postulate that Rwanda is possibly the only Member State of the African Union, out of all the 55 Member States, that produces a comprehensive, scientifically rigorous, development-oriented and policy-relevant governance report annually. On this ground, Rwanda must be congratulated for being a pioneer in instituting a rigorous national self-assessment system to drive transformation.

At the Continental level, we have the 2003 African Peer Review Mechanism (APRM) which encourages African countries to engage in governance self-assessment as well as peer review of their progress and challenges in four main domains namely Democracy and Political Governance, Economic Governance and Management, Corporate Governance and Socio-Economic Development.

Out of about 37 African Countries that have acceded to the APRM only less than 20 have undergone governance self-assessment and peer review. Interestingly, Rwanda is one of the pioneers of the APRM having undergone APRM self-assessment and Peer Review way back in 2005, second only to Ghana.

Five years later (in 2010), Rwanda introduced the Rwanda Governance Scorecard under the intellectual stewardship of Prof. Shyaka Anastase, the CEO of the Rwanda Governance Board (RGB) and his research team.

Whereas the Rwanda Governance Scorecard has 8 pillars compared to the 4 pillars of APRM, it is possible that this national-level initiative was inspired by the APRM which is a continental initiative. The Rwanda Governance Scorecard, therefore, represents an innovative mechanism for sustaining governance reforms, dialogue, stakeholder consultations and analytical discourses at national level as a best practice that the African Union (AU) and the APRM should promote across the African continent. The Rwanda Governance Scorecard is a concrete way of domesticating APRM at national level, making it nationally owned, nationally led and nationally customized.

The 5th Edition of the Rwanda Governance Scorecard, like the previous four editions, demonstrates the centrality of governance to socio-economic development, peace and security of Rwanda as a nation-state. It debunks the conventional mythology that political rights and civil liberties are the alpha and omega of democratic and participatory governance. It confirms the stark African reality that civil liberties and political rights are as important for Africa's future as are socio-economic and cultural rights (read: the right to development).

It demonstrates beyond any shadow of the doubt that democratic governance is context-specific and cannot be imported from outside, like car parts. Democratic governance is contextualized within the peculiar socio-cultural and politico-economic specificity of each country. Much as

we have an American type or Chinese type of democratic governance, various editions of the Rwanda Governance Scorecard, including this 5th Edition, demonstrate vividly that a Rwandan type of democratic and participatory governance is not only possible, but is indeed evolving before our own eyes.

A democratic governance system with Rwandan characteristics is unfolding. It is a myth to assume that there is one single globally accepted brand of democratic governance. Whereas democratic governance has universally accepted principles, standards, values and norms, these are applied and adapted to specific contexts such as Rwanda and are given meaning by local dynamics.

This is why one of the most refreshing insights from the Rwanda Governance Scorecard is surely the contribution of localized Home-Grown Solutions (HGSs) to democracy, peace and socio-economic development as key features of Rwanda's social fabric as a whole and the governance landscape in particular.

The Rwanda experience shows that for a democracy with African characteristics to emerge and be sustained there are six basic requirements: a commonly shared national vision; transformative leadership; responsive institutions; vibrant and responsible citizenry; an enabling constitutional,

legal and policy frameworks; and homegrown solutions and context-specific innovations. Rwanda seems to have all these attributes and hence the country's success story built on the debris of the 1994 Genocide against the Tutsi.

The usefulness of the 5th Edition of the Rwanda Governance Scorecard lies principally in the credibility, reliability, verifiability, soundness and robustness of the data it collects and uses applying various methodologies thereby ensuring its scientific rigor and high academic standard and advancing well-thought-out policy recommendations keeping the governance reform agenda alive.

The Rwanda Governance Board (RGB) should sustain this valuable project and guard jealously against its independence from undue influence from both internal and external interests.

RGB should also work closely with the African Union Commission and the APRM Secretariat to ensure that this model of governance analysis, self-assessment, stakeholder consultations and national dialogue, followed by relevant reforms, is replicated across all the 55 Member States of the African Union at best or at least all the 37 countries that have acceded to the APRM.

Addis Ababa, Ethiopia  
11 June 2018.

## Abbreviations and Acronyms

<b>7YGP</b>	Seven Years Government Program
<b>ANC</b>	Ante Natal Care
<b>ARVs</b>	Antiretrovirals
<b>AU</b>	African Union
<b>BNR</b>	Banque Nationale du Rwanda
<b>CRC</b>	Citizen Report Card
<b>CSDB</b>	Civil Society Development Barometer
<b>CSOs</b>	Civil Society Organizations
<b>DAC</b>	District Account Committees
<b>DASSO</b>	District Administration Security Support Organ
<b>DHS</b>	Demographic and Health Survey
<b>EDPRS</b>	Economic Development & Poverty Reduction Strategy
<b>EICV</b>	Integrated Household Living Conditions Survey
<b>FARG</b>	Genocide Survivors Assistance Fund
<b>FBOs</b>	Faith Based Organizations
<b>FDI</b>	Foreign Direct Investment
<b>GDP</b>	Gross Domestic Product
<b>GMO</b>	Gender Monitoring Office
<b>GoR</b>	Government of Rwanda
<b>HHs</b>	Households
<b>ICT</b>	Information and Communications Technology
<b>IDPs</b>	Internally Displaced Persons
<b>IEP</b>	Institute for Economics and Peace
<b>IFC</b>	International Finance Corporation
<b>IIAG</b>	Ibrahim Index of African Governance
<b>IPSA</b>	International Police Science Association
<b>LAIS</b>	Land Administration Information System
<b>LG</b>	Local Government

<b>LODA</b>	Local Administrative Entities Development Agency
<b>JADF</b>	Joint Action Development Forum
<b>JRLOS</b>	Justice, Reconciliation, Law and Orders Sector
<b>MAJ</b>	Maison d'Accès à la Justice/ Access to Justice Bureau
<b>MDGs</b>	Millennium Development Goals
<b>MIFOTRA</b>	Ministry of Public Service and Labour
<b>MIGEPROF</b>	Ministry of Gender and Family Promotion
<b>MINALOC</b>	Ministry of Local Government
<b>MINECOFIN</b>	Ministry of Finance and Economy Planning
<b>MINEDUC</b>	Ministry of Education
<b>MINICOM</b>	Ministry of Trade and Industry
<b>MINIJUST</b>	Ministry of Justice
<b>MININFRA</b>	Ministry of Infrastructure
<b>MINIRENA</b>	Ministry of Natural Resources
<b>MoH</b>	Ministry of Health
<b>N/A</b>	Not Available
<b>NCPD</b>	National Commission of Persons with Disabilities
<b>NEC</b>	National Electoral Commission
<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>NST</b>	National Strategy for Transformation
<b>NURC</b>	National Unity and Reconciliation Commission
<b>OAG</b>	Office of the Auditor General
<b>PAC</b>	Parliamentary Account Committee

<b>PMO</b>	Prime Minister's Office
<b>PSF</b>	Private Sector Federation
<b>RAB</b>	Rwanda Agriculture Board
<b>RAMA</b>	La Rwandaise d'Assurance Maladie
<b>RBI</b>	Rwanda Bribery Index
<b>RDB</b>	Rwanda Development Board
<b>RDF</b>	Rwanda Defence Force
<b>REMA</b>	Rwanda Environment Management Authority
<b>RGB</b>	Rwanda Governance Board
<b>RGS</b>	Rwanda Governance Scorecard
<b>RMB</b>	Rwanda Media Barometer
<b>RNP</b>	Rwanda National Police
<b>RPPA</b>	Rwanda Public Procurement Authority
<b>RRA</b>	Rwanda Revenue Authority
<b>RRB</b>	Rwanda Reconciliation Barometer
<b>RTDA</b>	Rwanda Transport Development Agency
<b>RURA</b>	Rwanda Utilities and Regulatory Agency
<b>SDGs</b>	Sustainable Development Goals
<b>SMEs</b>	Small and Medium Enterprises
<b>TGI</b>	Tribunal de Grande Instance or Intermediate Courts
<b>TI-RW</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>VUP</b>	Vision 2020 Umurenge Program





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**Dr. Josephine ODERA**  
**Director, Africa Centre for Transformative & Inclusive Leadership and**  
**Former Regional Programme Director for UNWOMEN Central Africa.**

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*Rwanda's governance self-assessment is indeed a unique experience in Africa... The Rwanda Governance Scorecard represents an innovative mechanism for sustaining governance reforms, dialogue, stakeholder consultations and analytical discourses at national level as a best practice that African Union (AU) and APRM should promote across African Continent.*

**Prof. Khabele MATLOSA,**  
**Director for Political Affairs, African Union Commission.**

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