RGB
Rwanda Governance Board

Rwanda

GOVERNANCE SCORECARD 6th EDITION

THE STATE OF GOVERNANCE IN RWANDA

2019

Rwanda
Governance Scorecard 6th Edition

THE STATE OF GOVERNANCE IN
RWANDA

2019

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Foreword

It is my pleasure to share with you the Rwanda Governance Scorecard 6th edition. Like the previous editions, RGS 6th edition is composed of eight pillars but the number of indicators and variables were slightly adjusted for better assessment of some areas. This was important in assessing and ranking these indicators and variables based on real information at the same time to align with international standards. The pillar mostly affected by this change is that of Investing in Human and Social Development. It shifted from 26 variables in RGS 5th edition to 12 variables in the current edition. The overall methodology did not change and scoring methods remained the same as in the previous editions.

The RGS 6th edition is therefore composed of 8 pillars, 36 indicators and 130 variables. The 8 pillars are: Rule of Law; Political Rights and Civil Liberties; Participation and Inclusiveness; Safety and Security; Investing in Human and Social Development; Control of Corruption, Transparency and Accountability; Quality of Service Delivery; and Economic and Corporate Governance.

The findings of RGS 6th edition show that Safety and Security continues to lead all the other pillars in performance with a score of 94.29% while the most improved pillar is Political Rights and Civil liberties with an increase of 1.34% from the previous RGS. On the other hand, Investing in Human and Social development is the least performing pillar at 68.52% with the highest rate of decrease of 7.03% from RGS 5th edition. In general, RGS 6th edition recorded a slight decrease in comparison with RGS 5th edition.

The Rwanda Governance Scorecard continues to serve as a national governance index providing the status of governance in Rwanda to inform policy makers, citizens and other stakeholders. We extend our sincere gratitude to all stakeholders, who have in one way or another supported the production of the RGS 6th edition. Our special thanks go to the institutions which provided data and status of the implementation of recommendations of RGS 5th edition. We look forward to strengthening our partnership in continuing to produce credible RGS showing the state of Governance in Rwanda. Finally, I take this opportunity to extend my gratitude to the RGB team that delivered on the RGS commitment.

Dr. Usta Kaitesi
CEO, Rwanda Governance Board (RGB)

OVERALL SCORES OF RWANDA GOVERNANCE SCORECARD 6TH EDITION

Table 1: Ranking System

Current Scores	RANK (In colors)	
80-100		GREEN
60-79.9		YELLOW
40-59.9		AMBER
0-39.9		RED

NOTE: Scores are based on a scale of 0-100. The RGS scores should be interpreted with the understanding that the higher the score, the better. Therefore, an increased score indicates a better performance just as a lower score indicates greater needs for improvement.

OVERALL SCORES OF RWANDA GOVERNANCE

PILLAR 1
RULE OF LAW
84.70

PILLAR 2
POLITICAL RIGHTS & CIVIL LIBERTIES
85.17

PILLAR 3
PARTICIPATION & INCLUSIVENESS
73.00

PILLAR 4
SAFETY AND SECURITY
94.29

Pillar 1	Pillar 2	Pillar 3	Pillar 4
INDICATOR 1 Performance of the Judiciary **88.34**	**INDICATOR 1** Democratic Rights & Freedoms **84.25**	**INDICATOR 1** Citizen participation **72.68**	**INDICATOR 1** Maintaining security **91.96**
INDICATOR 2 Performance of the Prosecution **91.81**	**INDICATOR 2** Vibrancy of Non-State actors in policy formulation **74.30**	**INDICATOR 2** Decentralization **64.62**	**INDICATOR 2** National security **99.40**
INDICATOR 3 Access to justice **71.70**	**INDICATOR 3** Political organisation operations **94.08**	**INDICATOR 3** Participation of Non-state Actors **70.77**	**INDICATOR 3** Personal & Property Safety **91.82**
INDICATOR 4 Performance of the Legislature **91.44**	**INDICATOR 4** Access to Public Information **86.83**	**INDICATOR 4** Gender equality in leadership **75.43**	**INDICATOR 4** Reconciliation, social cohesion and Unity **93.99**
INDICATOR 5 The use of ICT in Justice Service **80.23**	**INDICATOR 5** Respect for human rights & core International Conventions **86.41**	**INDICATOR 5** Power sharing **81.50**	

SCORECARD 6TH EDITION

PILLAR 5
INVESTING IN HUMAN & SOCIAL DEVELOPMENT
68.53

INDICATOR 1
Education
66.71

INDICATOR 2
Health
78.92

INDICATOR 3
Social Protection
61.21

INDICATOR 4
Climate change & Environmental resilience
67.26

PILLAR 6
CONTROL OF CORRUPTION, TRANSPARENCY & ACCOUNTABILITY
84.28

INDICATOR 1
Incidence of corruption
82.83

INDICATOR 2
Control of Corruption
77.1

INDICATOR 3
Transparency
90.29

INDICATOR 4
Accountability
86.9

PILLAR 7
QUALITY OF SERVICE DELIVERY
70.54

INDICATOR 1
Service delivery in Governance & Justice sector
79.03

INDICATOR 2
Service delivery in Social Cluster
68.54

INDICATOR 3
Service delivery in Economic Cluster
62.82

INDICATOR 4
Service delivery in Private Sector
71.77

PILLAR 8
ECONOMIC & CORPORATE GOVERNANCE
76.43

INDICATOR 1
Macro-economic indicators
75.61

INDICATOR 2
Foreign Trade & Industrialisation
60.21

INDICATOR 3
Business Environment Promotion
87.92

INDICATOR 4
SMEs & Private sector promotion
81.85

INDICATOR 5
Corporate Governance
76.56

1 Introduction

The Rwanda Governance scorecard (RGS) is a national Index published by the Rwanda Governance Board (RGB) to consistently assess the state of governance in Rwanda.

The RGS objectives are to generate credible and reliable data on governance issues, serve as an evidence based source to inform policy, process and implementation; to contribute to current scientific and contextualised knowledge about economic, social and political governance in Rwanda. It is a crucial tool that tracks the Country's performance in relation to her national, regional and global governance commitments. The RGS places global governance standards and home-grown approaches at the centre of its method which makes it uniquely relevant to both the international and national contexts.

The 2019 Rwanda Governance scorecard is the publication's 6th edition. The findings for this edition are comparable to the previous ones to enable the assessment of the performance trend of each pillar since the first edition. Nevertheless, each year the RGS is refined and strengthened by adjusting its methods of assessment. For this reason, while retaining the eight (8) pillars, some indicators and variables have been adjusted to refine and strengthen this edition. Therefore, the present edition has 8 pillars, with 36 indicators and 130 variables.

The RGS publication uses hard data, secondary data as well as perception and expert surveys. Its method finds its foundation in international standards as well as an in-depth understanding of the Rwandan context.

The analysis relies on both locally generated data such as citizen perception surveys, administrative data from different institutions and from some international indices.

Each RGS considers the implementation status of the previous edition in order to assist concerned institutions to fast track their implementation and ensure that, they align to national priorities. Similarly, RGS 6th edition presents the implementation status of the recommendations for RGS 5th edition so as to assess whether issues raised were addressed. At the beginning of this publication, there is a chart which summarises the findings of this edition of the Rwanda Governance Scorecard.

2 Methodology

The methodology of the Rwanda Governance Scorecard (RGS) remains unchanged; it employs advanced research methods in global governance contextualised to national realities. RGS builds on global indicators customized to local context and relies on a wealth of new local data, including scientifically sound citizens and expert perception surveys, supported with hard institutional data. As highlighted in the previous edition, RGS has the unique advantage of utilizing a wide range of new Rwanda-specific data sources.

RGS data is derived from targets set for the years 2017, 2018 and CRC2019 while data for pillars with no annual targets are obtained and scored based on forecasting performance of the previous RGS. The collected data is further analysed using sound scoring methods in which pillar values are compiled based on performance of relevant indicators and variables. RGB research team ensures quality control during data gathering process and scoring of the pillars.

As mentioned earlier, this governance scorecard is composed of 8 composite pillars, 36 indicators and 130 variables. The number of variables changed from 157 in RGS 5th edition to 130 to accommodate a major improvement made on some pillars. On the Investing in Human and Social Development, the variables reduced from 26 in RGS 5th edition to 12 in RGS 6th edition in order to analyse it based on international standards especially in Education and Health sectors. The six other pillars that had slight changes are: Rule of Law whose number of variables changed from 22 to 20, Political Rights and Civil Liberties from 31 to 16 variables, Participation and inclusiveness from 21 to 19 variables, Quality of service delivery from 9 to 14 variables. On Control of corruption, Transparency and Accountability pillar, change occurred on both indicators and variables; the number of indicators changed from 3 to 4 while the number of variables changed from 11 to 13.

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 multiplicity of sources to construct pillars, indicators and variables. They were developed based on the following three guidelines:

- ▶ International frameworks
- ▶ International indices
- ▶ Home-grown pillars

International indices and frameworks consulted include World Bank's Doing Business, Global Competitiveness Report, Gallup World Poll Survey, 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**

As in the previous editions, the RGS 6th edition uses three types of data namely, hard and secondary data and surveys. The data collected in this category consist mainly of reports and other administrative information collected from the aforementioned institutions.

▶ **Surveys**

To root the RGS firmly in the realities of Rwanda, data collected from various perception surveys and other institutions were utilized. These include but are not limited to the Citizen Report Card 2019[1], the National Reconciliation Barometer 2015[2], the Civil Society Development Barometer 2018[3], the Rwanda Media Barometer 2018[4], Service Delivery Monitoring Report 2019[5], and Rwanda Bribery Index 2018[6]. Perception surveys are of paramount importance due to the fact that, they reflect realities of the citizens. All the surveys used in RGS were based on relatively sufficient big samples; hence they yielded statistically significant results.

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

From the 5th edition, the RGS is built on pillars, indicators and variables that respectively replaced indicators, sub-indicators in the previous RGS editions. The development of pillars, identification and collection of data followed transparent and participatory processes as described in the following paragraphs.

▶ **Developing pillars**

To the extent possible, a pillar utilizes previous scorecard indicators renamed pillars in this edition. The composite pillars as well as indicators and variables are developed based on internationally recognized governance research standards and national 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 organisations 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 sources**

It was important to identify a range of relevant data sources. These sources include official records or secondary data from credible Rwandan institutions, 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 analysed in detail to assess their methods and sampling in accordance with international and national standards of quantitative methods of social sciences.

The process also involved identifying and consulting key institutions that provided data and input to be

[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 RGB, [5]Conducted by Transparency International-Rwanda

incorporated in the scorecard. In collaboration with selected data provider institutions, focal persons were designated and assigned to facilitate data collection and participate in the process of designing and developing this RGS edition. This step helped the re-adjustment of the set of pillars based on what would accurately reflect the reality on the ground.

▶ **Data gathering and verification**

RGB researchers conducted desk research using perception and expert survey reports produced at the national level. They worked closely with focal persons in public institutions (Ministries, Government Commissions and Agencies), Private Sector and Civil Society Organizations (CSOs) to collect the required data. Data were verified and cross-checked to the utmost extent possible, including organizing inter-institution sessions to confirm the accuracy of data and scores.

▶ **Scoring and data analysis**

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

All variables are weighted equally and averaged to form an indicator score; indicators under each pillar are weighted equally and averaged to generate an overall score for the pillar. The scoring scale ranges from 0 to 100, where 0 is the worst and 100 the best score.

The following figure illustrates the RGS scoring methods.

Figure 2: An illustration of RGS scoring methods
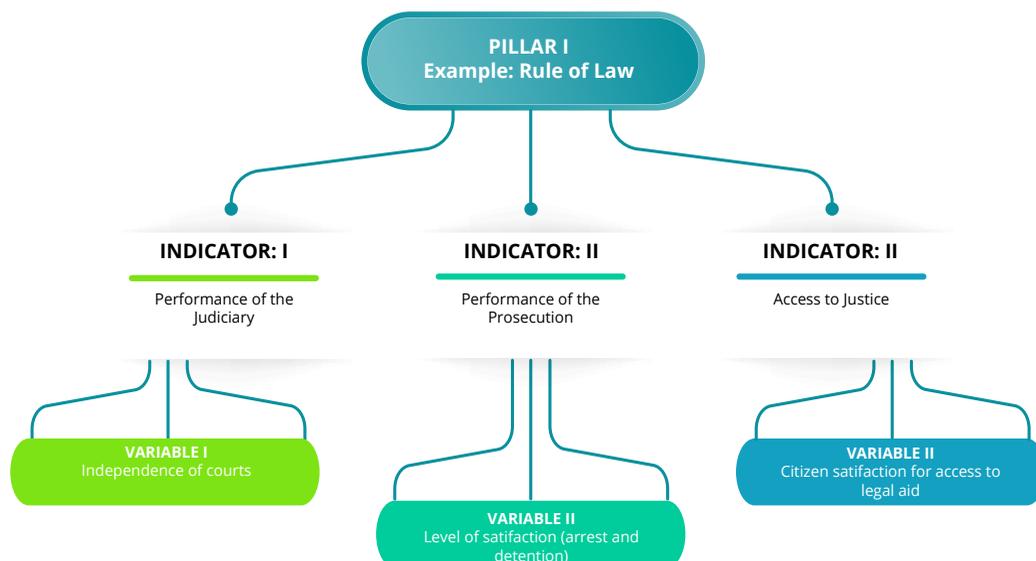
The following are the detailed scoring methods:

a. **Scoring using existing percentages:** In most cases, data compiled from surveys (citizen and expert) are scored automatically as percentages.

b. **Performance scoring:** Hard data related to performance are also expressed as percentages.

c. **Scoring against national and international targets:** In some cases, percentages have been calculated against national and international targets (Vision 2020, SDGs, Africa Agenda 2063, and NST1/7YGP). In this case, the set targets would be considered as 100%. The achievement or overachievement of a target would result in a full score while partial achievement of a target yields a corresponding relative scores in percentage points.

d. **Scoring variables on gender equality:** The variables on gender equality were scored as follows: A variable with parity of men and women of 50% would score 100% as an ideal gender balance in a given sub-domain.

e. **Scoring based on forecasting methods:** In case the analysed pillar does not have an annual target, forecasting method is applied based on the performance of the previous RGS.

3 Highlights of the Rwanda Governance Scorecard 6th Edition

3.1. Ranking system

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

A pillar is ranked green when it scores at least 80%, yellow when it scores 60 - 79.9%, amber when it scores 40- 59.9 % and red when it scores 0 – 39.9%. The same principle applies to the indicators and variables.

Table 2: Ranking System

Scores	RANK (In colors)	
0-39.9		RED
40-59.9		AMBER
60-79.9		YELLOW
80-100		GREEN

3.2. Summary of performance of pillars, indicators and variables

Figure 3: Performance of Pillars, Indicators and Variables

Like in the previous edition, the current RGS shows that 50% of the 8 pillars, scored green and the other half scored yellow. The pillars which scored green in the current edition are the same that scored green in the RGS 5th edition. These are: Safety and Security, Rule of Law, Political Rights and civil Liberties and Control of Corruption Transparency and Accountability

Out of 36 indicators, 61% of them scored green while 39% scored yellow. Each of the four pillars in green, has four indicators in green. Quality of Service delivery and Investing in Human and Social Development are the only pillars without any indicator in green.

In the current edition, one variable - Cross border trade (Exports) growth is ranked red with a score of 16.02%.

3.3. Highlights of the pillars and indicators

Figure 4: A comparison of pillar performance of the RGS 6th and 5th editions
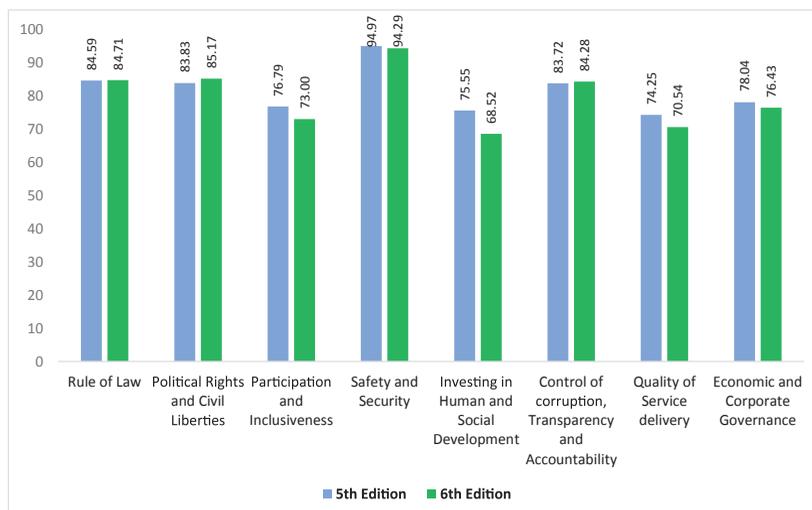
In general, most of the pillars recorded a decrease in comparison with RGS 5th edition. Only three Pillars: Political Rights and Civil Liberties and Control of Corruption, Transparency and Accountability and Rule of Law recorded a slight increase of 1.34%, 0.56% and 0.12% respectively. Investing in Human and Social Development is the least performing pillar with a decrease of 7.03%. The decrease is a result of change in the assessment methodology in education and health sectors. The new assessment put more emphasis on access to education and health, education and health system strengthening, as well as quality of infrastructure in the two sectors. Another significant decrease is on Participation and Inclusiveness and Quality of Service Delivery with a percentage decrease of 3.79 and 3.71 respectively. Quality of Service delivery

was significantly affected by poor performance of service delivery in Agriculture and livestock. Regarding Participation and Inclusiveness, the decrease resulted from poor performance of Decentralisation on its two variables namely; Proportion of national budget allocated to Local Government budget and Proportion of own revenue to overall district budget which scored 50.7% and 56.6% respectively. Another slight decrease was observed on Economic and Corporate Governance pillar which decreased by 1.61%. Variables behind this decrease are cross border trade (exports) growth, saving rate and tax revenue rate with a low performance of 16.02%, 44.35% and 53% respectively.

Figure 5: The performance of RGS pillars from the 1st edition to the 6th edition
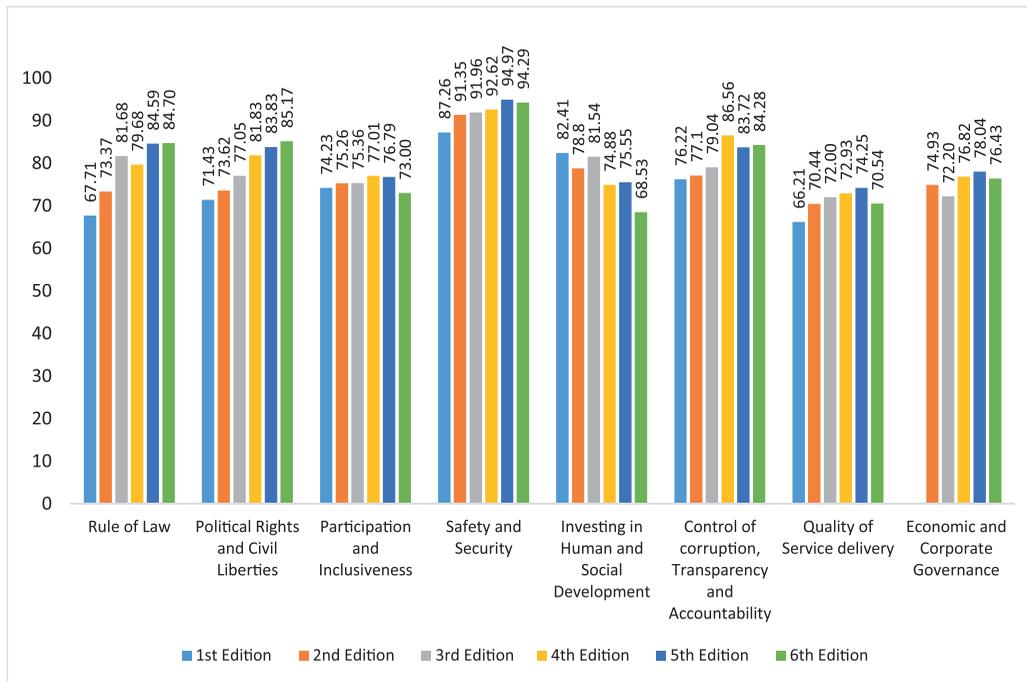
Safety and Security continues to lead the other pillars since the creation of RGS in 2010. This is because the pillar is considered a prerequisite to Rwanda's sustainable transformation. As a result there is visible synergy between leadership citizens and security

organs in ensuring security in the country.

Political Rights and Civil Liberties is the only pillar which recorded a consistent improvement since the creation of RGS in 2010. Two of its indicators are central

to the good performance of this pillar. These are: Access to Public Information which increased from 52% in RGS 1st edition to 86.83% in the current edition as a result of the Media reforms undertaken in 2013. The second indicator which contributed to good performance of Political Rights and Civil Liberties, is Political Organisation Operations which increased from 72% in RGS 1st edition to 94.08% in the current edition as a result of percentage of Political Organisations represented in the Parliament which increased from 72.73% in the RGS 4th edition to 100% in the current edition.

On the other hand, Investing in Human and Social Development is the only pillar which consistently decreased since the 1st edition. This decrease mainly emanates from the challenges in the implementation of Education reforms. Participation and Inclusiveness remained on the same position in the last five RGS editions but experienced a reduction of 3.28% in the

current edition. Quality of Service Delivery continued to be the least performing pillar in the last five editions but it has surpassed Investing in Human and Social Development by 2.02%. In terms of improvement, Rule of Law and Political Rights and Civil Liberties are the two pillars that recorded the highest improvement overtime.

Rule of Law improved from 67.71% in the first edition of RGS to 84.70% in the current edition. Regarding Political Rights and Civil Liberties pillar recorded an improvement of 13.74% since the 1st edition. Economic and Corporate Governance is characterised by inconsistent trends in performance overtime. This can be attributed to the instability of macroeconomic indicators and the fluctuation of international commodity prices to which the country is vulnerable. Control of corruption, Transparency and Accountability maintained good performance of over 80% in the last three editions.

Table 3: Best and Least performing indicators							
N°	Pillar	Highest performing indicator (Above 85%)	Score (%)	N°	Pillar	Lowest performing indicator (Below 70%)	Score (%)
1	S&S	National security	99.40%	1	QoSD	Service delivery in social cluster	68.54%
2	PR&CL	Political Organization Operations	94.08%	2	IH&SD	Climate change and Environmental resilience	67.26%
3	S&S	Reconciliation, social cohesion and Unity	93.99%				
4	S&S	Maintaining security	91.96%	3	IH&SD	Education	66.71%
5	S&S	Personal and Property Safety	91.82%				
6	RoL	Performance of the Prosecution	91.81%	4	P&I	Decentralisation	64.62%
7	RoL	Performance of the Legislature	91.44%				
8	CCT&A	Transparency	90.29%	5	QoSD	Service delivery in Economic Cluster	62.82%
9	RoL	Performance of the Judiciary	88.34%				
10	E&CG	Business Environment Promotion	87.92%	6	IH&SD	Social protection	61.21%
11	CCT&A	Accountability	86.90%				
12	PR&CL	Access to public information	86.83%	7	E&CG	Foreign Trade & Industrialisation	60.21%
13	PR&CL	Respect for human rights & Core international Conventions	86.41%				

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 3 highlights the highest and lowest performing indicators for the RGS 6th edition. 13 indicators scored above 85% while 7 indicators scored below 70%. This means that the remaining 16 indicators scored between 70 % and 85%.

The top eight indicators scoring over 90% are National Security (99.04%), Political Organization Operations (94.08%), Reconciliation, social cohesion and Unity (93.99%), Maintaining security (91.96%), Personal and Property Safety (91.82%), Performance of the Prosecution (91.81%), Performance of the Legislature (91.44%) and Transparency (90.29%).

It is important to highlight that all the four indicators of Safety and Security pillar are among the five best performing indicators scoring over 90% while seven

indicators scored below 70%. These seven are; Service delivery in social cluster (68.54%), Climate change and Environmental resilience (67.26%), Education (66.71%), Decentralisation (64.62%), Service delivery in Economic Cluster (62.82%), Social protection (61.21%) and Foreign Trade & Industrialisation (60.21%). It is also important to highlight the reduction in the ranking of Education indicator in this edition compared to 5th edition – currently in yellow from green in the last edition. The other remaining indicators in this category are ranked low – below 70%.

Figure 6: Most improving indicators (Above 5%)
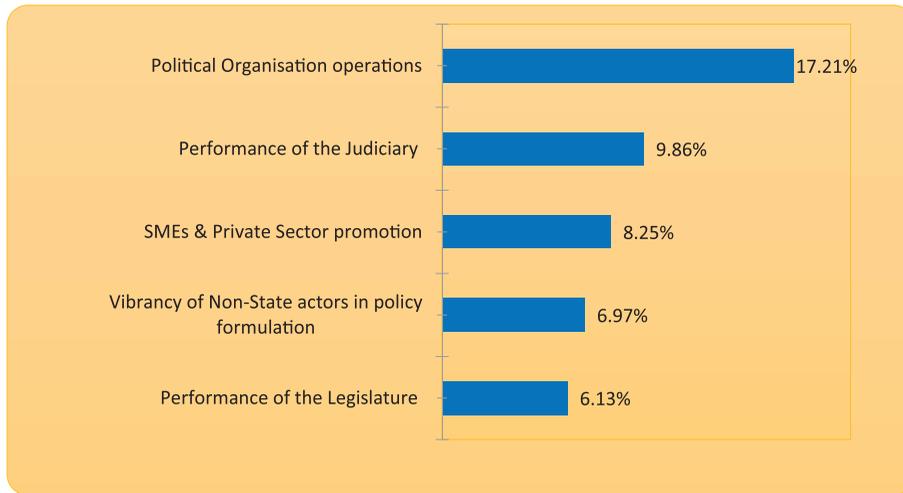
The RGS 6th edition shows that 5 out of 36 indicators had an improvement of over 5%. Political organisation operations is the most improved indicator at a rate of 17.21% as a result of percentage of political organisations represented in the Parliament which moved from 63.63% in 5th edition to 100% in the current edition.

Performance of the Judiciary is the second most improved indicator with an increase of 9.86%. This is due to the improvement in the performance of its two

variables namely; Percentage of Backlog of court cases awaiting trial more than 6 months which increased from 77.0% to 84.0% and the independence of the judiciary which increased from 73.87% to 83.10%.

Vibrancy of Non- state actors in policy formulation is another indicator which had significant improvement in RGS 6th edition as a result of good performance of Academia from 55.7% in RGS 5th edition to 74.3% in the current edition.

3.4. Highlights of the variables

Figure 7: Best and least Performing Variables

The Illustration above shows that out of 130 variables, 68 (52.3%) are in green scoring scoring over 80%; 49 (37.7%) are in yellow scoring between 60% and 80%; 12 (9.23%) are in amber scoring between 40% and 59.9% while 1 (0.7%) is in red with a score below 40%.

Figure 8: Number of best performing variables

As highlighted above, 68 variables (52%) are in green with a score of over 80%. Rule of Law has the highest number of the best performing variables (16) representing 23.88% of all the variables in green followed by Safety and Security with 12 variables representing 17.9% of all variables in green. Economic and Corporate Governance has 11 variables in green which represents 16.4% while Quality of Service Delivery has only one (1) variable among the best performing representing 1.49% of all variables in green.

Figure 9: Number of least performing variables
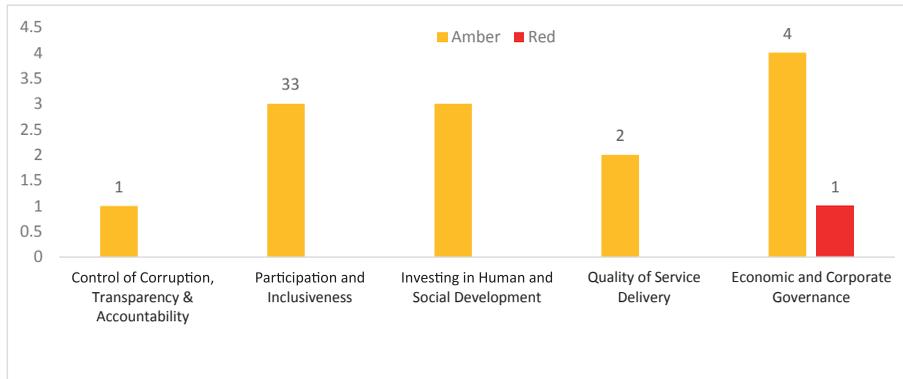
The graph above shows the 14 least performing variables in the current RGS. Economic and Corporate governance has the biggest number of least performing variables (4) representing 35.71% of all the least performing variables followed by Participation and Inclusiveness and Investing in Human and Social Development each with three variables below 60%. The only variable in red is Cross borders trade (Exports) growth under Economic and Corporate Governance.

Figure 10: Most improving variables (above 15)
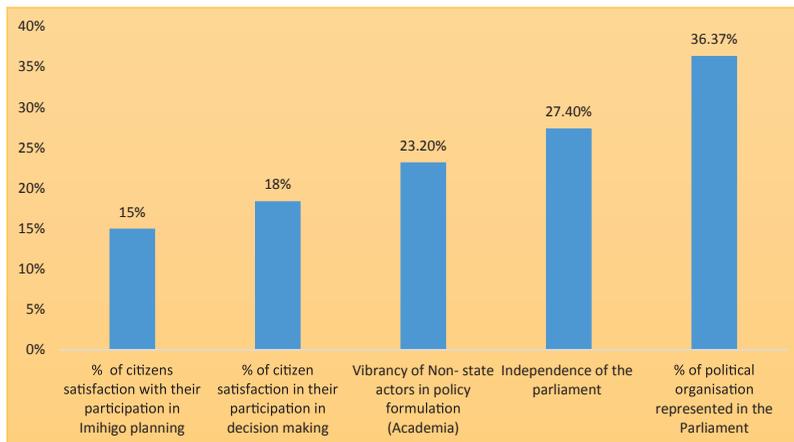
Figure 10 shows that, five variables are the most improving in RGS 6th Edition. The leading variable in this area is the percentage of political organizations represented in the Parliament under Political Rights and Civil Liberties Pillar with an improvement of 36.37%. This good performance was recorded after the parliamentary elections of 2018 from which all political organizations are represented in the Parliament against 7/11 in previous RGS edition.

Two variables of Participation and Inclusiveness, namely Level of citizen satisfaction with their participation in decision making and Level of citizen's satisfaction with their participation in IMIHIGO planning recorded an increase of 18% and 15% respectively. This can be attributed to the current initiatives to engage citizens to play a significant role in different development programs. Academia, as part of non-state actors in policy formulation also recorded an increase of 23.2% from 55.7% in RGS 5th edition to 78.9%. One variable of Rule of Law which is independence of the Parliament recorded an increase of 27.4%.

Figure 11: Least performing variables (below 60%)
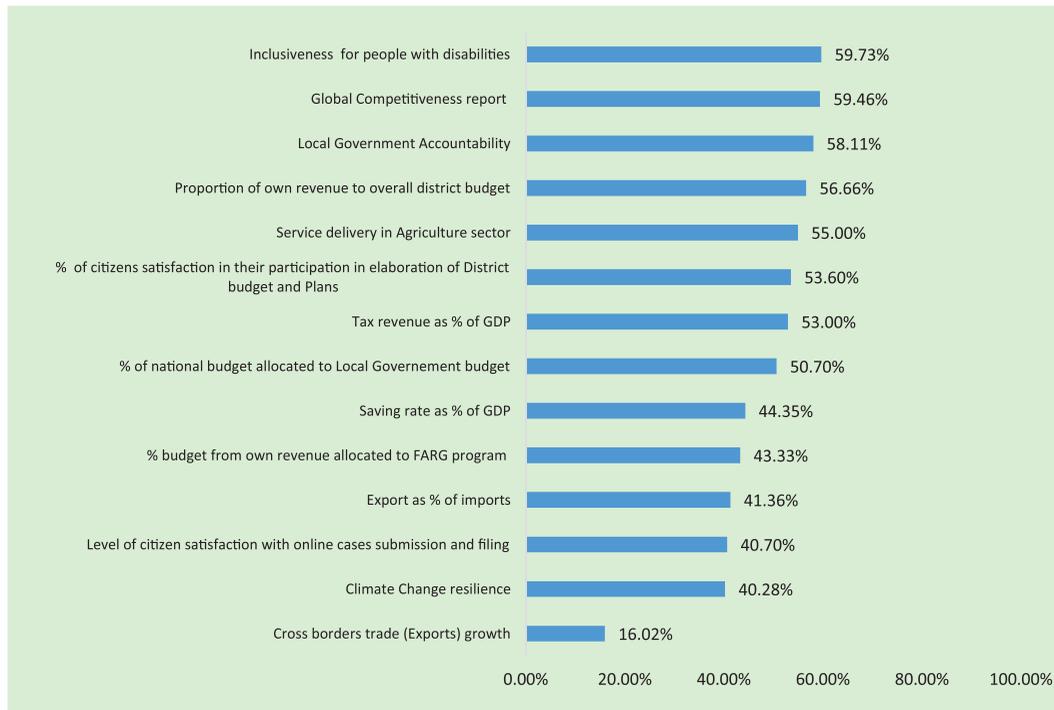
As highlighted in figure 11 above, 14 variables scored below 60% in RGS 6th edition. The only variable in red is cross border trade (exports) growth with a score of 16.02%.This variable may have been affected by the reduction in the movement of goods and persons within the region. This also affected the variable of Exports as % of imports in general which scored 41.36%. The poor performance of the level of citizen satisfaction with online cases submission and filing in courts is due to low rate of ICT literacy among ordinary citizens accompanied with weak infrastructure related to ICT especially electricity and internet in rural areas.

Service delivery in agriculture and livestock remains a big challenge to all stakeholders. Service delivery in this sector is complex requiring effective coordination and cooperation of various stakeholders involved at all levels of the service delivery chain. Some other least performance variables are related to Macroeconomic framework which require improvements in some areas especially in saving and tax revenues mechanisms. Climate change resilience also performed poorly in RGS 6th edition due to the improved approach of assessing this variable. In the current edition of RGS, it was assessed based on adaptive capacity to climate change in all provinces. This new approach will help to capture accurate data from provinces and districts.

PERFORMANCE OF PILLARS

PILLARS

RULE OF LAW

ECONOMIC &CORPORATE GOVERNANCE

QUALITY OF SERVICE DELIVERY

CONTROL OF CORRUPTION, TRANSPARENCY & ACCOUNTABILITY

INVESTING IN HUMAN & SOCIAL DEVELOPMENT

SAFETY AND SECURITY

PARTICIPATION & INCLUSIVENESS

POLITICAL RIGHTS & CIVIL LIBERTIES

RULE OF LAW

Legend:
- 0-39.9
- 40-59.9
- 60-79.9
- 80-100

84.70%
RULE OF LAW

88.34
Performance of the Judiciary

80.23
The use of ICT in Justice Service

91.81
Performance of the Prosecution

71.70
Access to Justice

91.44
Performance of the Legislatur

4 Rule of Law

The rule of law is a governance principle in which the supremacy of the law prevails. The state, all institutions, and all citizens are accountable to laws that have been enacted, fairly and equally administered, where justice is delivered independently, ethically, timely and by competent personnel. The state and its institutions protect fundamental and core human rights, provide security of persons and property.

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

In RGS 6th edition, the indicator of the Use of ICT in delivery of justice was adjusted to better capture all related aspects that we initially not measured. In this regard, the variable of the level of citizens' satisfaction with online cases submission and filing was introduced. The variables of case filling in courts were grouped into two variables namely; case filling in ordinary courts and case filling in specialized courts. Another slight change was on the variable of Level of Citizens' satisfaction with implementation of court resolutions which moved from the indicator of Performance of the Judiciary to the Access to Justice where it fits better.

4.1. Detailed scores of indicators and variables

PILLAR	S/N	INDICATOR	DATA	SOURCE OF DATA	SCORES	RATING
RULE OF LAW	1	**Performance of the Judiciary**			**88.34%**	
	1.1	% of citizens expressing trust in fairness of the courts	89.50%	CRC 2019	89.50%	
	1.2	% of Cases processed by the courts against all cases in courts	87.47%	Supreme court, 2017	87.47%	
	1.3	% of Backlog of court cases awaiting trial more than 6 months	25.20%	Supreme court, 2018	84.00%	
	1.4	Independence of courts	83.10%	CRC, 2019	83.10%	
	1.5	Disposal pace	Composite	Supreme court, 2018	97.62%	
	2	**Performance of the Prosecution**			**91.80%**	
	2.1	% of backlogs processed	100.00%	NPPA, 2018	100%	
	2.2	% of criminal cases processed	98.60%	NPPA, 2018	98.60%	
	2.3	% of gender based violence cases processed	98.70%	NPPA, 2018	98.70%	
	2.4	% of convicted cases against cases submitted to courts	92.10%	NPPA, 2018	97.97%	
	2.5	Level of satisfaction (arrest and detention)	63.80%	CRC 2019	63.80%	
	3	**Access to Justice**			**71.70%**	
	3.1	Citizens' Level of satisfaction on implementation of court resolutions	60.90%	CRC 2019	60.90%	
	3.2	Citizen satisfaction for access to legal aid	64.40%	CSDB 2018	64.40%	
	3.3	Level of citizens' satisfaction of MAJ effectiveness	82.60%	CRC, 2019	82.60%	
	3.4	% of citizens satisfied with Abunzi performance	76.40%	CRC , 2019	76.40%	

PILLAR	S/N	INDICATOR	DATA	SOURCE OF DATA	SCORES	RATING
RULE OF LAW	4	**Performance of The Legislature**			91.44%	
	4.1	Performance in the Oversight of the Government Actions	Composite	Parliament , 2018	80.33%	
	4.2	Performance in Legislative matters	100.00%	Parliament , 2018	100.00%	
	4.3	Independence of the parliament	94.00%	CRC, 2019	94.00%	
	5	**The use of ICT in Delivery of Justice**			**80.23%**	
	5.1	Case filing in ordinary Courts	Composite	Supreme court, 2018	100.00%	
	5.2	Case filing in specialized courts	Composite	Supreme court, 2019	100.00%	
	5.3	% of citizen satisfaction with online cases submission and filing	40.70%	CRC, 2019	40.70%	
Overall Score					**84.70%**	

4.2. Summary of indicators and variables

Summary of indicators

1
4

■ Green ■ Yellow

Summary of Variables

1
3
16

■ Green ■ Yellow ■ Amber
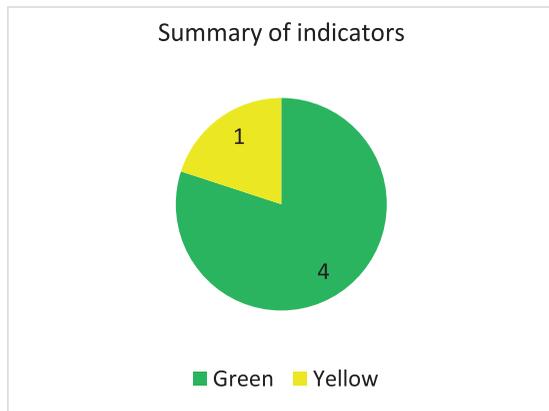
In this current edition, four indicators of Rule of Law namely; Performance of the Judiciary, Performance of the Prosecution, Performance of the Legislature and Use of ICT in Judiciary are in green whereas Access to Justice is the only indicator in yellow. Under this pillar of Rule of Law, Performance of the Prosecution is the best performing indicator with a score of 91.81%.

On the other hand, the indicator of Use of ICT in Judiciary registered a significant decrease as it moved from 91.40%
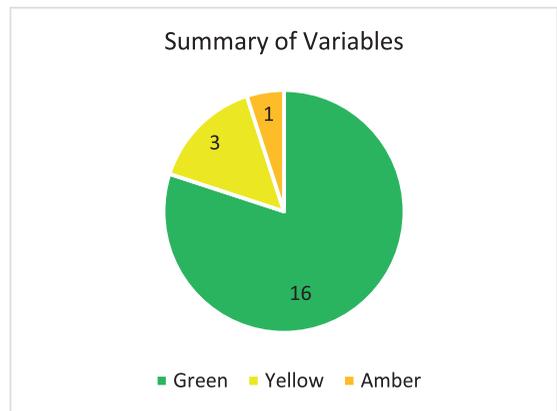
in RGS 5th edition to 80.23% in RGS 6th edition. This decrease was due to the introduction of the new variable of citizen's satisfaction with online cases submission and filing. This new variable performed poorly with a score of 40.7% and it is the only variable ranked in amber in this pillar. The poor performance of this variable is due to the low level of literacy rate of the citizens in ICT and the inadequate infrastructure related to ICT especially in rural areas.

The indicator of Performance of the Legislature recorded an increase from 85.31% in RGS 5th edition to 91.44% in RGS 6th edition. The improvement is mostly attributed to the good performance of the variable of the level of citizens' perception on the independence of the Parliament which moved from 66.6% in RGS 5th edition to 94.0% in RGS 6th edition representing an improvement rate of 27.4%.

4.3. Sector specific recommendations

01

There is need to increase ICT literacy among the citizens;

02

Accelerate the growth of ICT infrastructure and other accompanying infrastructures such as electricity especially in rural areas;

03

As recommended in previous edition, the execution of court judgements needs to be expedited.

POLITICAL RIGHTS AND CIVIL LIBERTIES

85.17

POLITICAL RIGHTS & CIVIL LIBERTIES

84.25
Democratic Rights and Freedoms

86.41
Respect for human rights & core International Conventions

74.30
Vibrancy of Non-State actors in policy formulation

94.08
Political organisation operations

86.83
Access to Public Information
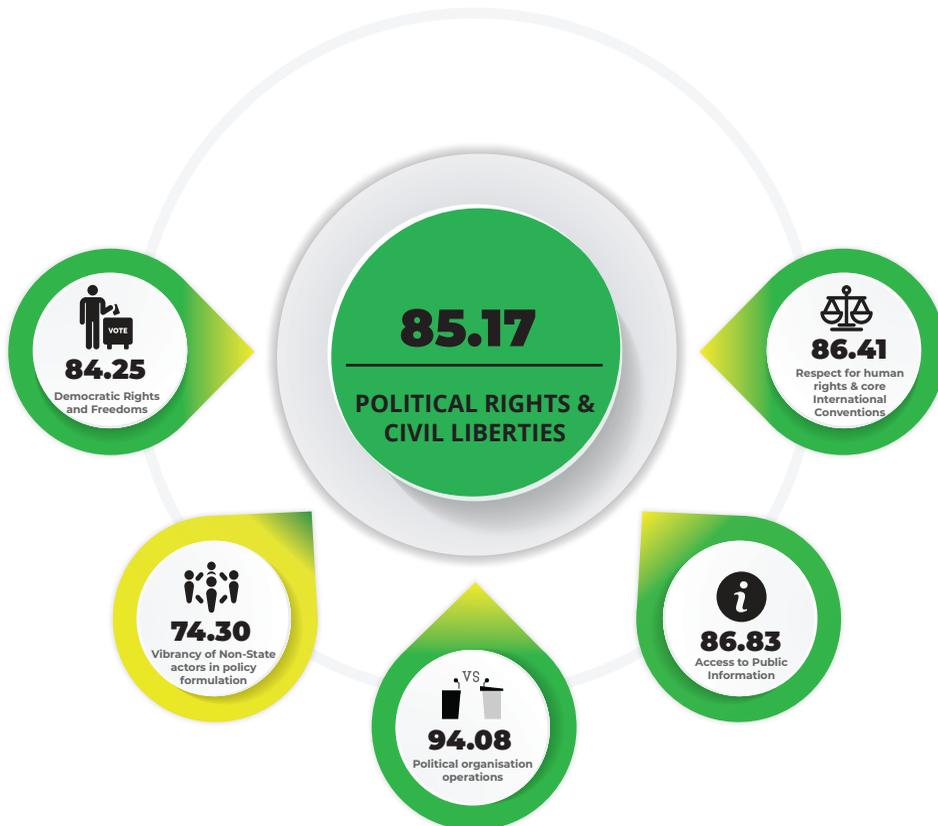
5 Political Rights and Civil Liberties

The Political Rights and Civil Liberties entail democratic rights and freedoms. The major change on this pillar is the reduction of the number of its indicators from 7 to 5. The new indicators which constitute this pillar are: Democratic Rights and Freedoms, Vibrancy of Non-state Actors in Policy formulation, Political Organization operations, access to public information and Respect for human rights and Core international conventions. Rights to Media Freedom which used to a standalone indicator in the previous editions was put under Democratic Rights and Freedoms as one of its variables.

The indicator of Respect for human rights and Core international conventions was merged with Respect for Human Rights and Core international Human Rights

conventions. The same indicator also introduced a new element of assessing other international conventions besides Core UN international conventions. The new international conventions assessed are AU Binding Instruments ratified and reported by Rwanda.

The indicator of Political Parties Registration and Operations also was slightly rephrased to become Political Organisation Operations. The Pillar also registered significant change in variables because they reduced from 31 in RGS 5th edition to just 16 variables in RGS 6th edition. This was done to ensure better analysis and harmonisation of indicators.

5.1. Detailed scores of indicators and variables

PILLAR	S/N	INDICATOR	DATA	SOURCE OF DATA	SCORES	RATING
POLITICAL RIGHTS AND CIVIL LIBERTIES	**1**	**Democratic Rights and Freedoms**			**84.25%**	
	1.1	Democratic Rights			83.65%	
	1.1.1	Perception on right to assembly for political organisation	68.60%	CSDB,2018	68.60%	
	1.1.2	Perception on right to organise political campaign	76.80%	CSDB, 2015	76.80%	
	1.1.3	Universal adult suffrage for all citizens	Composite	NEC, 2016, 2017, 2018	94.51%	
	1.1.4	Perception on right to elect leaders of choice	94.70%	CRC 2019	94.70%	
	1.2	Democratic Freedoms			89.60%	
	1.2.1	Freedom of speech	88.40%	CRC, 2019	88.40%	
	1.2.2	Freedom of expression is guaranteed in law and respected in practice	90.80%	RMB, 2018	90.80%	
	1.3	Media rights and freedoms			79.50%	
	1.3.1	Perception on freedom to access the information for journalists	73.40%	RMB, 2018	73.40%	
	1.3.2	Editorial independence	85.10%	RMB, 2018	85.10%	
	1.3.3	Journalist's right to protect their sources	80.00%	RMB, 2018	80.00%	
	2	**Vibrancy of Non- state actors in policy formulation**			**74.30%**	
	2.1	Political organisation operations	72.00%	RMB, 2018	72.00%	
	2.2	Media	74.90%	RMB, 2018	74.90%	
	2.3	Academia	76.00%	RMB, 2018	76.00%	

PILLAR	S/N	INDICATOR	DATA	SOURCE OF DATA	SCORES	RATING
	3	**Political organisation operations**			**94.08%**	
	3.1	Compliance to laws (women representation for example, source of income)	100%	Ombudsman , 2018	100.00%	
	3.2	% of citizen satisfaction with the role of political organisations in promoting governance and social cohesion	76.30%	CRC, 2019	76.30%	
	3.3	% of political organisation represented in the Parliament	11/11	NEC, 2018	100.00%	
	3.4	% of political parties financial accountability	100%	Ombudsman , 2017	100.00%	
	4	**Access to public information**			**86.83%**	
POLITICAL RIGHTS AND CIVIL LIBERTIES	4.1	Citizen satisfaction with access to information	94.00%	CRC, 2019	94.00%	
	4.2	Existence of the law on access to Public Information	100%	Constitution,2015	100.00%	
	4.3	Civil liberties	76.90%	CSDB, 2018	76.90%	
	4.4	Media availability and access to information for citizens	76.40%	RMB, 2018	76.40%	
	5	**Respect for human rights and Core international conventions**			**86.41%**	
	5.1	Respect for human rights			83.92%	
	5.1.1	% of cases processed by NHRC against those reported	89.80%	NHRC, 2018	89.80%	
	5.1.2	% of cases monitored by NHRC against those submitted	85.90%	NHRC, 2018	85.90%	
	5.1.3	Level of citizen satisfaction with respect of human rights	89.10%	CRC, 2019	89.10%	
	5.1.4	Fundamental human rights	70.87%	CSDB, 2018	70.87%	
	5.2	Respect for Core international conventions			88.91%	
	5.2.1	International Human rights conventions	Composite	NHRC, 2018	90.31%	
	5.2.2	Other International Conventions	Composite	MINIJUST,2019	87.50%	
Pillar Overall Score					**85.17%**	

5.2. Summary of indicators and variables

Summary of Indicators — Green: 4, Yellow: 1

Summary of Variables — Green: 9, Yellow: 7
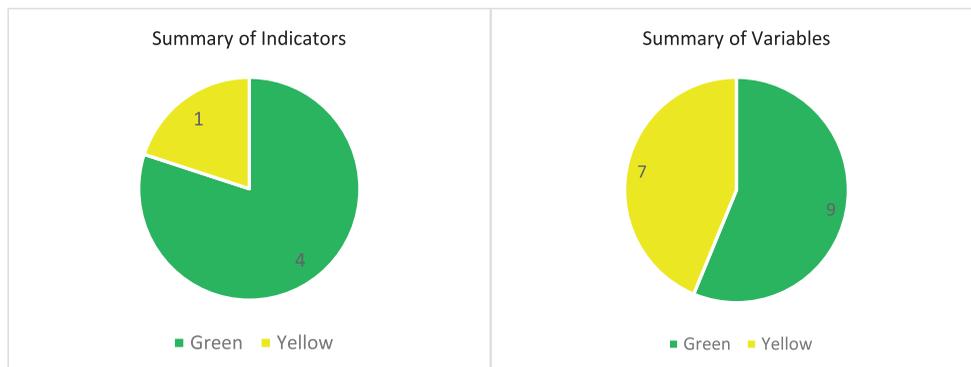
The pillar of Political rights and civil liberties increased from 83.83% in the 5th edition to 85.17% in the 6th edition. Four of its indicators scored over 80%; these being Democratic Rights and Freedoms, Political Organization operations, Access to Public Information and Respect for Human rights and Core international Conventions whereas one indicator of Vibrancy of Non-state actors in policy formulation scored 74.3%.

Regarding elections, only parliamentary elections occurred in 2018 which makes data related to other categories of elections to remain the same. The variable of percentage of political parties represented in the Parliament under Political Organizations' operations indicator significantly improved from 63.63% in RGS 5th edition to 100% in RGS 6th edition. This due to the fact that after parliamentary elections of 2018, all political organizations are now represented in the Parliament against 7/11 in the previous edition of RGS. Another significant improvement was observed on the variable of Media availability and access to information for citizens which improved from 65.8% in RGS 5th edition to 76.4% in RGS 6th edition which represents an increase of 10.6%. On the other hand, the variable of fundamental rights recorded a significant decrease from 77.2% in previous edition to 70.87% in this edition which represents a decrease of 6.33%.

5.3. Sector specific recommendations

01

There is need to enhance the vibrancy of non-state actors in policy formulation both Academia, CSOs and Media and this recommendation is formulated overtime in RGS previous editions;

It is recommended that, the satisfaction of citizens with the role of political organizations in promoting governance and social cohesion as well as their operations be improved.

02

PARTICIPATION AND INCLUSIVENESS

0-39.9   40-59.9   60-79.9   80-100

73.00
PARTICIPATION AND INCLUSIVENESS

72.68
Citizen participation

81.50
Power sharing

64.62
Decentralization

70.77
Participation of Non-state Actors

75.43
Gender equality in leadership

6 Participation and inclusiveness

Participation and inclusiveness are understood from a wide range of perspectives; democratic institutions flourish when all layers/groups of society are represented. An informed and empowered citizenry is a crucial component of growth, societal stability and wellbeing. Overall, participation and inclusiveness are defined as when all groups of people, in a particular 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 is composed of five indicators: citizen participation; decentralization; Civil Society participation; and gender equality in leadership and power sharing.

In RGS 6th edition, the Pillar of participation and inclusiveness recorded a slight change in number of variables which reduced from 21 in the RGS 5th edition to 19 variables in RGS 6th edition. On the indicator of citizen participation, a new variable of performance of local councils was introduced to capture the role of this organ in measuring the aspect of indirect citizen participation. On the indicator of Decentralisation, two new variables were introduced. These are Proportion of other JADF members to overall district budget and Citizen Perception of local government performance.

The indicator of CSO participation was rephrased and named participation of non-state actors to capture both CSOs participation and Media participation. The indicator of Power sharing is composed of two variables: Percentage of citizen satisfied with power sharing practice and Power sharing in parliamentary leadership.

6.1. Detailed scores of indicators and variables

PILLAR	S/N	INDICATOR	DATA	SOURCE OF DATA	SCORES	RATING
	1	**Citizen participation**			**72.68%**	
	1.1	% of citizens satisfaction with holding leaders accountable	75.80%	CRC, 2019	75.80%	
	1.2	% of citizens satisfaction in their participation in elaboration of District budget and Plans	53.60%	CRC, 2019	53.60%	
	1.3	% of citizen satisfaction in their participation in elections	91.40%	CRC, 2019	91.40%	
	1.4	% of citizens satisfaction in their participation in giving suggestions/ options during Village Assemblies	81.00%	CRC, 2019	81.00%	
PARTICIPATION AND INCLUSIVENESS	1.5	% of citizens satisfaction in their participation in community work activities (Umuganda)	91.70%	CRC, 2019	91.70%	
	1.6	% of citizens satisfaction with their participation in Imihigo planning	63.90%	CRC, 2019	63.90%	
	1.7	% of citizen satisfaction in their participation in decision making	63.90%	CRC 2019	63.90%	
	1.8	Performance of local councils			60.10%	
	1.8.1	Citizen perception on councillors' performance	60.10%	CRC 2019	60.10%	
	2	**Decentralisation**			**64.62%**	
	2.1	Local Government budget as % of national budget (% of national budget allocated to LG budget)	15.20%	MINECOFIN, 2018-2019	50.7%	
	2.2	Proportion of own revenue to overall district budget	17.00%	MINECOFIN, 2018-2019	56.66%	
	2.3	Proportion of other JADF members to overall district budget	24.14%	DISTRICTS	80.46%	
	2.4	Citizen perception of local government performance	70.7%	CRC, 2019	70.70%	

PILLAR	S/N	INDICATOR	DATA	SOURCE OF DATA	SCORES	RATING
PARTICIPATION AND INCLUSIVENESS	**3**	**Participation of non-state actors**			**70.77%**	
	3.1	CSO participation			67.07%	
	3.1.1	State-Civil Society relations	74.00%	CSDB, 2018	74.00%	
	3.1.2	Impact/ Effectiveness of CSOs	64.76%	CSDB, 2018	64.76%	
	3.1.3	State and Private Sector engagement	58.20%	CSDB, 2018	58.20%	
	3.1.4	CSOs Operational capacity	73.50%	CSDB, 2018	73.50%	
	3.1.5	Addressing societal needs	64.90%	CSDB, 2018	64.90%	
	3.2	Media participation			74.47%	
	3.2.1	Advocacy on citizens' complaints	78.40%	RMB,2018	78.40%	
	3.2.2	Advocacy for respect of human rights	75.40%	RMB,2018	75.40%	
	3.2.3	Promotion of anti-corruption practices	66.90%	RMB,2018	66.90%	
	3.2.4	Promotion of transparency system of governance	74.60%	RMB,2018	74.60%	
	3.2.5	Promotion of gender equality	77.20%	RMB,2018	77.20%	
	3.2.6	Promotion of wealth and social welfare	74.30%	RMB,2018	74.30%	
	4	**Power sharing**			**81.50%**	
	4.1	% of citizen satisfied with power sharing practice is respected	81.00%	CRC, 2019	81.00%	
	4.2	Power sharing in parliamentary leadership is respected	82.00%	Parliament, 2018	82.00%	
	5	**Gender Equality in leadership**			**75.43%**	
	5.1	Executives	Composite	GMO, 2019 & NEC,2018	65.59%	
	5.2	Legislative	Composite	NEC,2011 & 2018	88.00%	
	5.3	Judiciary	Composite	Annual judiciary report,2017-2018	72.72%	
Pillar Overall Score					**73.00%**	

6.2. Summary of indicators and variables

Summary of indicators

1 Green, 4 Yellow

Summary of variables

7 Green, 9 Yellow, 3 Amber
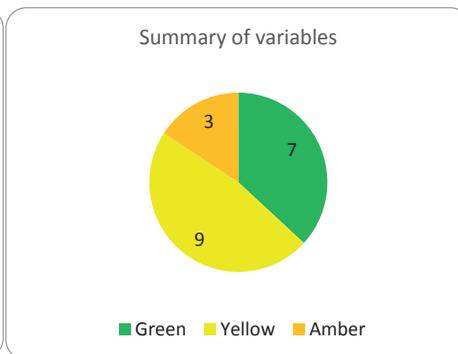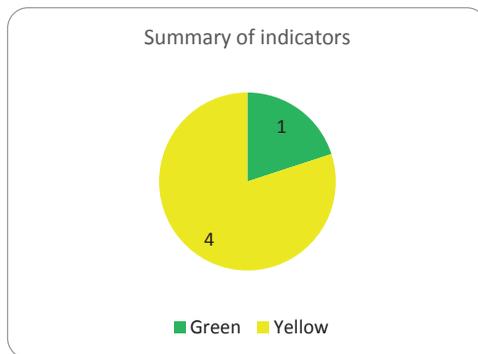
The indicator of citizen participation decreased by 3.79 % compared to RGS 5th edition. The variable of Local Government budget as percentage of national budget (% of national budget allocated to LG budget) is the least performing variable with a score of 50.7%. The other two least performing variables are: percentage of citizen's satisfaction in their participation in elaboration of District budget and Plans and Proportion of own revenue to overall district budget which scored 63.9% and 56.66% respectively.

The indicator of Gender equality in leadership decreased by 8.29%. This is due to the low rate of women heading public institutions, mayors and judges in commercial courts which scored 40%, 53.32% and 46% respectively. On the other hand, the two most improving variables are level of citizens' satisfaction in their participation in elections and level of citizen's satisfaction in their participation in community work activities (Umuganda) which scored 91.40% and 91.70% respectively.

6.3. Sector specific recommendations

01 More efforts should be made to improve districts own revenue mobilization as well as increasing the national budget allocated to local government;

02 Enhance sensitization of the citizens to participate in elaboration of District budget and Plans;

03 Continue to raise awareness of women to take active role in decision making organs especially in local government leadership.

SAFETY AND SECURITY

0-39.9	40-59.9	60-79.9	80-100

94.29

SAFETY AND SECURITY

91.96
Maintaining security

93.99
Reconciliation, social cohesion and Unity

99.40
National security

91.82
Personal and Property Safety
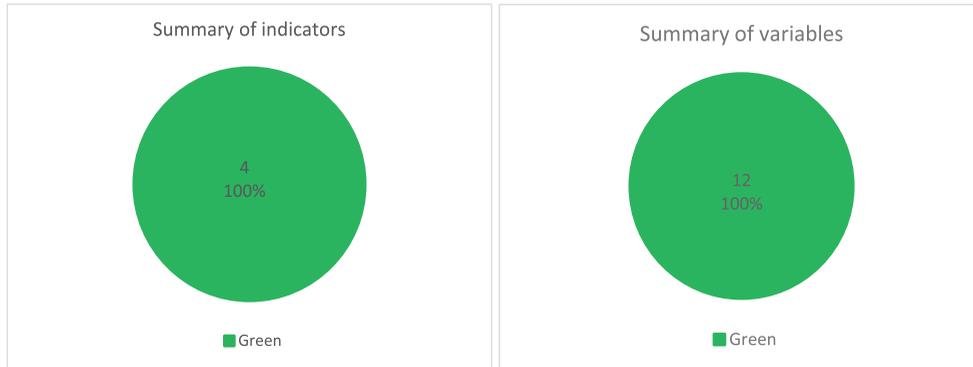
7 Safety and Security

The Safety and security is an important pillar and is the foundation to social stability and national transformation. This pillar consists of four indicators: Maintaining Security, National Security, Personal Security; and Unity, Reconciliation and Social Cohesion. Unlike other pillars, Safety and Security remained unchanged both for indicators and variables.

7.1. Detailed scores of indicators and variables

PILLAR	S/N	INDICATOR	DATA	SOURCE OF DATA	SCORES	RATING
	1	**Maintaining security**			**91.96%**	
	1.1	RDF			99.40%	
	1.1.1	Confidence level in Rwanda Defence Force	99.40%	CRC, 2019	99.40%	
	1.2	RNP		CRC, 2019,	84.52%	
	1.2.1.	Confidence level in Rwanda National Police	96.50%	CRC, 2019	96.50%	
	1.2.2.	Police services	Rwanda scores 0.6827	International Police Science Association (IPSA) and The institute for Economics and Peace (IEP), 2016	76.04%	
	1.2.3	Ratio of police/ persons	1/780	RNP, 2019	81.03%	
	2	**National security**			**99.40%**	
	2.1	Number of Internally Displaced People(IDP)	0	RNP, 2019	100.00%	
	2.2	Battle death (civilians and combatants) on national territory	0	RNP, 2019	100.00%	
	2.3	Level of satisfaction with security at the national level	98.20%	CRC, 2019	98.20%	
	3	**Personal and property safety**			**91.82%**	
	3.1	Homicides rates (per 100,000)	3.68	RIB,2019	99.99%	
	3.2	Level of satisfaction with property security	86.30%	CRC, 2019	86.30%	
	3.3	Level of satisfaction with personal security	95.90%	CRC, 2019	95.90%	
	3.5	Confidence level in " DASSO"	85.10%	CRC, 2019	85.10%	
	4	**Reconciliation, social cohesion and Unity**			**93.99%**	
	4.1	Citizens' trust in Country's leadership	composite	CRC,2019	94.50%	
	4.2	Cohesion and Mutual Trust	composite	RRB,2015	93.87%	
	4.3	Adherence to rwandanness (Ubunyarwanda)	93.60%	CRC, 2019	93.60%	
Pillar Overall score					**94.29%**	

SAFETY AND SECURITY

7.2. Summary of indicators and variables

Summary of indicators	Summary of variables
4 100%	12 100%
■ Green	■ Green

Like in the previous editions, RGS 6th edition confirms that, the pillar of Safety and Security continues to lead other pillars in performance with an overall score of 94.29%. This confirms the consistency and stability to maintain safety and security. Similar to the RGS 5th edition, the indicator of National Security is leading other indicators with a score of 99.4% which represents an increase of 0.6% from the previous edition. Rwanda National Police recorded a significant decrease from 91.38% in previous edition to 84.52% in current edition which represents a decrease of 6.86%. This is due to the increase in the target of ratio police/persons.

7.3. Sector specific recommendations

01
Continue sustaining the existing good relationship between citizens and security organs in maintaining safety and security;

02
To continue strengthening collaboration between DASSO and citizens in order to gain their confidence in maintaining community security.

INVESTING IN HUMAN AND SOCIAL DEVELOPMENT

0-39.9	40-59.9	60-79.9	80-100

68.53
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT

66.71
Education

67.26
Climate change and Environmental resilience

78.92
Health

61.21
Social Protection
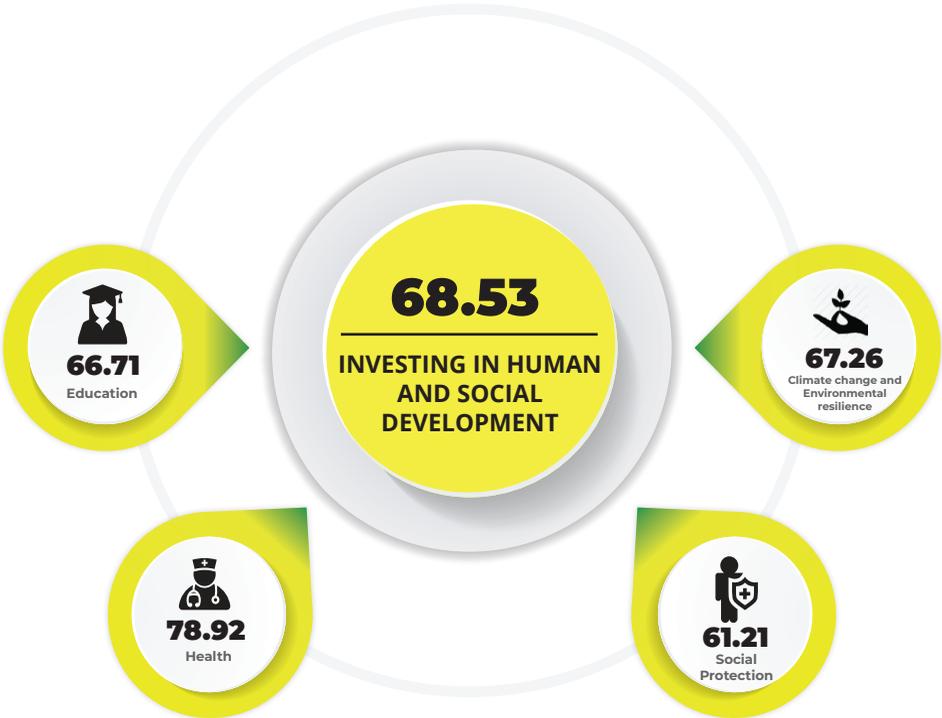
8 Investing in Human and Social Development

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

In the RGS 6th edition, this pillar recorded a significant restructuring in terms of variables. This is due to the need of adjusting and meeting national priorities and relevant international standards on Education and Health sectors.

The number of variables reduced from 26 in the previous edition to 12 in the current edition. On the indicator of Education, the adjustment focused on both access and quality of education. While the Health indicator maintained its three variables, they were nevertheless reformulated as maternal and child health, diseases prevention and control as well as health system strengthening. The variables of the social protection indicator reduced from four to three. The variable of Level of citizens' satisfaction with the services to promote social and economic welfare moved to the pillar of Quality of Service Delivery. National environment protection policy and strategy variable under the indicator of Climate change and Environmental resilience was rephrased as Environment protection and Mainstreaming.

8.1. Detailed scores of indicators and variables

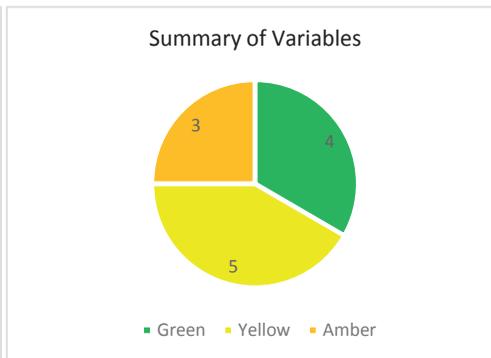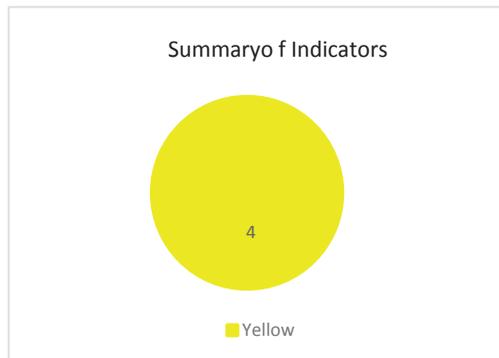| PILLAR	S/N	INDICATOR	DATA	SOURCE OF DATA	SCORES	RATING
	1	**Education**			**66.71%**	
	1.1	Access to Education			68.27%	
	1.1.1	Net enrollment rate	composite	MINEDUC, 2018	58.21%	
	1.1.2	Ratio of trained teacher/Pupils, student	composite	MINEDUC, 2018	86.51%	
	1.1.3	Repetition rate	composite	MINEDUC, 2018	91.87%	
	1.1.4	Dropout rate	composite	MINEDUC, 2018	33.56%	
	1.1.5	Completion rate	composite	MINEDUC, 2018	77.26%	
	1.1.6	Transition rate	composite	MINEDUC,2018	67.93%	
	1.1.7	Tertiary Education	composite	MINEDUC, 2018	62.52%	
	1.2.	Education system strengthening			65.1%	
	1.2.1	Infrastructure	composite	MINEDUC,2018 & CRC2019	75.54%	
	1.2.2	School feeding program	44.30%	CRC,2019	44.30%	
	1.2.3	Quality of education	53.60%	CRC,2019	53.60%	
	1.2.4	Role of parents in education	65.80%	CRC,2019	65.80%	
	1.2.5	Literacy rate (people aged between 15-24years)	86.50%	NISR, EICV 5	86.50%	
	2	**Health**			**78.92%**	
	2.1	Maternal and Child Health			82.00%	
	2.1.1	Women aged 15-45 using modern contraceptive techniques (%)	27.87%	RDHS, 2015	91.66%	
	2.1.2	Immunization rate (full coverage)	99.00%	MOH/DHS 2015	99.00%	
	2.1.3	Under 5 mortality rate (per 1,000 live births)	50	DHS 2015	84.00%	

The PILLAR column reads (rotated): INVESTING IN HUMAN AND SOCIAL DEVELOPMENT

	2.1.4	Maternal mortality rate (deaths per 100,000 live births)	210/100,000	MOH/DHS 2015	79.00%
	2.1.5	% of assisted delivery in Health facilities	91%	MOH/DHS 2015	91.00%
	2.1.6	Stunting rate	38%	DHS 2015	47.36%
	2.2.	Diseases prevention and Control			83.64%
	2.2.1	Patients under ARV treatment	83.00%	MOH, 2018	92.22%
	2.2.2	Malaria prevalence (women)	0.60%	MOH,2015	60.00%
	2.2.3	Malaria prevalence (Children under 5 years)	2.00%	MOH 2015	100.00%
	2.2.4	% HHs with at least one insecticide treated net (ITN)	81.00%	MOH/DHS 2015	81.00%
	2.2.5	HIV prevalence rate	3.00%	MOH/RBC	85.00%
	2.3	Health system strengthening			71.12%
	2.3.1	Life expectancy at birth (years)	67	NISR, 2019	83.75%
	2.3.2	% Population covered by health insurance schemes	84.60%	MoH,2018	84.60%
	2.3.3	Ratio of nurses per population (per 1,000 habitants) (to verify the target)	1/1261	MOH, 2018	63.44%
	2.3.4	Ratio of Medical doctor per population (per 10,000 habitants) (to verify the target)	1/8919	MOH, 2018	78.48%
	2.3.7	Population growth rate (%)	2.40%	NISR, 2019	83.30%
	2.3.8	Total Fertility Rate (children per women)	4.2	DHS 2015	71.42%
	2.3.9	Number of health posts in all cells	705	MoH, 2019	32.82%
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	**3**	**Social protection**			**61.21%**
	3.1	Level of Government investment in social development solutions			80.57%
	3.1.1	% GoR support for the core Social protection Sector against National Budget	40.44%	LODA	40.44%
	3.1.2	Community and HH projects supported in Ubudehe programs	24319	LODA, 2018	94.50%
	3.1.3	% HHs supported by VUP PROGRAM	composite	LODA, 2018	90.12%
	3.1.4	Number of of beneficiaries (HHs) of GIRIN-KA Program	341,065	RAB, 2019	97.45%
	3.1.5	Number of under-five children with acute and chronic malnutrition supported with milk supplies	18536	LODA, 2018	80.32%
	3.2	% budget from own revenue allocated to FARG program	0.026%	MINECOFIN, 2018-2019	43.33%
	3.3	Inclusiveness for people with disabilities	59.72%	NCPD	59.73%
	3.3.1	Social protection for people with disabilities	80.00%	NCPD	80.00%
	3.3.2	Inclusive education for people with disabilities	39.45%	NCPD	39.45%
	4	**Climate change and Environmental resilience**			**67.26%**
	4.1	Land Management and Protection			89.13%
	4.1.1	(soil erosion protection (%per total land)	61.26%	RAB, 2017	68.06%
	4.1.2	% of area covered by forest	29.80%	MoE, 2019	99.33%

	4.1.3	Number of connected districts to Land Administration Information System (LAIS)	30	RLMA , 2019	100.00%	🟩
	4.2	Climate Change resilience			40.28%	🟧
	4.2.1	Adaptive Capacity(index of coping measures)	composite	REMA,2018	40.28%	🟧
	4.3.	Environmentally sustainable settlement and use of energy			61.84%	🟨
	4.3.1.	Sustainable use of Energy	composite	MININFRA, 2019	55.33%	🟧
	4.3.2	Sustainable settlement	composite	MININFRA, 2019 & EICV 5	68.35%	🟨
	4.4	Environment protection and Mainstreaming			77.78%	🟨
	4.4.1	Area of land protected to maintain biological diversity (%)	11.37%	MoE, 2019	100.00%	🟩
	4.4.2	Plastic Bag Free Policy and practices	100%	REMA, 2018	100%	🟩
	4.4.3	Implementation of environment and climate change indicators in different sectors (%)	51.30%	REMA,2018	51.30%	🟧
	4.4.4	Implementation of environment and climate change indicators in Local Government performance contracts (%)	52.60%	REMA,2018	52.60%	🟧
	4.4.5	Number of Inspections	133	REMA,2018	85.00%	🟩
Pillar Overall score					**68.53%**	🟨

(Left vertical label: INVESTING IN HUMAN AND SOCIAL DEVELOPMENT)

8.2. Summary of indicators and variables

Summary of Indicators

Summary of Variables

The pillar of Investing in Human and Social Development significantly decreased by 7.03% from 75.55% in the RGS 5th edition to 68.52% in the RGS 6th edition, hence becoming the least performing pillar in the current edition. The decrease in the performance of this pillar is mainly due to the poor performance of education indicator that scored 66.71%.

Within this RGS, the previous five variables of the indicator of education were merged into two variables- Access to education and education system strengthening. The

variable of access to education scored 68.27% reflecting net enrolment rate, ratio of trained teacher per pupils/students, repetition rate, dropout rate, completion rate and tertiary education. The variable of Education system strengthening which scored 65.1% includes infrastructure, schools feeding program, quality of education, role of parents in education and literacy rate.

The indicator of health recorded a decrease of 3.2% from 82.12% in RGS 5th edition to 78.92% in RGS 6th edition. Two variables of maternal and child health and diseases

prevention and control performed well with scores of 82.0% and 83.64% respectively. The outstanding concern within the variable of Maternal and Child health is the persistent high rate of stunting. Health system strengthening is the least performing variable of the health indicator with a score of 71.12%. The low performance of this variable is the result of a shortfall in the following elements; number of health posts, ratio of nurses per population (per 1,000 habitants) and ratio of Medical doctor per 10,000 habitants.

Social protection is still the least performing indicator of the pillar of Investing in Human and Social Development with a score of 61.21% against 63.79% in RGS 5th edition. The most challenging areas of this variable are: Percentage of government support for the core social protection sector against national budget, percentage of budget from own revenue allocated to FARG program and Inclusiveness for people with disabilities especially in education sector.

Climate change and environmental resilience indicator scored 67.26% against 73.43% in RGS 5th edition which represents a decrease of 6.17%. In this indicator, the best performing variable is Land management and protection which scored 89.13% while the least performing is climate change resilience with a score of 40.28%. Environment protection and mainstreaming variable recorded a decrease due to percentage of implementation of environment and climate change indicators in different domains of activities, percentage of implementation of environment and climate change indicators in local government, performance contracts and the number of inspections conducted by institutions in charge of environment protection.

8.3. Sector specific recommendations

TO IMPROVE THE LEARNING ENVIRONMENT AND QUALITY OF EDUCATION THROUGH:

01
. Enhanced net enrolment in secondary school;

. Elimination of dropout rate particularly in primary and secondary school;

02
Increased and improved infrastructure in schools especially water, electricity and those facilitating education for the people with disabilities;

03
Improved school feeding program.

TO ENHANCE THE HEALTH SYSTEM BY:

01

Expediting the rollout of health posts at cell level as per NST1;

02

Strengthening efforts to eradicate malnutrition especially child stunting.

TO IMPROVE ENVIRONMENTAL RESILIENCE AND CLIMATE CHANGE THROUGH:

01

Reduction in the percentage of households using charcoal and firewood for cooking as per NST1;

Strengthening environment and climate change planning, implementation and monitoring and evaluation in different domains and in local government performance contracts;

02

03

Effective adaptive capacity to climate change.

CONTROL OF CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY

0-39.9	40-59.9	60-79.9	80-100

84.28

CONTROL OF CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY

82.83
Incidence of corruption

86.9
Accountability

77.1
Control of Corruption

90.29
Transparency

9. Control of Corruption, Transparency and Accountability

Under this pillar, control of corruption captures perceptions of the extent to which office bearers illicitly exercise power and authority for private gains. This includes both petty and grand forms of corruption.

The indicator on transparency measures the availability and clarity of information provided to the general public about public officials' integrity, processes and actions, while accountability refers to how public officials are answerable for their decisions and actions.

This pillar is currently composed of the following four indicators: incidence of corruption, transparency, control of corruption, and accountability. Initially transparency and accountability was one indicator. Another change on this pillar is the introduction of a new variable on local government accountability under the indicator of accountability.

9.1. Detailed scores of indicators and variables

PILLAR	S/N	INDICATOR	DATA	SOURCE OF DATA	SCORES	RATING
CONTROL OF CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY	**1**	**Incidence of corruption**			**82.83%**	
	1.1	% of citizens reporting Personal Experience of corruption	18.60%	RBI 2018	81.40%	
	1.2	% of citizens who have encountered corruption while interacting with service providers	20.40%	RBI 2018	79.60%	
	1.3	Citizens perception of existence of high level of corruption	12.50%	RBI 2018	87.50%	
	2	**Control of corruption**			**77.10%**	
	2.1	% of citizens satisfaction with fighting corruption and injustice	82.20%	CRC, 2019	82.20%	
	2.2	Citizen's satisfaction on Govt commitment to fight corruption)	78.40%	RBI 2018	78.40%	
	2.3	% of citizens satisfaction with performance of institutions in fighting corruption at local level	70.70%	CRC, 2019	70.70%	
	3	**Transparency**			**90.29%**	
	3.1	% of amount awarded in Open tenders compared to all tenders	49.00%	RPPA, 2018	61.25%	
	3.2	Application of e-recruitment	100.00%	PAC, 2018	100.00%	
	3.3	Application of e-procurement	100.00%	RPPA, 2018	100.00%	
	3.4	Asset Declaration			99.90%	
	3.4.1	% of high ranked officials and civil servants who declared their assets in time against those required to declare to the Office of Ombudsman	99.90%	Ombudsman, 2018	99.90%	
	4	**Accountability**			**86.90%**	
	4.1	Cases recommended by OAG precessed by PAC	100.00%	Parliament	100.00%	
	4.2	% of annual national budget audited by Office of Auditor General	86.40%	OAG, 2018	100.00%	
	4.3	Local Government Accountability			60.71%	
	4.3.1	District performance in audit	composite	OAG, 2019	37.50%	
	4.3.2	District performance in Imihigo	68.84%	PMO, 2018	68.84%	
	4.3.3	Citizens have the right to hold autorities accountable of their actions	75.80%	CRC, 2019	75.80%	
Pillar Overall score					**84.28%**	

9.2. Summary of indicators and variables

Summary of Indicators

Summary of Variables
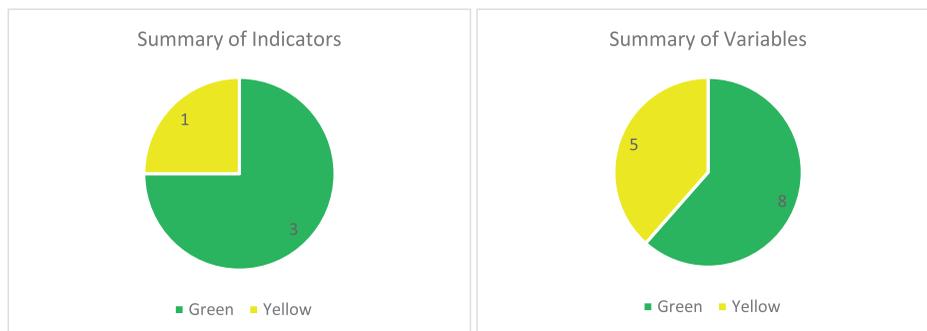
The Pillar of Control of Corruption, Transparency and Accountability remains one of the best performing pillars since the creation of the RGS. In the current edition, this pillar scored 84.28% ranking the fourth in performance after safety and security, rule of law and political rights and civil liberties. Transparency is the best performing variable with the score of 90.29% followed by accountability with the score of 86.90%. The least performing variable under the transparency indicator is control of corruption with the score of 77.10%. The latter is affected by the percentage of citizen's satisfaction with performance of institutions in fighting corruption at local level which scored 70.70%.

Under this pillar, local government accountability is the least performing variable with the score of 60.71%. This performance is because there is no district that got clean audit from auditor general report in the fiscal year 2017/2018; only 10 districts got except for while 20 got a qualified audit opinion. The second least performing variable is percentage of amount awarded in open tenders compared to all tenders which scored 61.25%.

9.3. Sector specific recommendations

01 Improve public finance management in local government to achieve efficiency in the use of resources;

02 Strengthening zero tolerance for corruption and the efforts in the fight against corruption;

03 Consolidate the efforts aimed at promoting the culture of transparency and accountability;

04 Increase the use of technology to provide services to minimize human interface that increases susceptibility to corruption.

QUALITY OF SERVICE DELIVERY

0-39.9	40-59.9	60-79.9	80-100

70.54

QUALITY OF SERVICE DELIVERY

79.0
Service delivery in Governance and Justice sector

71.77
Service delivery in Private Sector

68.54
Service delivery in Social Cluster

62.82
Service delivery in Economic Cluster

10 Quality of Service Delivery

The pillar of the quality of service delivery emphasizes the need for efficiency and effectiveness in meeting the needs of citizens. Ensuring the quality of service delivery is a fundamental obligation of the government, private sector and all other service providers. The government of Rwanda has prioritized service delivery as one of the key drivers of socio-economic development. The national strategy for transformation (NST1) targets the level of citizen satisfaction with services received from public institutions to be 90% by 2024.

In the Rwanda Governance Scorecard 6th edition, the indicators of quality of service delivery pillar were adjusted to reflect: service delivery in the governance and justice cluster, service delivery in the social cluster, service delivery in the economic cluster as well as service delivery in private sector.

10.1. Detailed scores of indicators and variables

PILLAR	S/N	INDICATOR	DATA	SOURCE OF DATA	SCORES	RATING
QUALITY OF SERVICE DELIVERY	1	**Service delivery in governance and justice cluster**			**79.03%**	
	1.1	Local Administration services			71.30%	
	1.1.1	% of citizen expressing overall satisfaction with service delivery performance in Local Administration	71.3%	CRC, 2019	71.30%	
	1.2	Justice Sector			76.40%	
	1.2.1	% of citizen expressing satisfaction with service delivery in Justice Sector	76.40%	CRC, 2019	76.40%	
	1.3	Service delivery in security			89.40%	
	1.3.1	% of citizen expressing overall satisfaction with service delivery in security	89.40%	CRC, 2019	89.40%	
	2	**Service delivery in Social Cluster**			**68.54%**	
	2.1	Health sector			74.05%	
	2.1.1	% of citizen expressing satisfaction with service delivery in Health sector	72.90%	CRC, 2019	72.90%	
	2.1.2	% of citizens expressing satisfaction with community based Health Insurance (Mutuelle de Sante)	75.20%	CRC, 2019	75.20%	
	2.2	Education sector			63.60%	
	2.2.1	% of citizen expressing satisfaction with service delivery in Education sector	63.60%	CRC, 2019	63.60%	
	2.3	Social welfare sector			67.30%	
	2.3.1	% of citizen expressing satisfaction with service delivery in Social Welfare Sector	67.30%	CRC, 2019	67.30%	
	2.4	Hygiene and sanitation			69.20%	
	2.4.1	% of citizen expressing satisfaction with service delivery in hygiene and sanitation	69.20%	CRC, 2019	69.20%	

3	**Service delivery in Economic Cluster**			**62.82%**		🟨
3.1	Agriculture sector			55.00%		🟧
3.1.1	% of citizen expressing satisfaction with service delivery in Agriculture sector	55.00%	CRC, 2019	55.00%		🟧
3.2	Livestock sector			62.70%		🟨
3.2.1	% of citizen expressing satisfaction with service delivery in Livestock sector	62.70%	CRC, 2019	62.70%		🟨
3.3	Infrastructure			69.68%		🟨
3.3.1	% of citizen expressing satisfaction with service delivery in infrastructure sector	61.70%	CRC, 2019	61.70%		🟨
3.3.2	Mobile telephone penetration rate	82.10%	RURA, 2019	82.10%		🟩
3.3.3	All National roads in good condition	71.00%	RTDA, 2017	71.00%		🟨
3.4	Land sector			63.90%		🟨
3.4.1	% of citizen expressing satisfaction with service delivery in land sector	63.90%	CRC, 2019	63.90%		🟨
4	**Service delivery in Private sector**			**71.77%**		🟨
4.1	Citizen perception on private sector service delivery	63.80%	CRC, 2019	63.80%		🟨
4.2	Service delivery assessment in private sector	74.00%	RGB, 2019	74.00%		🟨
4.3	Hospitality and tourism service delivery		RDB	77.50%		🟨
Pillar Overall score				**70.54%**		🟨

(Left vertical label: QUALITY OF SERVICE DELIVERY)

10.2. Summary of indicators and variables

Summary of indicators

4
■ Yellow ■

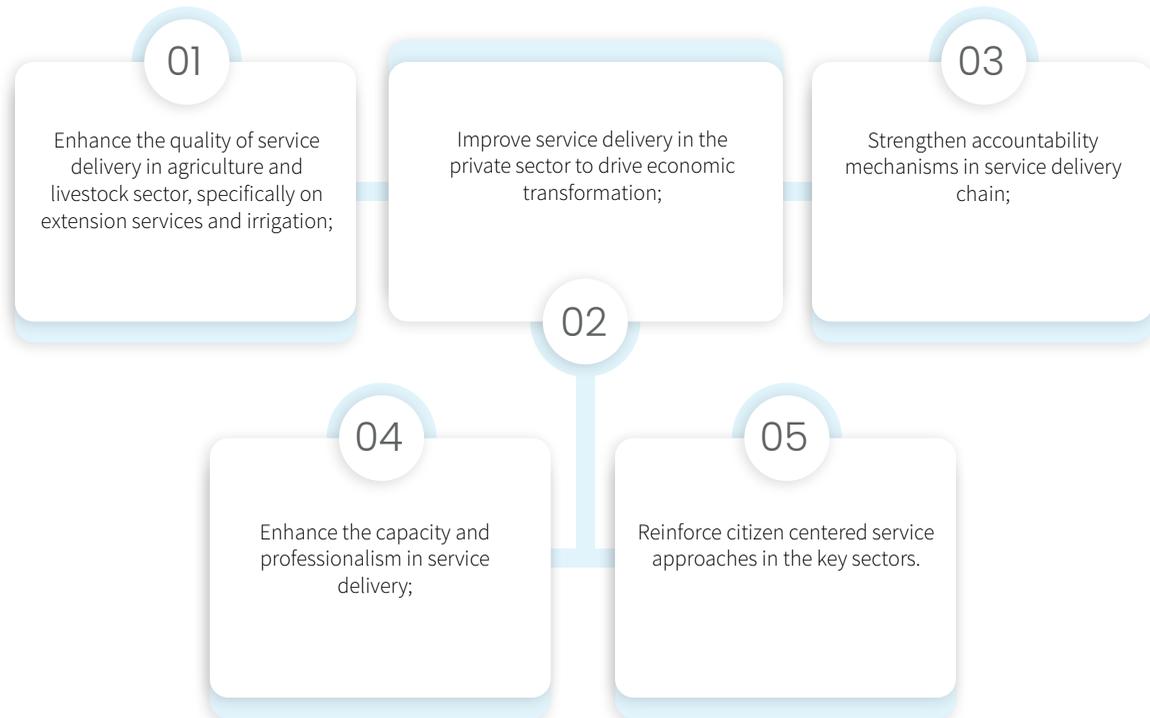Summary of variables

1 1
12
■ Green ■ Yellow ■ Amber

Since the creation of RGS, the quality of servive delivery pillar has been the least performing. However, for the first time, the pillar of human and social development is the least performing in the RGS 6thedition. Nevertheless the quality of service delivery pillar declined in performance with a score of 70.54% from 74.25% in the RGS 5th edition. This is due to a decrease of service delivery in the local admnistration from 85.6% in the RGS 5th edition to 71.30% in the RGS 6th edition.

In the current edition, service delivery in economic cluster is the least performing indicator in the quality of service delivery pillar with a score of 62.82% representing a decrease of 3.66% from the previous RGS edition. This decrease is a result of low citizens' satisfaction in service delivery in agriculture sector. The newly introduced indicator of service delivery in the private sector that scored 71.77% reflects three apsects of; citizen perception of private sector service delivery, assessment of service delivery in private sector and assessment in hospitality and tourism.

10.3. Sector specific recommendations

01
Enhance the quality of service delivery in agriculture and livestock sector, specifically on extension services and irrigation;

02
Improve service delivery in the private sector to drive economic transformation;

03
Strengthen accountability mechanisms in service delivery chain;

04
Enhance the capacity and professionalism in service delivery;

05
Reinforce citizen centered service approaches in the key sectors.

ECONOMIC AND CORPORATE GOVERNANCE

| 0-39.9 | 40-59.9 | 60-79.9 | 80-100 |

76.43
ECONOMIC AND CORPORATE GOVERNANCE

75.61
Macro-economic indicators

76.56
Corporate Governance

60.21
Foreign Trade and Industrialisation

87.92
Business Environment Promotion

81.85
SMEs & Private sector promotion

11 Economic and Corporate Governance

The economic and corporate governance pillar measures the macroeconomic stability and business environment as prerequisites for sustainable socio-economic development. Similar to the previous edition, this pillar maintained five indicators although some of them were restructured. Two indicators namely; business environment promotion and macro-economic indicators remained the same, two other indicators (Small and Medium Enterprises (SMEs) development and cross-border and private sector promotion) were merged to create SMEs and private sector promotion; while a new indicator of corporate governance was introduced with three variables namely; shareholder governance, conflict of interest regulation and compliance of private sector federation (PSF).

11.1. Detailed scores of indicators and variables

PILLAR	S/N	INDICATOR	DATA	SOURCE OF DATA	SCORES	RATING
ECONOMIC AND CORPORATE GOVERNANCE	**1**	**Macroeconomic Indicators**			**75.61%**	
	1.1	Economic Growth (%)	8.6%	NISR, 2018	74.78%	
	1.2	Inflation rate	1.4%	BNR, 2019	71.42%	
	1.3	GDP per capita (in USD)	787	NISR, 2018	87.50%	
	1.4	Income Distribution (Gini Coefficient)	0.429	NISR, EICV5	81.58%	
	1.5	% of people living below poverty line	38.20%	NISR, EICV5	84.13%	
	1.6	Tax revenue as % of GDP	15.9%	MINECOFIN,2017	53.00%	
	2.7	Saving rate as % of GDP	10.6%	MINECOFIN, 2017	44.35%	
	2.8	National investment as % of GDP	23.0%	MINECOFIN, 2017	73.95%	
	1.9	Off-farm jobs creation	206190	NISR, RLFS,2018	96.35%	
	1.10	Financial inclusion	89.0%	Finscope survey NISR, 2016	89.00%	
	2	**Foreign trade and industrialisation**			**60.21%**	
	2.1	Export as % of imports	30.61%	BNR, 2018	41.36%	
	2.2	Industrialisation Capacity Utilisation rate	68.70%	MINICOM,2018	68.7%	
	2.3	Informal CBT Balance (Exports as % of imports)	(Exports: 125,200,653 US$ Imports: 20,286,871 US$) 617.15%	MINICOM,2019	100.0%	
	2.4	Trading Across Borders	Rwanda scores 74.98% worldwide	World Bank 2019 doing business Report	74.98%	
	2.5	Cross borders trade (Exports) growth	-83.98%	MINICOM,2017	16.02%	

3	**Business Environment Promotion**			**87.92%**	
3.1	Rwanda's rank in Doing Business report	Rwanda Scores 77.88 world-wide	World Bank's 2019 doing business Report	89.94%	
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 76.67 world-wide	World Bank's 2019 doing business Report	90.20%	
3.5	Global Competitiveness report	Rwanda Scores 50.9% world-wide	World Economic Report 2018	59.46%	
4	**SMEs and private sector promotion**			**81.85%**	
4.1	Number of companies registered against received applications	14549/22921	RDB, 2018	63.47%	
4.2	Survival rate of SMEs	1.9	RDB, 2018	98.10%	
4.3	Private Sector Growth	17.7%	MINECOFIN,2017	88.50%	
4.4	Credit to Private sector as % of GDP	23.2%	BNR 2019	77.33%	
5	**Corporate governance**			**76.56%**	
5.1	Shareholder governance	Rwanda scored (77.0)	The Global Competitiveness Report 4.0, 2018	85.55%	
5.2	Conflict of interest regulation	Rwanda scored (70.0)	The Global Competitiveness Report 4.0, 2018	75.26%	
5.3	Compliance of PSF	Composite	GMO, 2019	68.88%	
Pillar Overall score				**76.43%**	

11.2. Summary of indicators and variables
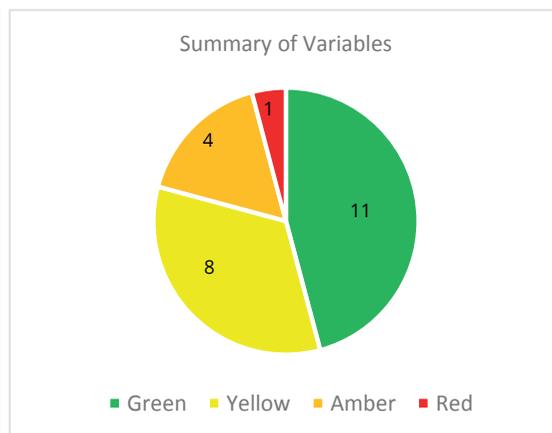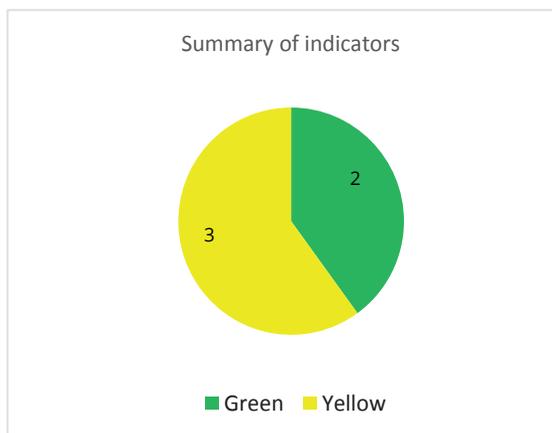
The pillar of economic and corporate governance decreased by 1.6%. Under this pillar, two indicators of; Business environment promotion and SMEs and private sector promotion scored above 80%. On the other hand, the foreign trade and industrialisation is the only indicator which scored below 70%. Within the Macroeconomic indicator, two variables Tax revenue as percentage to GDP and saving rate as a percentage to the GDP scored low at 53% and 44.35% respectively. The lowest performing variable in this pillar is cross border trade (exports) growth with a score of 16.02%. This variable significantly decreased from 69.28% to 16.02% with a rate of 53.26% and this is the least performing variable in RGS 6th edition. This variable may have been affected by the reduction in the movement of goods and persons within the region.
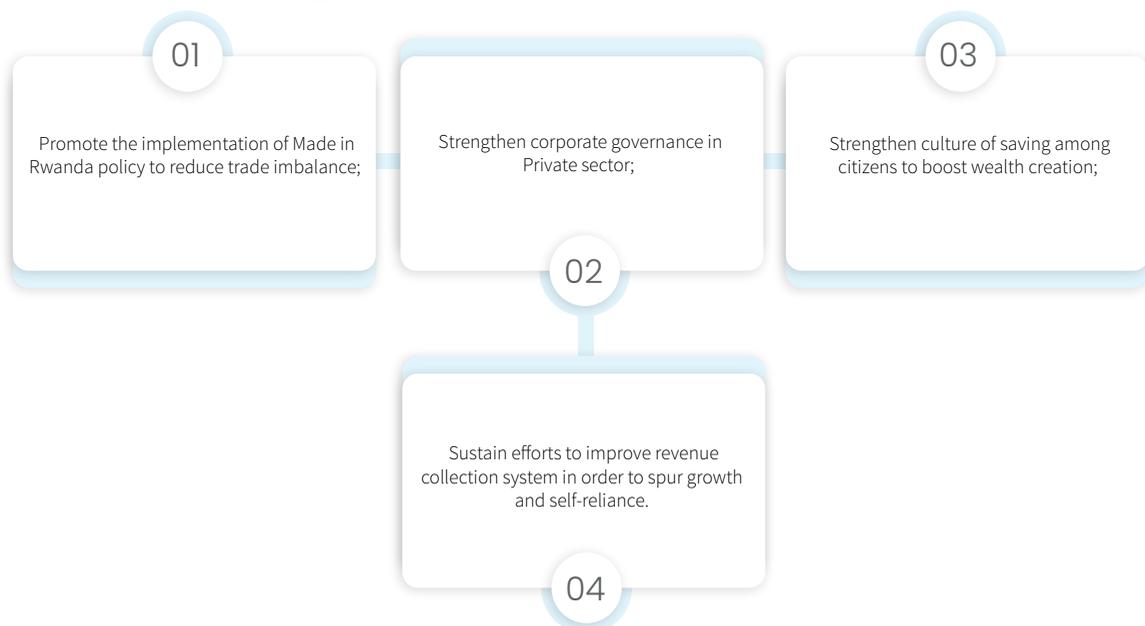
Another variable which recorded a significant decrease is Global competitiveness report which moved from 75.9% in RGS 5th edition to 59.46% in RGS 6th edition. This decrease is attributed to the change of methodological approach in assessing the index. After the conceptualization of the Fourth Industrial Revolution, the World Economic Forum introduced the notion of the Fourth Industrial Revolution (4IR) into the definition of competitiveness and it is part of assessment of Global Competitiveness Report 4.0.

The new indicator of corporate governance scored 76.56%. Shareholder governance is the best performing variable with a score of 85.55% while compliance of Private Sector Federation (PSF) is the least performing variable of this indicator with a score of 68.88% justified by poor performance in gender representation in private sector leadership.

11.3. Sector specific recommendations

01 Promote the implementation of Made in Rwanda policy to reduce trade imbalance;

02 Strengthen corporate governance in Private sector;

03 Strengthen culture of saving among citizens to boost wealth creation;

04 Sustain efforts to improve revenue collection system in order to spur growth and self-reliance.

12 **Institutional updates on the implementation of RGS 5th Edition policy recommendations**

	ONGOING RECOMMENDATIONS		
N°	RECOMMENDATION	POLICY FRAMEWORK	STATUS OF IMPLEMENTATION
1	To design and operationalize a multi-year nationwide strategy for mainstreaming climate change 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	**Ministry of Environment and REMA:** 1. Developed the environment and climate change mainstreaming strategy (2018-2024). 2. To facilitate implementation, a roadmap and environment and climate change mainstreaming tools (Checklists and guidelines) were developed to be used by the sectors and Districts for planning purposes. 3. The Ministry of environment carried out 2017/2018 assessment of environment and climate change integration into plans and budget.
2	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.	**Urban planning and development** Urbanization and human settlement sector strategic plan was developed. The sector strategic plan provides a clear pathway to integrating human settlement planning, developing secondary cities, facilitating development of affordable housing as well as upgrading existing informal settlement. Kigali City, secondary cities and land use master plans are being reviewed: The revised Kigali city master plan is being finalized. For the review of secondary cities master plans, preliminary reports are available and are expected to be completed by 2020. The Land use master plan review is ongoing and the review is expected to be completed by 2020. Building Permit Management Information System (BPMIS) is in place to maintain smart service delivery in construction sector. So far, the system is operational in the City of Kigali and six secondary cities. Local Urban Development Plans (LUDP) for emerging centres and layout plans were elaborated to ensure harmonized and coordinated efforts in the development of integrated/planned settlement. IDP model villages are being scaled up taking into consideration of all its pillars. So far, the percentage of rural households living in planned settlement is at 67.2% (EICV5).

N°	RECOMMENDATION	POLICY FRAMEWORK	STATUS OF IMPLEMENTATION
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	NST1, Priority 7 of Economic Transformation: Halve the number of households depending on firewood as a source of energy for cooking from 83.3% (2014) to 42% by 2024. This will be achieved by focusing on promoting use of alternative fuels such as cooking gas and biogas. Efforts will be concentrated on promoting use of cooking gas in urban areas.	**Biomass reduction achievements** The Ministry of Infrastructure in collaboration with the Ministry of Environment are finalizing a Biomass energy Strategy that is geared towards promoting efficient and clean cooking technology to meet the NST1 target to reduce the number of households using firewood from 79% (EICV5) to 42%. Concurrently, The Ministry of Infrastructure, Ministry of Environment, REMA and REG have developed a joint proposal to reduce dependency on biomass for submission to FONERWA to mobilize financing to shift households to improve and alternative cooking solution. Key players are also involved in Biomass subsector countrywide awareness campaign carried out annually that aim to accelerate adaption of clear cooking technology.
4	To design and operationalize 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	NST1, Priority 4 of Economic Transformation: Promote industrialisation and attain a structural shift in the export base to high-value goods and services.	**1. Increase production and productivity in traditional and emerging value chains** ▶ Expansion of Production areas and productivity for priority value chains both traditional and emerging Tea expansion has been done for 10,000 hectares for the last 5 years. ▶ Area under production for horticulture increased through mobilization of land owned by private farmers. ▶ NAEB supports famers to get appropriate inputs for different value chains like fertilizers, pesticides, traps, seeds and irrigation equipment's like watering cans and spraying pumps free of charge. **2. Increase Value addition to priority value chains** ▶ Value addition initiatives have been adopted in different value chains. 301 Coffee washing stations have been established by the private sector and this has led to increase in fully washed coffee which fetches better prices as compared to ordinary coffee. In addition a coffee roasting factory was established to facilitate and increase export of roasted coffee. ▶ A sericulture factory has been set up in the Economic Zone and this will help in processing of cocoons into raw silk and silk sheet to be exported and eventually it will processed into the final product to promote made in Rwanda initiative and it is managed by the private company called He Works. ▶ Gishali flower pack facility has been built and 25 hectares are under production through green-house technology and irrigation. Increased Rose flowers are produced bringing in increased revenues. It is planned that more 15 hectares will be producing rose flowers in the next financial year. Tea value addition through improved packaging is being done. Horticulture value addition is done through project to reduce post-harvest losses and is Mulindi as a demonstration center for post-harvest handling and processing. Activists and famers eventually apply the respective farms.

N°	RECOMMENDATION	POLICY FRAMEWORK	STATUS OF IMPLEMENTATION
4	To design and operationalize 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	NST1, Priority 4 of Economic Transformation: Promote industrialisation and attain a structural shift in the export base to high-value goods and services.	**3.Improve Agri-Exports logistics** ▶ NAEB purchased a coffee color sorting machine that will quicken the coffee sorting process. The coffee sorting machine has the sorting capacity of 6 Metric tons per hour. This will replace to a considerable level the current practice where sorting is done manually. ▶ NAEB coffee ware houses are going to be rehabilitated to meet the international standards. Budget is available and a tender for rehabilitation of one of the existing coffee warehouses is in advance stage and the contract will be signed soon. It is planned and budgeted in the next financial year to rehabilitate another warehouse. It is projected that modern warehouses will ensure quick service delivery and quality of coffee that meets international standards on export markets. ▶ A modern well equipped pack house has been built in NAEB where fruits and vegetables are sorted and packed before they are exported. This has increased the volume of exports and revenue and the number of exporters is increasing. The backhouse also preserves and maintains the quality of exported products up to the destination before being exported to international markets. ▶ A mobile cold truck was purchased to facilitate the export of perishable products from the pack house to airport for shipment to different international markets. Another mobile cold truck has been secured and it will be deployed in May, 2019. ▶ NAEB has rehabilitated its testing laboratory where tests are carried out and services given to different people who want to test and it is planned to expand it. **4. Online Services to stakeholders** ▶ NAEB has automated issuance of coffee of origin and quality and Certificate quality tea exports. ▶ Laboratory services have also been automated and these on line services have assisted the exporters to process export documents quickly meaning that delays have been reduced. More to that tracking of applications by exporters have been enhance. ▶ Automation of packhorse services is under development. **5. Increase Market linkage and penetration** ▶ Information required on value chain products is available on NAEB website for reference. ▶ NAEB is developing an e-agro export plat form that will link buyers and farmers to interface instantly through that platform.

N°	RECOMMENDATION	POLICY FRAMEWORK	STATUS OF IMPLEMENTATION
	To design and operationalize 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	NST1, Priority 4 of Economic Transformation: Promote industrialisation and attain a structural shift in the export base to high-value goods and services.	▶ E-commerce trade of coffee through Alibaba group has been established linking sellers and buyers. ▶ Participation in international trade fair to enhance business deals. ▶ Creation of Exports services and marketing Divisions to improve export services and deeply explore and penetrate regional and international markets including niche markets. **6. Conduct Capacity building of farmers and coordination of stakeholders engaged in Agri- export sector** NAEB provides technical support to famers in good agricultural practices for both traditional and emerging value chains. Further stakeholders engaged in Agri -export sector are coordinated through forums.
5	To design and operationalize a long-term strategy regarding social protection program in order to address the challenges of human security	NST1, Priority 1 of Social Transformation: Enhance Graduation from Poverty and Extreme Poverty and Promoting Resilience	**In progress:** where first step has been Household Profiling to establish socio economic status of all Households in Rwanda. Household Profiling is 75% way done and on its completion responsive mechanism of social protection will be established by September 2019.
6	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	NST1, Priority 5 of Economic Transformation: Increase districts revenue capacity to finance their development needs by promoting local economic development and reforming laws on locally administered taxes and fees.	Local Administrative Development Entities (LODA) conducted a study on services related to the District Revenue and Expenditure Management with the objective of this assignment of supporting the Six Secondary Cities to establish reliable and sustainable revenue and expenditure management systems. Under MINECOFIN, a combination of tax administration and expanding local tax base reforms have been introduced and are under implementation : 1. For tax administration, more efforts are being put on taxpayers sensitization and updating automated taxpayers' registers for synchronization of information ; 2. For tax base reforms, the key strategy is around implementation of the property tax recently revised.
7	To strengthen the national strategy of savings to increase the savings rate as per the National Transformation strategy	Priority Area 5 of Economic Transformation: Increase Domestic Savings and Position Rwanda as a Hub for Financial Services to Promote Investments	**Two actions have been taken by the National Bank of Rwanda:** 1. Setting up a department in charge of market conduct and financial inclusion 2. Issue of treasury Bonds and new reopening policy.

N°	RECOMMENDATION	POLICY FRAMEWORK	STATUS OF IMPLEMENTATION
	To strengthen the national strategy of savings to increase the savings rate as per the National Transformation strategy	Priority Area 5 of Economic Transformation: Increase Domestic Savings and Position Rwanda as a Hub for Financial Services to Promote Investments	**Through MINECOFIN,** ▶ The GoR developed and launched long term savings scheme in December 2018 known as ''EJO HEZA LONG TERM SAVING SCHEME'' In order to enhance saving culture and increase saving rate to GDP. ▶ In effort to boost savings, MINECOFIN has conducted a research aims at developing effective solutions to boost domestic saving in Rwanda. The study has suggested areas and key interventions to be implemented to boost savings in line with NST 1.
8	To improve infrastructure especially roads and rural transport in all districts to improve the agriculture productivity and access to the marketss	NST1, Priority 2: Economic Transformation: Develop Basic infrastructure through servicing of new residential zones and upgrading of unpaved urban roads.	**To ensure sustainability of roads in Rural transformation, the Government of Rwanda through MININFRA and RTDA undertaken the following:** ▶ Put in place rural transport infrastructure that facilitates the improvement of agriculture productivity and access to the markets lies within the framework of the Feeder Roads Development Programme. ▶ A number of Km have been implemented by the GoR in collaboration with the Development Partners up to 2017/18 and others are due to start under the World Bank Funds. ▶ The Transport Sector Strategic Plan provides a clear pathway to developing safe transport network of feeder roads. It is planned that 3000km of feeder roads will be developed by 2024. ▶ To make feeder roads stronger to cope with all seasons, chip seal road development technology was approved by the cabinet and will be used on new feeder roads being developed.
9	To increase citizen participation in development process, community transformation and accountability	NST1, Priority 6 of Transformational Governance: Increase citizens' participation, engagement and partnerships in Development	**To enhance the citizen participation, community transformation and accountability, LODA undertaken the following:** ▶ Planning cycle emanates from needs identified at village council level resulting into Village, Cell, Sector and district plans (with effect from 2017). Therefore, the feedback sessions are organized to communicate the citizens an adopted plan, and the identified project with and without funding; ▶ On accountability: systems development have been embarked on to reinforce citizens' complaints redress; ▶ Engagement of civil society and community mobilization leverage all other decentralization efforts such as outreach programs to resolve complaints raised by Citizens

CONCLUSION & RECOMMENDATIONS

13 Conclusion

The RGS 6th edition provides a comprehensive status of governance based on the eight pillars analyzed. The analysis indicates that the performance of four pillars is higher than 80% while the other remaining four are between 60 and 79.9%. Compared to the previous edition, Safety and Security continues to lead all pillars followed by Political Rights and Civil Liberties in the current edition. The Rule of Law is the most improved pillar because it moved from the 6th position in RGS 1st edition to the 3rd position in current edition. Investing in Human and Social Development has persistently registered a decline since the 1st RGS edition.

The table below summarizes the trend of the performance of pillars since the creation of RGS.

Table 4: Trend of Performance of Pillars (2010-2018)						
Indicators	1st Edition	2nd Edition	3rd Edition	4th Edition	5th Edition	6th Edition
Rule of Law	6	7	2	4	4	3
Pol. Rights and Civil Liberties	5	6	5	3	2	2
Participation and Inclusiveness	4	4	6	6	6	6
Safety and Security	1	1	1	1	1	1
Investing in Human and Social Development	2	2	3	7	7	8
Control of corruption, Transparency and Accountability	3	3	4	2	3	4
Quality of Service delivery	7	8	8	8	8	7
Economic and Corporate Governance	N/A	5	7	5	5	5

14 Policy recommendations

In this edition of RGS, some policy recommendations formulated in the last edition are still valid in the framework of NST1. The table below presents the ongoing and new recommendations:
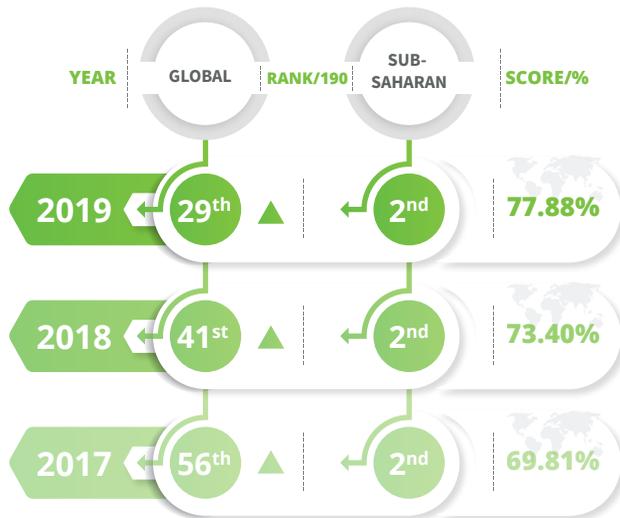
ONGOING POLICY RECOMMENDATIONS

To design and operationalize a multi-year nationwide strategy for mainstreaming climate change resilience into development planning;

To strengthen the national strategy of savings in order to increase the savings rate as per National Transformation strategy;

To increase citizen participation in development process, community transformation and accountability.

NEW POLICY RECOMMENDATIONS

To ensure quality of education to support the attainment of a knowledge based economy;

To fast track the use of technology in service delivery for efficiency and effectiveness;

To improve public finance management in order to ensure transparency and accountability in the use of resources;

To fast track the implementation of Made in Rwanda policy to reduce trade imbalance;

To enhance coordination and quality of agriculture and livestock value chain.

15 AN OVERVIEW OF RWANDA'S RANKING IN GLOBAL INDICES

Five indices are presented herein for purposes of presenting Rwanda's Global trend in governance. The indices presented below represent the most recent trends. Highlighted scores and ranks are the most recent of the respective indices.

I. DOING BUSINESS REPORT

YEAR	GLOBAL RANK/190	SUB-SAHARAN	SCORE/%
2019	29th ▲	2nd	77.88%
2018	41st ▲	2nd	73.40%
2017	56th ▲	2nd	69.81%

Doing business report is a World Bank report which aims at comparing business regulations for domestic firms across 190 countries worldwide.

Source: World Bank.

II. IBRAHIM INDEX ON AFRICAN GOVERNANCE

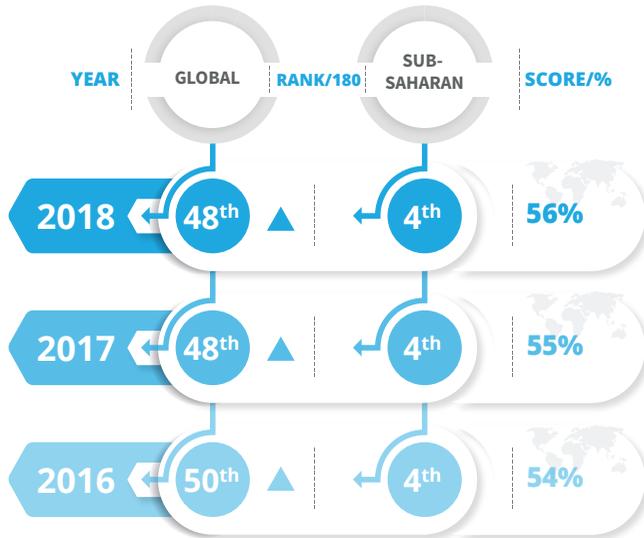| YEAR	RANK/54	SCORE/%
2018	8th ▲	64.3%
2017	9th ▲	63.9%
2016	9th ▲	62.3%

Ibrahim index aims at measuring and monitoring governance performance in all African countries. It is produced by Mo Ibrahim Foundation.
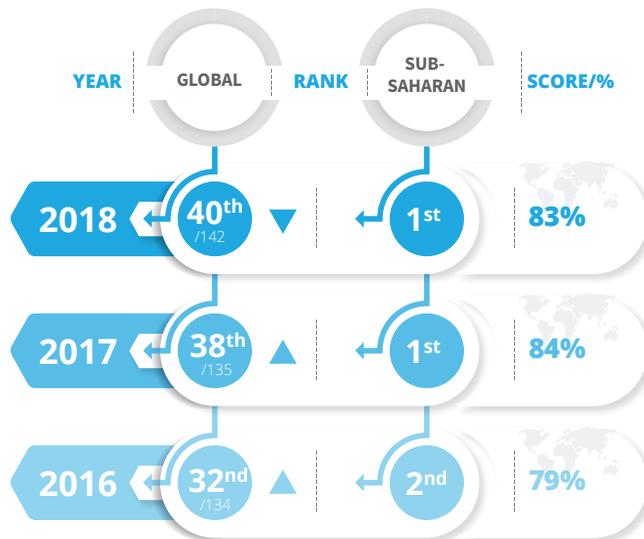
Source: Mo Ibrahim foundation.

III. CORRUPTION PERCEPTION INDEX

YEAR	GLOBAL RANK/180	SUB-SAHARAN	SCORE/%
2018	48th ▲	4th	56%
2017	48th ▲	4th	55%
2016	50th ▲	4th	54%

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

Source: Transparency International.

IV. GLOBAL LAW AND ORDER REPORT

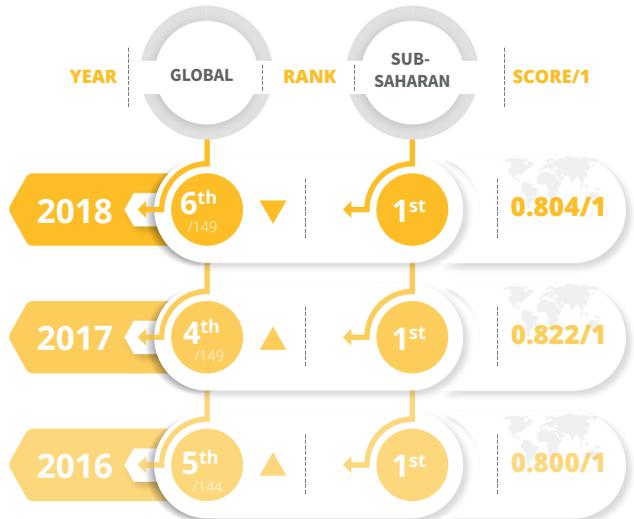| YEAR	GLOBAL RANK	SUB-SAHARAN	SCORE/%
2018	40th /142 ▼	1st	83%
2017	38th /135 ▲	1st	84%
2016	32nd /134 ▲	2nd	79%

The report measures people's sense of personal security and their personal experiences with crime and law enforcement. It operates in 142 countries worldwide, it is produced by Gallup

Source: Gallup.

V. GLOBAL GENDER GAP REPORT

YEAR	GLOBAL RANK	SUB-SAHARAN	SCORE/1
2018	6th /149 ▼	1st	0.804/1
2017	4th /149 ▲	1st	0.822/1
2016	5th /144 ▲	1st	0.800/1

It is a framework for capturing the magnitude of gender based disparities and tracking their progress over time. It is a product of world economic forum.

Source: World Economic Forum

VI. AFRICA VISA OPENNESS REPORT

YEAR	RANK	SCORE/1
2018	3rd /54 ▲	0.857/1
2017	9th /54 ▲	0.807/1
2016	9th /52 ▲	0.822/1

The Index measures how open African countries are when it comes to visas by looking at what they ask of citizens from other countries in Africa when they travel. It is produced by the African development bank.

Source: African Development Bank

16 COMMENTS FROM REVIEWERS

RGS 6TH EDITION REVIEWERS

Comment from Mr. Stephen Rodrigues, UNDP Resident Representative in Rwanda.

No country can achieve good governance without accountability. The Rwanda Governance Scorecard (RGS) has become an important tool for all State actors to assess their work, appreciate their achievements, and recognize areas requiring attention. Importantly, the RGS echoes the voice of the people that public institutions aim to serve, and provides a reality check on whether the actions of these institutions are leading towards building the "Rwanda We Want". I strongly recommend the RGS to all stakeholders. Its recommendations can help us to collectively devise the actions and strategies needed for more inclusive and sustainable development in Rwanda.

Reaction from Prof. Eddy Maloka, Chief Executive Officer of African Peer Review Mechanism (APRM) and Adjunct Professor (University of Witwatersrand, School of Governance, Public and Development Management).

The African Peer Review Mechanism (APRM) welcomes and highly commends the Rwanda Governance Scorecard 6th Edition. The Governance Scorecard is a valuable tool for monitoring and evaluating the status of governance in Rwanda. Since 2012, the Rwanda Governance Board has consistently produced the Governance Scorecard to gauge the status of national governance, using largely the same parameters to facilitate the measurement of progress. The Governance Scorecard is significant for three main reasons. First, it adopts a methodology and uses indicators that consider Rwanda's unique circumstances. Thus, although it employs global governance research methods, it contextualizes these methods to national realities. It, therefore, has the unique advantage of utilizing a wide range of Rwanda-specific data sources. Second, it not only informs citizens and stakeholders, but continually seeks to enhance their participation in governance. Above all, it informs policy makers and contains sector specific recommendations for the government to act upon to improve the status of governance. Every edition of the Governance Scorecard therefore includes updates on the implementation of policy recommendations made in previous editions.

The Rwanda Governance Scorecard 6th Edition is a timely addition to Africa's governance landscape. It comes at a time when the African Union has tasked the APRM with overseeing monitoring and evaluation in all key governance areas of the continent, including tracking the implementation of the AU Agenda 2063 and the UN's Sustainable Development Goals (SDGs). It also comes at a time when the African Union Assembly has urged Member States to develop national governance reports as a self-assessment tool for promoting good governance in line with the recommendations of the Africa Governance Report, which the APRM produced jointly with the Africa Governance Architecture Platform, and which the AU Assembly approved in February 2019. From the APRM's perspective, the Rwanda Governance Scorecard is a best practice, and demonstrates that the Member States of the African Union can not only regularly and rigorously assess the status of their governance in a manner that responds to their unique national realities, but also evaluate the progress they are making towards continually improving the quality of how they are governed. Therefore, the APRM encourages these Member States to emulate Rwanda by establishing rigorous processes for not only assessing the status of their governance on a regular basis, but also monitoring and evaluating the progress they are making towards addressing their governance challenges. The APRM remains committed to working with these Member States in this crucial endeavour.

RGS PREVIOUS REVIEWERS

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

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

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

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.

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

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

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

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

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

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

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

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

Lamin M. Manneh, One UN Rwanda Resident Coordinator

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

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

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

17 Abbreviations and acronyms

7YGP	Seven Years Government Program
ANC	Ante Natal Care
ARVs	Antiretrovirals
AU	African Union
BNR	Banque Nationale du Rwanda
CRC	Citizen Report Card
CSDB	Civil Society Development Barometer
CSOs	Civil Society Organizations
DAC	District Account Committees
DASSO	District Administration Security Support Organ
DHS	Demographic and Health Survey
EDPRS	Economic Development & Poverty Reduction Strategy
EICV	Integrated Household Living Conditions Survey
FARG	Genocide Survivors Assistance Fund
FBOs	Faith Based Organizations
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
GMO	Gender Monitoring Office
GoR	Government of Rwanda
HHs	Households
ICT	Information and Communications Technology
IDPs	International Displaced Persons
IEP	Institute for Economics and Peace
IFC	International Finance Corporation
IIAG	Ibrahim Index of African Governance
IPSA	International Police Science Association
LAIS	Land Administration Information System
LG	Local Government
LODA	Local Administrative Entities Development Agency
JADF	Joint Action Development Forum
JRLOS	Justice, Reconciliation, Law and Orders Sector
KM	Kilometre
MAJ	Maison d'Accès à la Justice/ Access to Justice Bureau
MDGs	Millennium Development Goals
MIFOTRA	Ministry of Public Service and Labour
MIGEPROF	Ministry of Gender and Family Promotion
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economy Planning
MINEDUC	Ministry of Education
MINICOM	Ministry of Trade and Industry
MINIJUST	Ministry of Justice
MININFRA	Ministry of Infrastructure
MoE	Ministry of Environment
MoH	Ministry of Health

N/A	Not Available
NCPD	National Commission of Persons with Disabilities
NEC	National Electoral Commission
NGOs	Non-Government Organizations
NHRC	National Human Rights Commission
NISR	National Institute of Statistics of Rwanda
NPPA	National Public Prosecution Authority
NST	National Strategy for Transformation
NURC	National Unity and Reconciliation Commission
OAG	Office of the Auditor General
PAC	Parliamentary Account Committee
PMO	Prime Minister's Office
PSF	Private Sector Federation
RAB	Rwanda Agriculture Board
RAMA	La Rwandaise d'Assurance Maladie
RBI	Rwanda Bribery Index
RDB	Rwanda Development Board
RDF	Rwanda Defence Force
REMA	Rwanda Environment Management Authority
RGB	Rwanda Governance Board
RGS	Rwanda Governance Scorecard
RLFS	Rwanda Labour Force Survey
RLMA	Rwanda Land Management and Use Authority
RMB	Rwanda Media Barometer
RNP	Rwanda National Police
RPPA	Rwanda Public Procurement Authority
RRB	Rwanda Reconciliation Barometer
RRA	Rwanda Revenue Authority
RTDA	Rwanda Transport Development Agency
RURA	Rwanda Utilities and Regulatory Agency
RWF	Rwandan Franc
SDGs	Sustainable Development Goals
SMEs	Small and Medium Enterprises
TGI	Tribunal de Grande Instance or Intermediate Courts
TI-RW	Transparency International/ Rwanda
UN	United Nations
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commission for Refugees
USD	US Dollars
VUP	Vision 2020 Umurenge Program

No country can achieve good governance without accountability. The Rwanda Governance Scorecard (RGS) has become an important tool for all State actors to assess their work, appreciate their achievements, and recognize areas requiring attention. Importantly, the RGS echoes the voice of the people that public institutions aim to serve, and provides a reality check on whether the actions of these institutions are leading towards building the "Rwanda We Want". I strongly recommend the RGS to all stakeholders. Its recommendations can help us to collectively devise the actions and strategies needed for more inclusive and sustainable development in Rwanda.

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Prof. Eddy Maloka, Chief Executive Officer of African Peer Review Mechanism (APRM) and Adjunct Professor (University of Witwatersrand, School of Governance, Public and Development Management).

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