



Rwanda

GOVERNANCE SCORECARD 7th EDITION

THE STATE OF GOVERNANCE IN RWANDA

Rwanda

Governance Scorecard 7th Edition

THE STATE OF GOVERNANCE IN
RWANDA

2020

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2020

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Preface

The Rwanda Governance Board is honored to present the Rwanda Governance Scorecard 7th edition. The RGS is a tool that consistently gauges the state of governance in Rwanda. It is a home-grown quantifiable index. The RGS places global governance standards and home-grown indicators at the center of its method which makes it uniquely relevant to both the international and national contexts.

The scorecard analyses eight pillars which are the Rule of Law; Political Rights and Civil Liberties; Participation and Inclusiveness; Safety and Security; Investing in Human and Social Development; Fighting Corruption, Transparency and Accountability; Quality of Service Delivery; and Economic and Corporate Governance.

The RGS is a product of the Rwanda Governance Board which is an institution that has legal personality and enjoys administrative and financial autonomy. RGB is independent and does not receive instructions from any other institution in the exercise of its mandate. The RGB is Rwanda's Governance Council within the framework of the African Peer Review Mechanism.

The findings of the RGS 7th edition show that the Safety and Security remains the best performing pillar at a score of 95.44% a position it has occupied since the introduction of the RGS. The most improved pillar in this edition is Participation and Inclusiveness with an improvement rate of 8.96%. Investing in Human and Social development is the least performing pillar with a score of 73.32%.

This edition was produced during the current realities of Covid-19 which underscores the RGS relevance in several ways. First, this edition reflects the state of governance in Rwanda just before the covid-19 which will allow comparison and assessment of impact as we recover from Covid; Secondly it is instrumental in affirming the pre-existing governance ecosystem in particular political governance and health systems governance that is central in dealing with Covid-19 and the establishment of preventive measure. For Rwanda, the effective implementation of such measures was enabled by the trust and confidence between the leadership and the citizenry which is at the center of the pillars that RGS assesses.

The RGS underscores Rwanda's commitment to good governance that is understood as accountability, transparency, efficiency; the respect for human rights and the rule of law. We hope that the RGS 7th edition will be instrumental in providing evidence based information about the country's governance.

We appreciate each of our stakeholders and partners that have contributed to the production of the RGS 7th edition. We hope that you will use the RGS in fostering good governance.

Dr. Kaitesi Usta
Chief Executive Officer

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, and serve as evidence based source to inform policy, decision making and implementation; as well as 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 RGS 7th edition findings are comparable to the previous editions to allow 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. In this regard, some indicators and variables were adjusted to strengthen their measurement process. Therefore, the RGS 7th edition maintained 8 pillars but the number of indicators reduced from 36 in RGS 6th edition to 35 in this edition while variables increased from 130 in RGS 6th edition to 136 variables in RGS 7th edition.

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

Each RGS considers the implementation status of the recommendations from the previous edition in order to assist relevant institutions to fast track their implementation and ensure

that it is aligned to national priorities. In this framework, RGS 7th edition presents the implementation status of the recommendations for RGS 6th edition to ascertain the extent to which issues raised were addressed.

2 Methodology

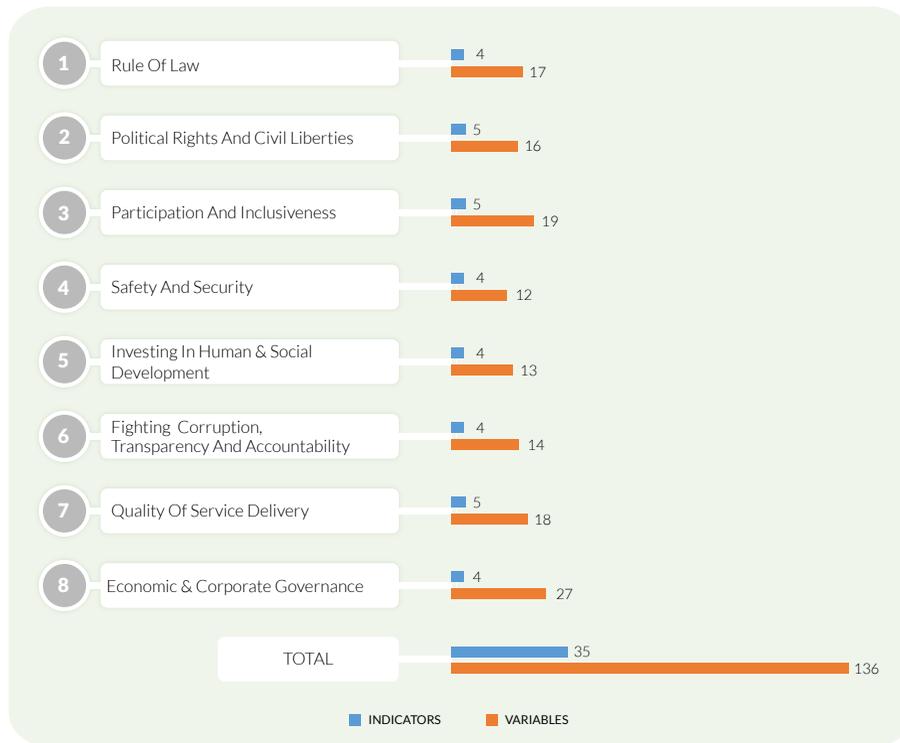
RGS employs advanced research methods in global governance contextualised to national realities. It builds on global indicators customized to local context and relies on a wealth of new local data, including scientifically sound citizens and expert perception surveys, and hard institutional data. The uniqueness of RGS is that, it generates data from a wide range of new country-specific data sources.

The RGS 7th edition data is derived from sectorial targets set for the years 2017, 2018, 2019 and CRC2020 while data for pillars with no annual targets are obtained and scored based on NST1 targets or forecasting performance of the previous RGS. Due to the nature and periodicity of some of the data sources, some data can be used for more than one year for example poverty level, stunting rate (EICV, DHS, and Census), results from

elections (NEC), and data from studies which cover more than 1 year (RMB, RSCDB, RRB).

The collected data is further analysed using sound scoring methods in which pillar values are compiled based on performance on relevant indicators and variables. RGS ensures data quality throughout data gathering and scoring.

Figure 1: Number of Pillars, Indicators and Variables



As mentioned earlier, the RGS 7th edition is composed of 8 pillars, 35 indicators and 136 variables. In this edition, adjustments were made to accommodate improvement on some pillars, and the number of indicators and variables changed from 36 to 35 and from 130 to 136 respectively.

Two new indicators namely; service delivery through ICT and service delivery monitoring both under the pillar of Quality of Service delivery were created. The main reason for the introduction of the two indicators is to gauge the level of service delivery and the use of ICT in national transformation. Three indicators were merged with others to enhance their assessment. These three indicators are; the use of ICT in delivery of justice now captured under the new indicator of service delivery through ICT; the indicator of Service delivery in private sector now captured under service delivery in economic transformation and the indicator of SMEs and private sector promotion now captured in the indicator of business environment promotion under the pillar of Economic and Corporate Governance.

On the pillar of Rule of Law, the number of indicators were adjusted from five in RGS 6th edition to four indicators in the current edition because the indicator of the use of ICT in delivery of justice was captured under the pillar of Quality of Service delivery. Consequently,

the number of variables decreased from twenty to seventeen.

Under the Safety and Security pillar, adjustments were made on the indicator of maintaining security where the variables of RDF and RNP became confidence level in Rwanda Defence Force and confidence and reliability of Rwanda National Police respectively. In the personal and property safety indicator a new variable of the proportion of the population feeling safe walking alone at night was introduced.

For the Investing in Human and Social development pillar, adjustments were made on the level of variables where a new variable of quality of education was introduced in the education indicator to capture performance on key aspects of the quality of education. Similarly, the components of the existing variables were renamed and new ones introduced. On health indicator, an aspect of citizens' perception was introduced to capture Community Health Workers and Community Health Insurance.

In the pillar of Fighting corruption, Transparency and Accountability, the number of variables changed from 12 to 13 due the introduction of a new variable (local administration accountability to the citizens) to capture the citizen's voice on accountability.

Under the Quality of service delivery, variables increased from 14 to 18. In addition, some indicators and variables were rephrased for more clarity. The four (4) new variables that were introduced under this pillar are: ICT infrastructure, ICT in economic transformation and ICT in transformational governance under the indicator of service delivery through ICT, as well as service delivery assessment in civil society sector under the new indicator of Service delivery monitoring.

On the Economic and Corporate Governance pillar, adjustments were made on both indicators and variables to ensure alignment with national targets. In this regard, eight variables were removed and eight new ones introduced.

2.1. Pillars, indicators and variables

As in the previous editions, the greatest strength of RGS 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, Africa SDGs index,

Global Open Data Index, Human Development Index, Africa Visa Openness Index, Mo Ibrahim Index of African Governance, and Transparency International assessments.

2.2. Source of data

► Secondary/Administrative data

In compiling the RGS, RGB relies on diverse data obtained from different data sources, capturing institutional and sectorial performance, governance assessments as reported by survey respondents, Civil Society Organizations, as well as public and private sector organizations. As in the previous editions, the RGS 7th edition uses two types of data namely secondary/administrative data and primary data/surveys. The data collected in this category consist mainly of reports and other administrative documents collected from the concerned institutions.

► Surveys

To ensure that RGS is firmly rooted into the realities of Rwanda, data collected from various surveys and other institutions were utilized. These include but are not limited to the Citizen Report Card 2020¹, the National Reconciliation Barometer 2015², the Civil Society Development Barometer 2018³,

the Rwanda Media Barometer 2018⁴, Service Delivery Monitoring Report 2019⁵, and Rwanda Bribery Index 2019⁶. Perception surveys are of paramount importance due to the fact that perception data have particular value in the measurement of governance. First, perceptions reflect views of citizens to inform decision-making. Second, in many areas of governance, there are few alternatives to perception survey data. For instance, this has been particularly the case for corruption, which cannot be easily captured by other measures. All the surveys used in RGS were based on relatively sufficient big samples that guarantee statistically significant results.

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

From the 5th edition, RGS is built on pillars, indicators and variables that respectively replaced indicators, sub-indicators in the previous RGS editions. Compared to the previous editions, RGS 7th edition is providing details of all components that make variables, which were initially grouped in what was called composite variables. The presentation of findings was previously limited to three levels (pillars, indicators and variables). For more clarity, this edition provides all details related to how variables are generated.

► Development of pillars

In developing pillars, RGS draws on existing notions of governance, and follows internationally recognized governance research standards and national frameworks, including the World Bank (2010) broad definition of governance as “the traditions and institutions by which authority in a country is exercised, including (a) the process by which governments are selected, monitored and replaced; (b) the capacity of the government to effectively formulate and implement sound policies; and (c) the respect of citizens and the state for the institutions that govern economic and social interactions among them”⁷. Thus, RGS is built on eight pillars covering broad dimensions of governance in Rwanda: Rule of Law; Political Rights and Civil Liberties; Participation and Inclusiveness; Safety and Security; Investing in Human and Social Development; Fighting Corruption, Transparency and Accountability; Quality of Service Delivery; and Economic and Corporate Governance.

Relevant national institutions, private sector and civil society organisations with relevant expertise were consulted for input in the process of developing pillars, indicators and variables based on their relevance to measure governance performance trends.

¹Conducted by RGB, ²Conducted by National Unity and Reconciliation Commission (NURC), ³Conducted by Transparency International-Rwanda, ⁴Conducted by RGB, ⁵Conducted by RGB, ⁶Conducted by Transparency International-Rwanda, ⁷World Bank (2010), the worldwide governance indicators: methodology and analytical issues.

► **Scoring and data analysis**

Once data is identified, collected and verified, the scoring was done after confirmation of data validity on which the RGB updated its database before using standard statistical methods for analysis and interpretation.

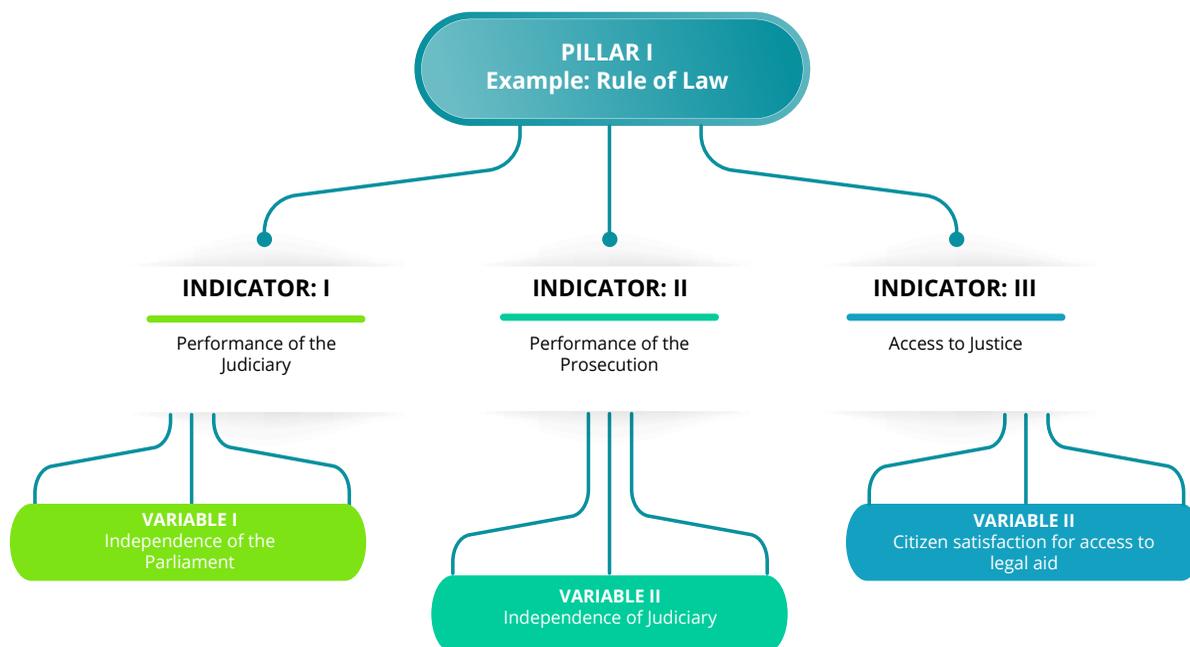
In analysing data, hard data obtained from relevant institutions together

with data from surveys from a wide variety of sources are organized into eight clusters corresponding to the eight pillars. For each cluster, a statistical method is used to (i) standardize the data from these very diverse sources into comparable units, using targets in sector strategic plans as well as NST1 and, (ii) construct an aggregate indicator of governance as a weighted average of the underlying source variables.

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 details of the scoring methods are provided below:

a. Scoring using existing percentages:

In most cases, data compiled from surveys (citizen and expert) are captured automatically as percentages and are scored as they are, except where NST1 or Sector Strategic plans targets exist.

b. Scoring against national and international targets/standards:

In some cases, percentages have been calculated against national and international targets/standards (SDGs, Africa Agenda 2063, Human capital index, NST1/7YGP, Sector strategic plans). 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 score in percentage points. Due to the nature of indicators/variables, the scoring against national targets was either based on annual targets from NST1 or

Sector Strategic plans or from the end targets of these two programs. In particular circumstances, the scoring was based on institutional annual targets in the absence of the targets from NST1 or Sector strategic plans. Where all targets exist, the first priority is given to NST1 followed by Sector Strategic plans and lastly to the institutional targets. The international targets/standards are used in the absence of national targets at each level (NST1, Sector Strategic plans, Institutional targets).

c. Performance scoring:

Hard or administrative data related to performance are either expressed as percentages or nominal figures and their scoring is also based on NST1, Sector Strategic plans or institutional targets where applicable.

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. In some cases where women representation is exceeding 50%, this particular variable is still scoring 100% due to the historical underrepresentation of women in decision making organs.

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.

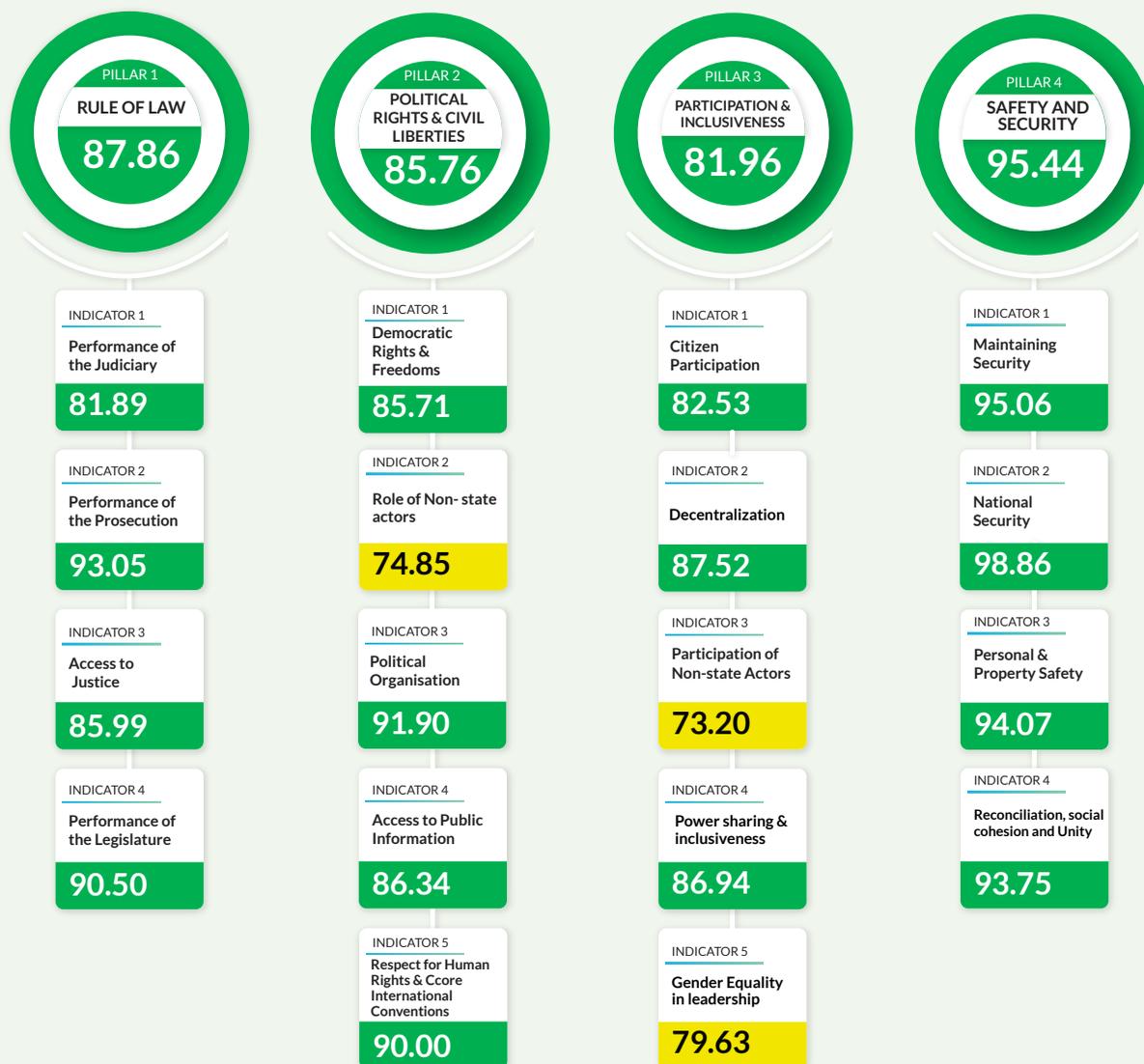


OVERALL SCORES OF RWANDA GOVERNANCE SCORECARD 7th EDITION

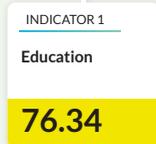
Current Scores	RANK (In colours)
0-39.9	 RED
40-59.9	 AMBER
60-79.9	 YELLOW
80-100	 GREEN

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 need for improvement.

OVERALL SCORES OF THE RWANDA GOVERNANCE



SCORECARD (RGS) 7th EDITION



3 Highlights of the Rwanda Governance Scorecard 7th Edition

3.1. Ranking system

The ranking of the pillars, indicators and variables are derived from respective scores. The color-coded ranking system is interpreted indicated below:

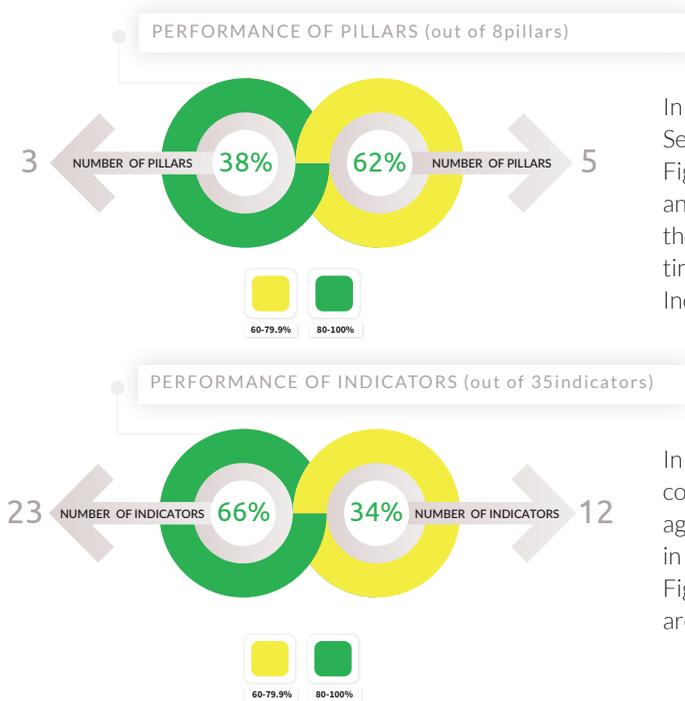
A score of at least 80% is ranked green, a score of 60 - 79.9% is ranked yellow, a score of 40- 59.9% is ranked amber while a score of 0 – 39.9% ranked red.

Table 2: Ranking System

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

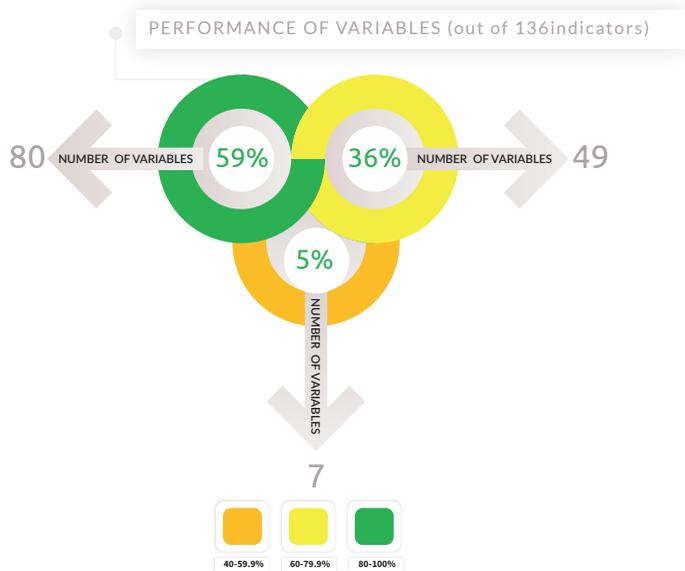
3.2. Summary of performance of pillars, indicators and variables

Figure 3: Performance of Pillars, Indicators and Variables



In the RGS 7th edition, 5 pillars namely; Safety and Security, Rule of Law, Political Rights and Civil Liberties, Fighting Corruption, Transparency and Accountability, and Participation and Inclusiveness are in green while the remaining three pillars are in yellow. First the first time since the creation of RGS in 2010, Participation and Inclusiveness is ranked green

In the current edition, 23 out of 35 indicators are in green compared to 22 in the previous edition; 12 are in yellow against 14 in the previous edition while all the indicators in three pillars (Rule of Law, Safety and Security and Fighting corruption, Transparency and Accountability) are in green.



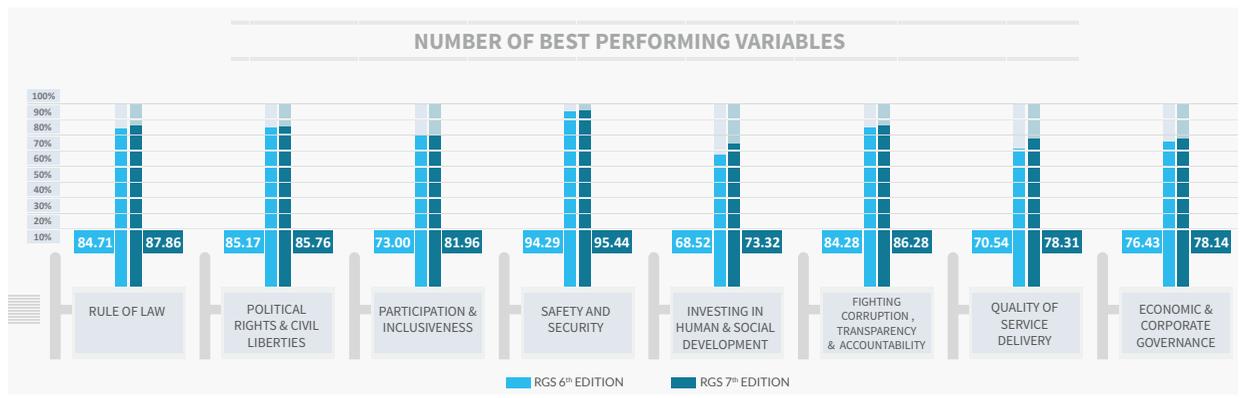
80 out of 136 variables are in green compared to 68 in previous edition; the same number of variables - 49 are in yellow as it was in the previous edition while seven (7) Variables are in amber compared to 12 in RGS 6th edition. There is no variable in red in RGS 7th edition compared to the 6th edition where one variable was in red.

Out of 7 variables in amber, five (off-farm job creation, percentage of people living below poverty line, exports growth, global competitiveness report and exports as % of imports) are under the pillar of economic and corporate governance.

The remaining two variables in amber (Social protection for people with disabilities and Climate Change resilience) are under the pillar of Investing in human and social development.

3.3. Highlights of the pillars and indicators

Figure 4: A comparison of pillar performance of the RGS 7th and 6th editions



In the RGS 7th edition, all the eight (8) pillars recorded an improvement compared to only three that improved in the previous edition.

Safety and Security continues to lead other pillars in performance with a score of 95.44%.

Participation and Inclusiveness pillar attained the highest rate of improvement at 8.96% in comparison with the previous edition. This improvement is attributed to the improvement in performance of the indicator of citizen participation which scored 82.53% up from 72.68% in the previous edition representing an increase of 9.85%.

Another reason for the improvement in the performance of the pillar is the improvement on the indicator of decentralisation which scored 87.52% up from 64.62% in the previous edition, owing to good improvement of its two variables: (1) performance of local government with 81.31% against 70.70% in RGS 6th edition; (2) districts own revenue with 93.71% against 56.66% in RGS 6th edition.

Quality of service delivery is the second most improved pillar with a score of 78.31% against 70.54% in the previous edition, representing an increase of 7.77%. This is due to the adjustments made on indicators in this pillar and its corresponding

scoring methods based on NST1 targets rather than citizens perception survey in the previous edition. The introduction of the new indicator of service delivery through ICT with a score of 84.04% also impacted on the performance of this pillar.

Like in RGS 6th edition, Investing in Human and Social development is the least performing pillar with a score of 73.32%, although it recorded an improvement of 4.80% from the 6th edition.

Figure 5: The RGS pillar performances from the 1st to the 7th edition

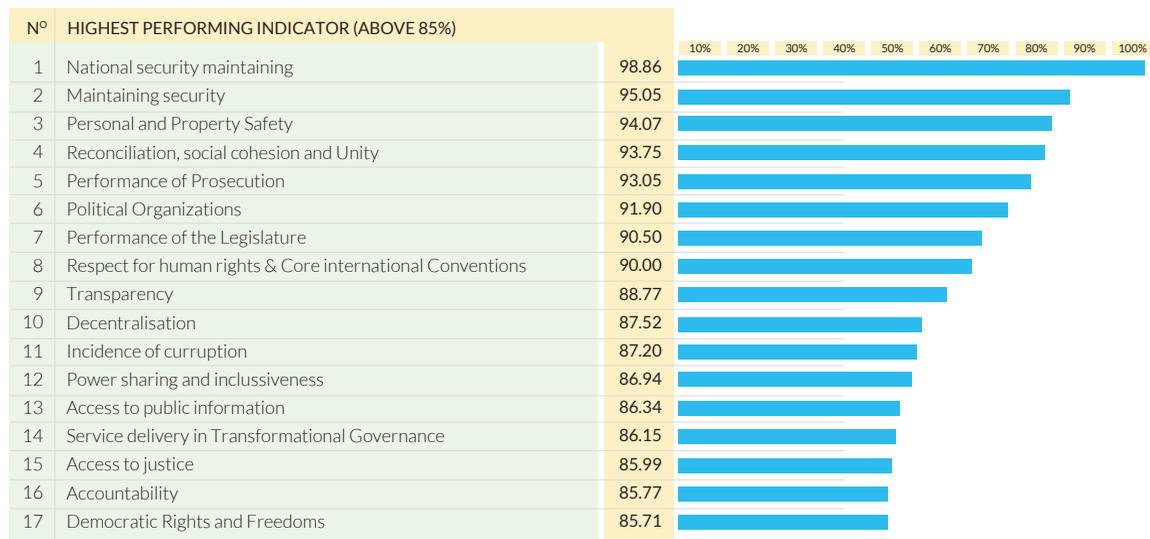


S Since the inception of RGS in 2010, Safety and Security remains the best performing pillar. Political Rights and Civil Liberties has recorded consistent improvement. Participation and Inclusiveness as well as Quality of service delivery recorded the highest improvement in comparison with the other six pillars.

Participation and Inclusiveness has for the first time scored above 81.96%. This is due to the improvement of the performance of citizen participation and decentralisation indicators that scored 82.53% and 87.52% respectively. Quality of service delivery also recorded a significant improvement from 70.54% in the previous edition to 78.31% in the

current edition. Investing in human and social development remains the least performing pillar despite recording some improvements.

Figure 6: Highest performing indicators (above 85%)

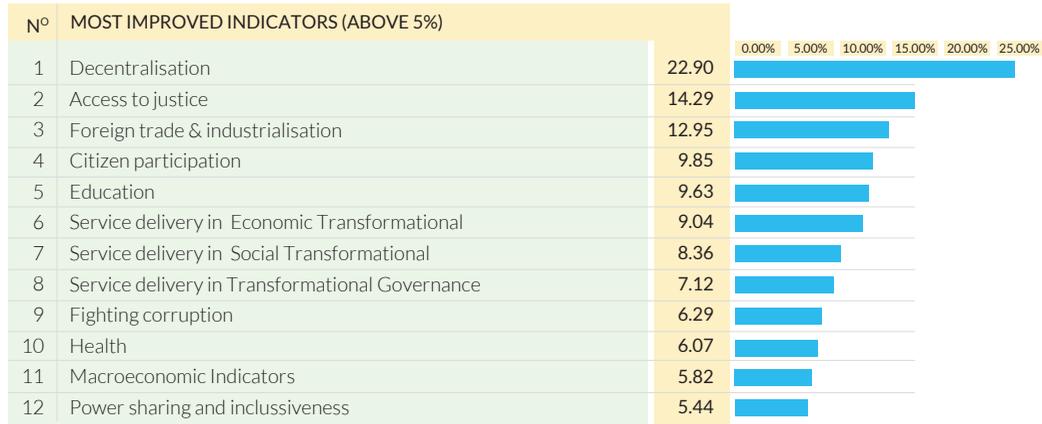


Out of 35 indicators, 17 scored at least 85%. The 17 indicators are categorised as: Safety and Security - four indicators (national security 98.86%, maintaining security, 95.05%, personal and property safety, 94.07% and reconciliation, social cohesion and unity, 93.75%); Political Rights and Civil Liberties pillar - four indicators (political organizations, 91.90%, respect for human rights & Core international Conventions, 90.00%,

access to public information, 86.34% and democratic rights and freedoms, 85.71%); Rule of Law Pillar three indicators (performance of the prosecution, 93.05%, performance of legislature, 90.50% and access to justice, 85.99%); Fighting corruption, Transparency and Accountability pillar - three indicators (transparency, 88.77%, incidence of corruption, 87.20% and accountability, 85.77%); Participation and Inclusiveness -

two indicators (decentralization, 87.52%, and power sharing and inclusiveness, 86.94%) and under Quality of service delivery there is one indicator (service delivery in transformational governance, 86.15%).

Figure 7: Most improving indicators (Above 5%)



The RGS 7th edition recorded 12 most improved indicators with decentralisation attaining the highest improvement of 22.9%, owing to the improvement in

Performance of its two variables namely districts own revenues with a score of 93.71% and performance of local government with a score of 81.33%. The second most improved

indicator is access to justice with an increase of 14.29%.

3.4. Highlights of the variables

Figure 8: Best and least Performing Variables

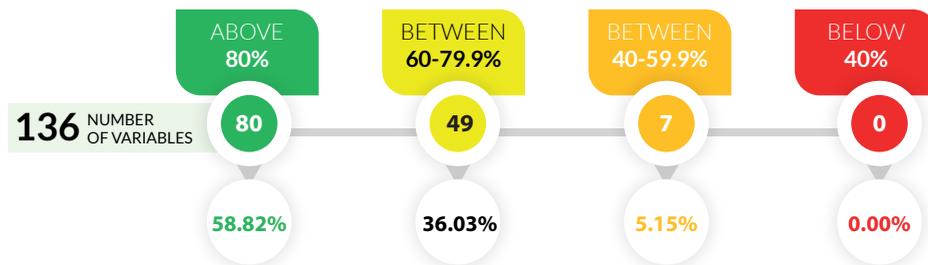
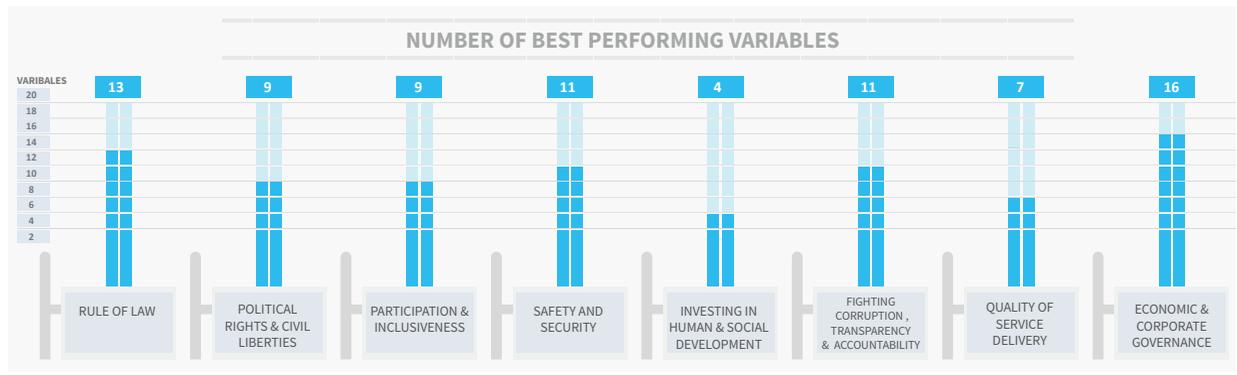


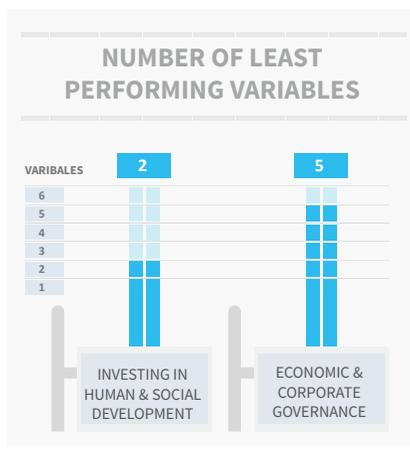
Figure 8 above shows that, out of 136 variables, eighty of them representing 58.82% are in green; fifty (36.03%) are in yellow, seven (5.15%) are in amber. Compared to the previous edition, the current RGS does not have any variable in red.

Figure 9: Number of the highest performing variables per pillar

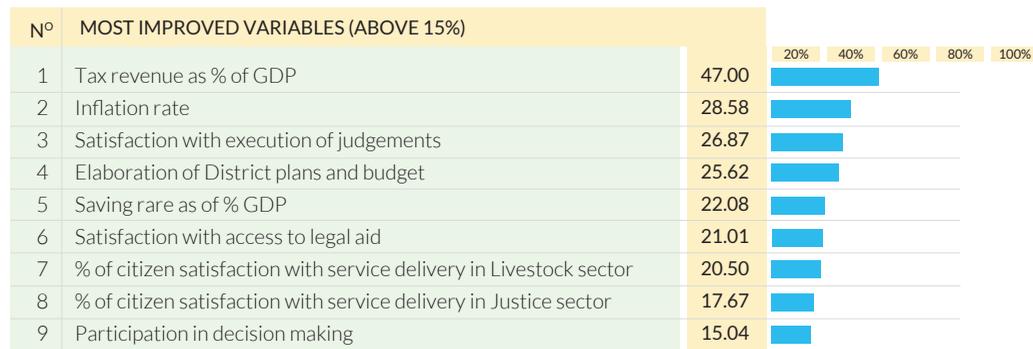


As highlighted in figure 9 above, 80 variables are in green with a score of 80% and above. Economic and corporate governance pillar has more variables in the highest performing category, followed by Rule of law. Safety and security as well as Fighting corruption, transparency and accountability have the same number of variables in this category (green).

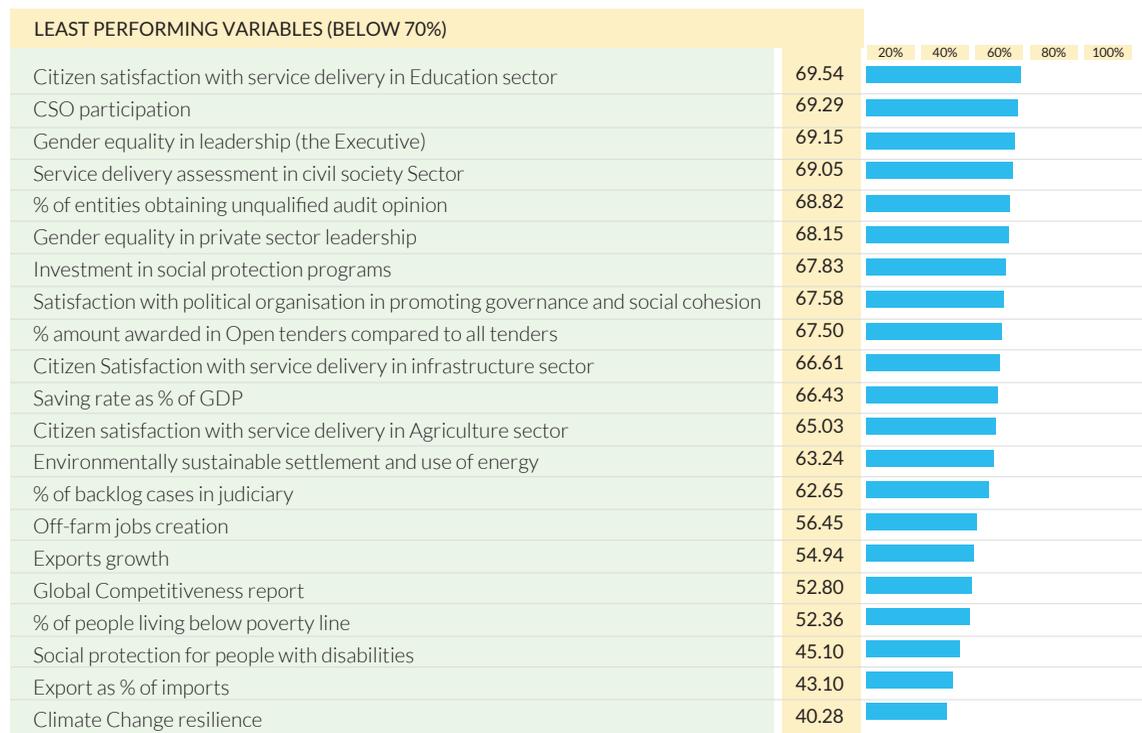
Figure 10: Number of least performing variables



Economic and Corporate Governance and Investing in human and social development are the only two pillars with least performing variables scoring below 60%. In this category, there are seven variables (two under Investing in People and five in Economic and Corporate governance pillars) compared to 14 variables that scored below 60% in RGS 6th edition. The two variables of Investing in human and social development are social protection for people with disabilities (45.45%) and climate change resilience (40.28%). The five variables of Economic and Corporate Governance under this category are: off-farm jobs creation (56.45%), industry as share of GDP (54.94%) and global competitiveness report (52.80%), percentage of people living below poverty line (52.36%), and export as percentage of imports (43.10%).

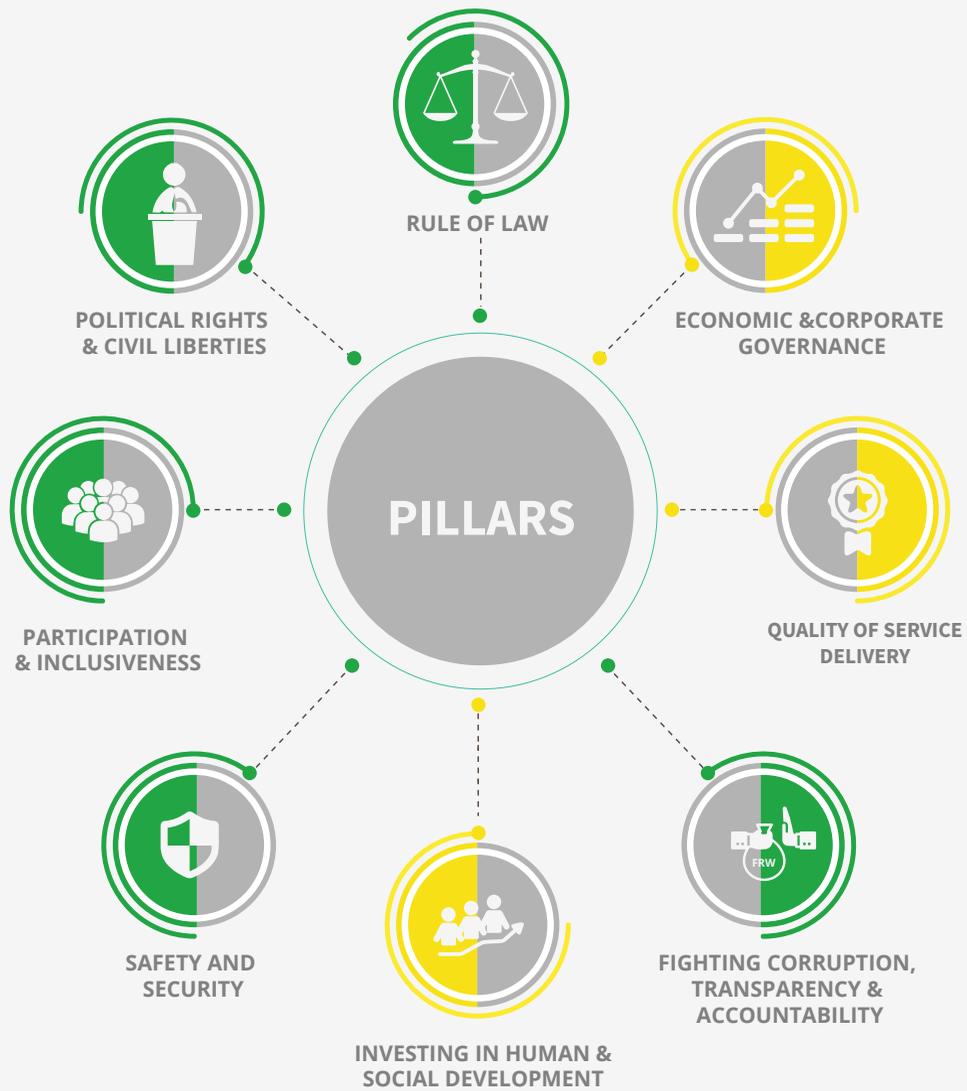
Figure 11: Most improving variables (above 15%)


The most improved variable in this area is tax revenue as a percentage of GDP under the Economic and Corporate Governance with an improvement rate of 47.00%. The highest improvement for this variable is attributed to the achievement of 16.5% which exceeds the annual target of 15.9%. The same applies to the inflation rate where the target was to keep inflation below 5% and the inflation rate was maintained at 2.4% for 2019.

Figure 12: Least performing variables (below 70%)


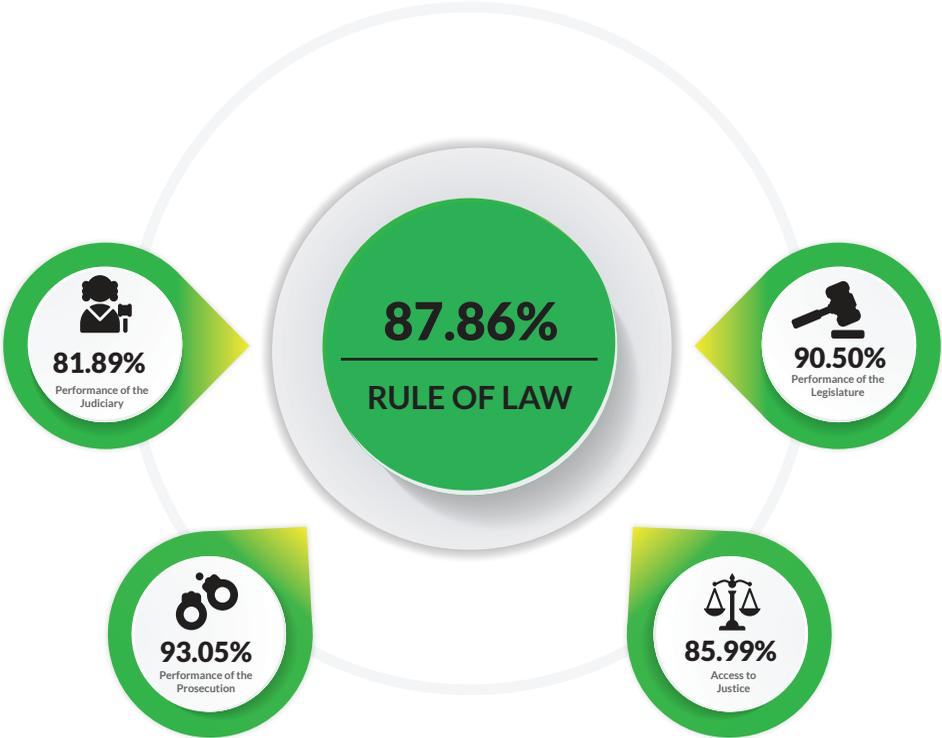


In RGS 7th edition, there are 21 variables that scored below 70%. The Economic and Corporate Governance pillar has more variables (7) scoring below 70%. They are: saving rate as a percentage of GDP (66.43%), off-farm job creation (56.45%), exports growth (54.94%), global competitiveness report (52.80%), percentage of people living below poverty line (52.36%) and exports as a percentage of imports (43.10%). It is worth noting that although the variable of saving rate as percentage of GDP is one of the most improved variables (22.08%), it still among the least performing variables with the score of 66.43%.





RULE OF LAW



4

Rule of Law

The rule of law is the principle of governance in which the supremacy of the law prevails. All institutions of the state and citizens are accountable to laws that have been publicly 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. In this edition, the overall performance of the Rule of Law pillar is 87.86% from 84.7% in the previous edition.

This pillar is composed of 4 indicators and 17 variables. The indicators are: performance of the judiciary; performance of the prosecution; access to justice and the performance of the legislature.

Table 3: Indicators and variables of the Rule of Law's pillar

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
RULE OF LAW	1	Performance of the Judiciary				81.89%	
	1.1	Trust in the Judiciary	88.69%		CRC 2020	88.69%	
	1.2	% of Cases processed by the courts against all cases in courts	83.00%		Supreme court, 2019	83.00%	
	1.3	% of backlog cases in judiciary	34.00%	21.30%	Supreme court, 2020	62.65%	
	1.4	Independence of courts	79.11%		CRC, 2020	79.11%	
	1.5	Clearance rate	96.00%	100.00%	Supreme court, 2020	96.00%	
	2	Performance of the Prosecution				93.05%	
	2.1	% of backlogs processed	100.00%	100.00%	NPPA, 2019	100.00%	
	2.2	% of criminal cases processed	99.60%	99.00%	NPPA, 2019	100.00%	
	2.3	% of gender based violence cases processed	99.70%	99.00%	NPPA, 2019	100.00%	
	2.4	% of convicted cases against cases submitted to courts	90.00%	100.00%	NPPA, 2019	90.00%	
	2.5	Perception on arrest, detention and release procedures	75.23%		CRC 2020	75.23%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING	
RULE OF LAW	3	Access to Justice				85.99%		
	3.1	Satisfaction with execution of judgements	70.92%	80.80%	CRC 2020	87.77%		
	3.2	Satisfaction with access to legal aid	64.40%	75.40%	CSDB 2018	85.41%		
	3.3	Satisfaction with MAJ effectiveness	82.57%		CRC, 2020	82.57%		
	3.4	Satisfaction with Abunzi performance	74.98%	85.00%	CRC , 2020	88.21%		
	4	Performance of the Legislature				90.50%		
	4.1	Performance in the Oversight of the Government Actions				91.91%		
	4.1.1	Engagement with Citizens as per parliamentary standards	81.00%		Parliament 2019	81.00%		
	4.1.2	Field visit for standing committees and parliamentary net-work and forum	18	19	Parliament, 2019	94.73%		
	4.2.3	Number of analysed reports of institutions as provided by the constitutions, 2018/19	7	7	Parliament , 2019	100.00%		
	4.2	Performance in Legislative matters	100.00%		Parliament , 2019	100.00%		
	4.3	Independence of the parliament	79.58%		CRC, 2020	79.58%		
	Pillar Overall Score						87.86%	



4.1 Summary of indicators and variables

Figure 13 : Summary of Indicators and Variables under the Rule of Law Pillar

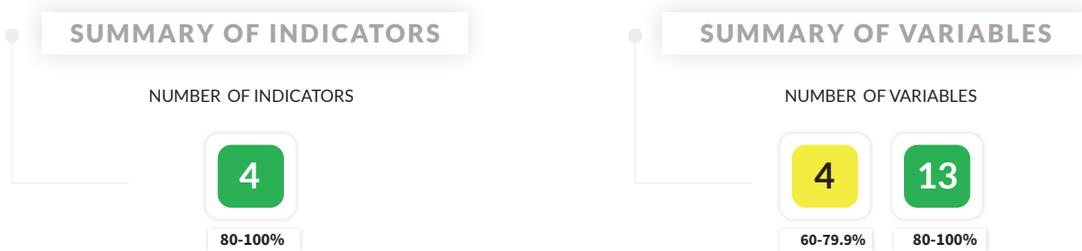
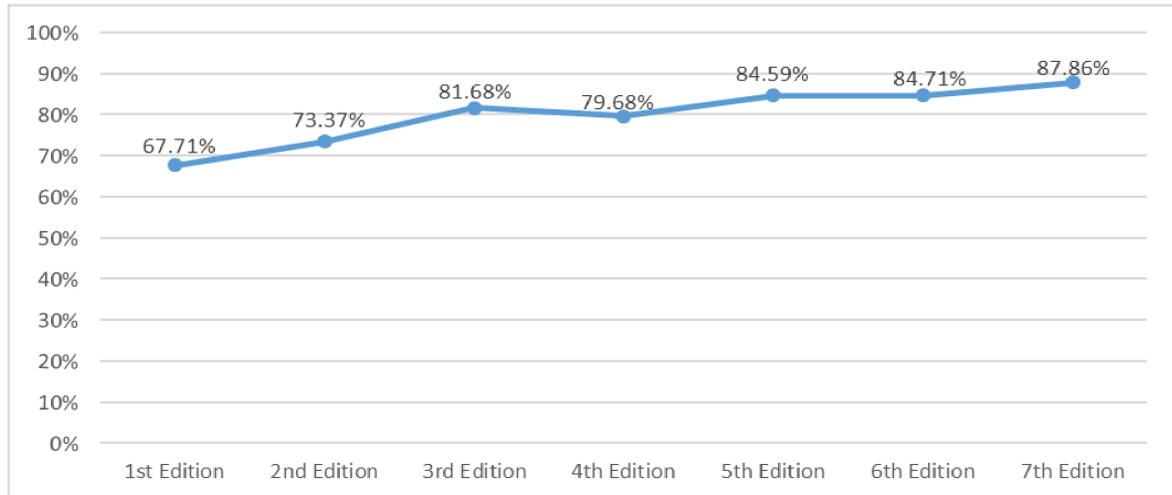


Figure 14: Performance of the Rule of Law pillar since 1st edition



The Rule of law has had a positive trend since the introduction of the scorecard in 2010 where the score increased from 67.71% to 87.86% in the current edition.



4.2. Sector specific recommendations

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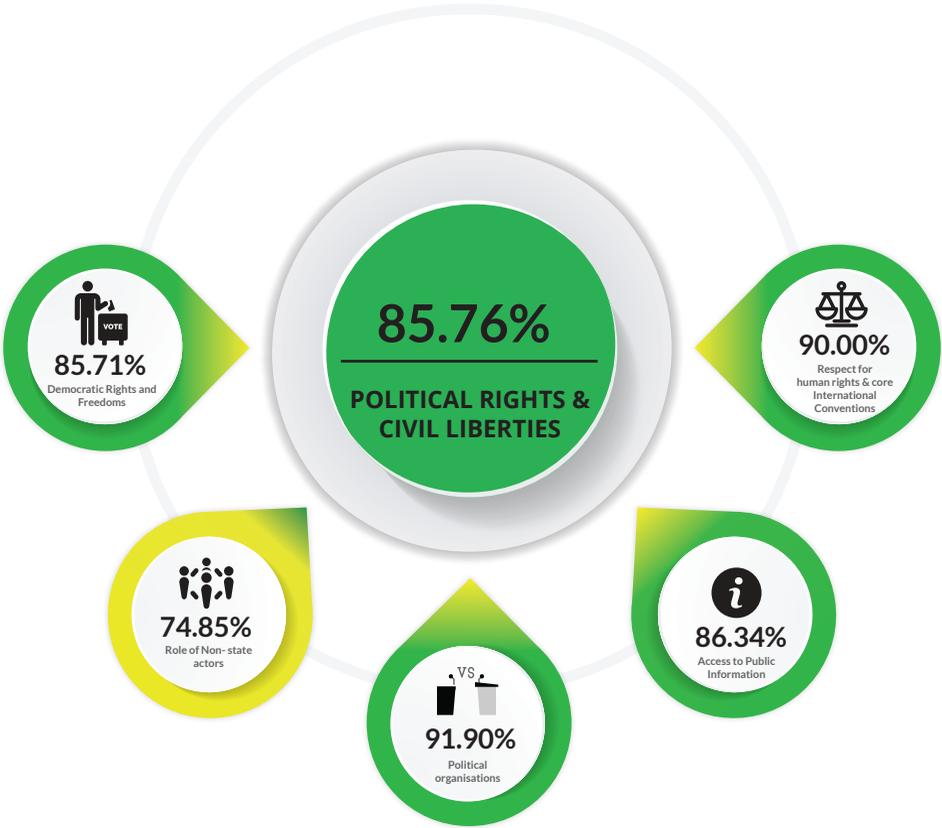
The Judiciary to continuously strategise with regard to eradicating the case backlog.

02

Justice sector to educate the population on the need and process of fighting crime.



POLITICAL RIGHTS AND CIVIL LIBERTIES





5 Political Rights and Civil Liberties

Political Rights and Civil Liberties pillar measures the extent to which political rights and civil liberties are promoted and respected, including democratic rights and freedoms, role of non-state actors, political organizations, access to public information and respect for human rights and core international conventions.

This pillar is composed of 5 indicators and 16 variables. The overall performance of the Rule of Law pillar is 85.76% up from 85.17% in the previous edition.

Table 4: Indicators and variables of the Political Rights and Civil Liberties pillar

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
POLITICAL RIGHTS AND CIVIL LIBERTIES	1	Democratic Rights and Freedoms				85.71%	
	1.1	Democratic Rights				90.07%	
	1.1.1	Indendence of National Electoral Body (National Electoral Commission- NEC)	84.13%		CRC, 2020	84.13%	
	1.1.2	Universal suffrage				94.51%	
	1.1.2.1	Legislative elections	93.00%		NEC, 2018	93.00%	
	1.1.2.2	Local government elections	90.70%		NEC, 2016	90.70%	
	1.1.2.3	Presidential elections	99.82%		NEC, 2017	99.82%	
	1.1.3	Respect for the principles of Democracy	87.86%		CRC, 2020	87.86%	
	1.1.4	Right to free and fair elections	93.79%		CRC 2020	93.79%	
	1.2	Democratic Freedoms				87.56%	
	1.2.1	Freedom of speech	84.32%		CRC, 2020	84.32%	
	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	Access to 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 confidentiality of their sources	80.00%		RMB, 2018	80.00%	
2	Role of Non- state actors				74.85%		
2.1	CSO	72.00%		CSDB, 2018	72.00%		
2.2	Media	74.90%		RMB, 2018	74.90%		
2.3	Academia	77.64%		CRC 2020	77.64%		
3	Political organisations				91.90%		
3.1	Compliance with laws	100.00%		Ombudsman , 2019	100.00%		
3.2	Satisfaction with political organisations in promoting governance and social cohesion	67.58%		CRC, 2020	67.58%		
3.3	Representation of Political organisations in Parliament	11/11		NEC, 2018	100.00%		
3.4	Financial accountability of political organisations	100.00%		Ombudsman , Annual Report 2018/19	100.00%		



POLITICAL RIGHTS AND CIVIL LIBERTIES

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING	
POLITICAL RIGHTS AND CIVIL LIBERTIES	4	Access to public information				86.34%		
	4.1	Satisfaction with access to information	92.06%		CRC, 2020	92.06%		
	4.2	Existence of legal framework on access to information	100.00%		Access to information law, 2013, penal code, 2018	100.00%		
	4.3	Civil liberties	76.90%		CSDB, 2018	76.90%		
	4.4	Media as source of information for citizens	76.40%		RMB, 2018	76.40%		
	5	Respect for human rights and Core international conventions				90.00%		
	5.1	Respect for human rights				86.50%		
	5.1.1	Complaints processed by NHRC against those reported	95.71%	100.00%	NHRC, 2019	95.71%		
	5.1.2	Complaints investigated by NHRC against those processed	85.05%	100.00%	NHRC, 2019	85.05%		
	5.1.3	Satisfaction with respect of human rights	87.82%	95.00%	CRC, 2020	92.44%		
	5.1.4	Citizens satisfaction with performance of NHRC	88.42%		CRC, 2020	88.42%		
	5.1.5	Fundamental human rights	70.87%		CSDB, 2018	70.87%		
	5.2	Implementation of ratified International Human Rights conventions				93.50%		
	5.2.1	Core international human rights conventions domesticated against those ratified	8	8	NHRC, 2019	100.00%		
	5.2.2	Reports on human rights submitted in time against the number of reports required by UN treaty bodies	7	8	MINIJUST, 2020	87.50%		
	5.2.3	AU Human rights Conventions ratified against total number of conventions to be ratified	5	5	NHRC, 2019	100.00%		
	5.2.4	AU human rights conventions domesticated against those ratified	5	5	NHRC, 2019	100.00%		
	5.2.5	Reports of AU human rights submitted in time against the number of reports required by AU human rights conventions	4	5	MINIJUST, 2020	80.00%		
	Pillar Overall Score						85.76%	



5.1 Summary of indicators and variables

Figure 15: Summary of indicators and variables of the pillar of Political Rights and Civil Liberties

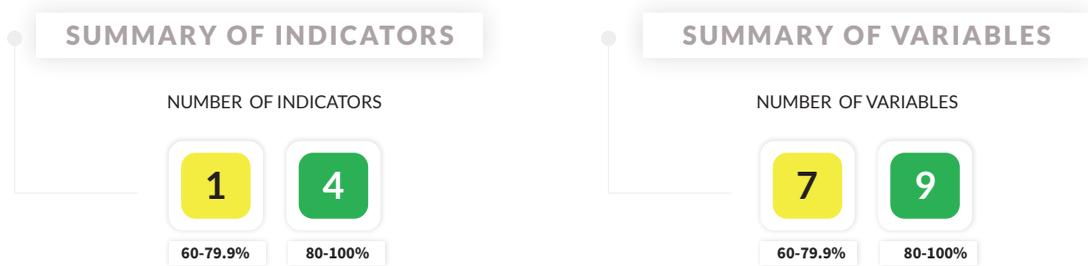
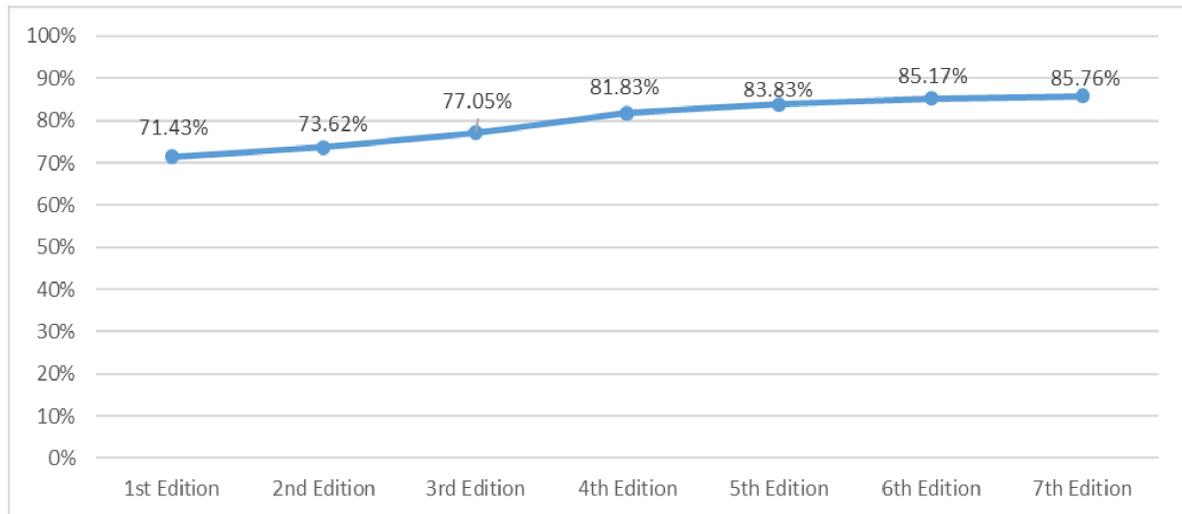


Figure 16: Performance of the Political Rights and Civil Liberties pillar since 1st edition





5.2. Sector specific recommendations

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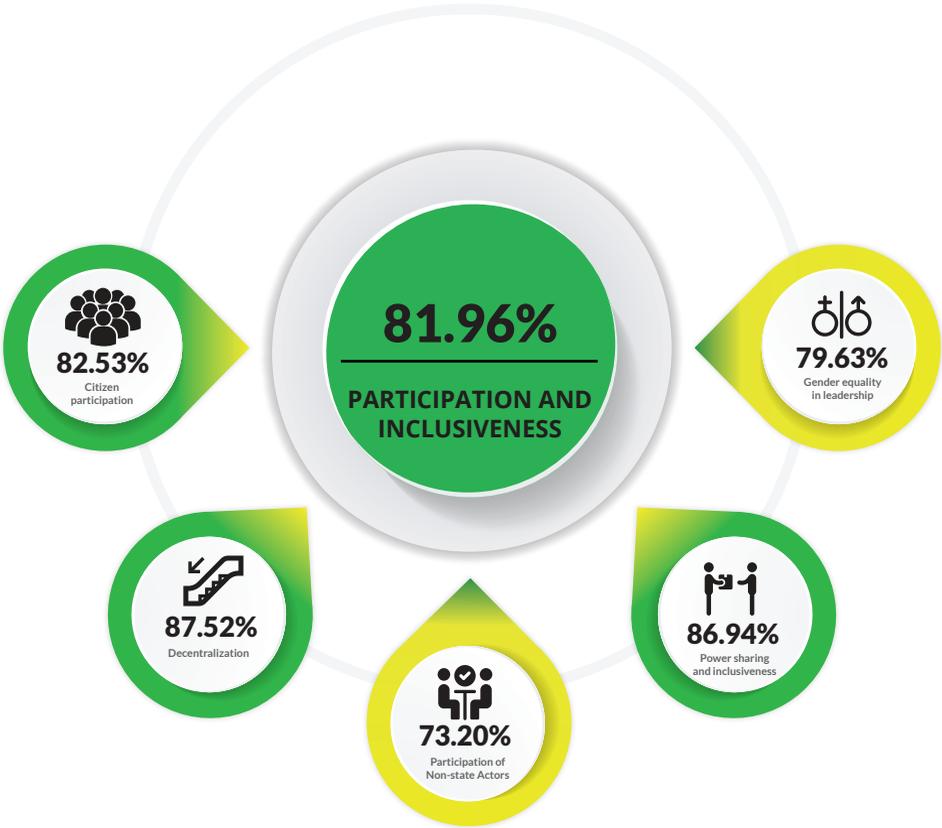
Strengthen partnership in promoting governance and service delivery;

Enhance the role of political organizations in promoting governance and social cohesion.

02



PARTICIPATION AND INCLUSIVENESS



6 Participation and inclusiveness

Participation and Inclusiveness measures the status of citizens' participation in decision-making and contribution to the development of the country. This pillar is composed of five indicators and 19 variables. Four variables namely; participation

in community security, Participation in problem solving, Participation in volunteerism and Participation in social protection programs as presented in the table below. In this edition, the overall performance of

this pillar is 81.96% up from 73% in the previous edition.

Table 5: Indicators and variables of the Participation and Inclusiveness pillar

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
PARTICIPATION AND INCLUSIVENESS	1	Citizen participation				82.53%	
	1.1	Elaboration of District plans and budget	71.30%	90.00%	CRC, 2020	79.22%	
	1.2	Participation in elections	90.94%		CRC, 2020	90.94%	
	1.3	Participation in community security	92.81%		CRC, 2020	92.81%	
	1.4	Participation in citizen Forums	83.95%		CRC, 2020	83.95%	
	1.5	Participation in community works (Umuganda)	88.69%		CRC, 2020	88.69%	
	1.6	Participation in problem solving	82.14%	95.00%	CRC, 2020	86.46%	
	1.7	Participation in volunteerism	76.04%		CRC, 2020	76.04%	
	1.8	Participation in social protection programs	71.49%		CRC, 2020	71.49%	
	1.9	Participation in Imihigo planning	76.79%		CRC, 2020	76.79%	
	1.10.	Participation in decision making	71.05%	90.00%	CRC 2020	78.94%	
	2	Decentralisation				87.52%	
	2.1	Performance of local government				81.33%	
	2.1.1	Performance of decentralized entities (District - Village)	78.04%		CRC,2020	78.04%	
	2.1.2	Satisfaction with accessibility and promptness of service delivery	78.04%		CRC,2020	78.04%	
	2.1.3	Citizens' awareness on government programs	88.59%		CRC,2020	88.59%	
	2.1.4	Performance of Local councils	76.62%	95%	CRC,2020	80.65%	
	2.2	Districts own revenue	60bn and 614,094,388	64bn and 680,836,591	RRA, 2020 and MINE-COFIN, 2020	93.71%	



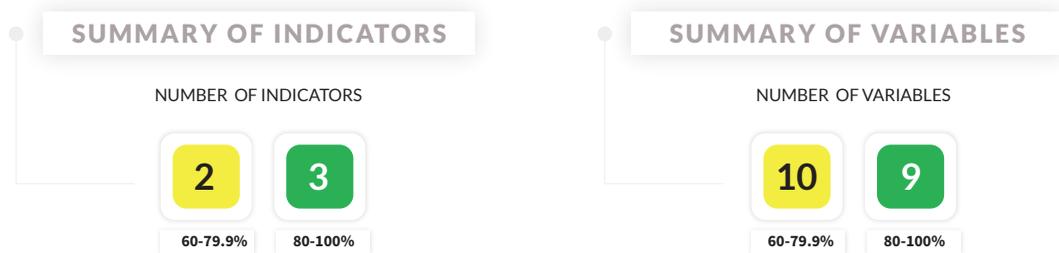
PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
PARTICIPATION AND INCLUSIVENESS	3	Participation of non state actors				73.20%	
	3.1	CSO participation				69.29%	
	3.1.1	State-Civil Society relations	74%	95.00%	CSDB, 2018	77.89%	
	3.1.2	Impact/ Effectiveness of CSOs	64.76%	90.00%	CSDB, 2018	71.96%	
	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				77.11%	
	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 good governance and social cohesion	92.95%		CRC, 2020	92.95%	
	3.2.6	Promotion of gender equality	77.20%		RMB,2018	77.20%	
	3.2.7	Promotion of wealth and social welfare	74.30%		RMB,2018	74.30%	
	4	Power sharing and inclusiveness				86.94%	
	4.1	Compliance with constitutional requirements of power sharing				100.00%	
	4.1.1	The President of the Republic and Speaker of Chamber of Deputies are from different political organisations	100%		Parliament, 2019	100.00%	
	4.1.2	Representation of various categories in Chamber of Deputies	100%		NEC, 2018	100.00%	
	4.1.3	Representation of various categories in the Senate	100%		NEC, 2019	100.00%	
4.2	Satisfaction with power sharing	73.88%		CRC, 2020	73.88%		

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
PARTICIPATION AND INCLUSIVENESS	5	Gender Equality in leadership				79.63%	
	5.1	The Executive				69.15%	
	5.1.1	% of Women in Ministerial positions	53.80%	50.00%	GoR, 2020	100.00%	
	5.1.2	% of women Head of public institutions	20.00%	50.00%	GMO, 2020	40.00%	
	5.1.3	% of women in Local Government leadership				67.45%	
	5.1.3.1	% of Mayors	30.00%	50.00%	MINALOC, 2020	60.00%	
	5.1.3.2	% of Vice Mayors social affairs	86.60%	50.00%	MINALOC, 2020	100.00%	
	5.1.3.3	% of Vice Mayors economic affairs	10.00%	50.00%	MINALOC, 2020	20.00%	
	5.1.3.4	% of Women District councillors	44.90%	50.00%	MINALOC, 2020	89.80%	
	5.2	The Legislature				94.00%	
	5.2.1	% of Women in Senate	38.00%	50.00%	NEC, 2019	76.00%	
	5.2.2	% of women in Bureau of the Senate	2/3	50.00%		100.00%	
	5.2.3	% of Women in Chamber of Deputies	61.00%	50.00%	NEC, 2018	100.00%	
	5.2.4	% of women in Bureau of chamber of deputies	2/3	50.00%		100.00%	
	5.3	The Judiciary				75.73%	
	5.3.1	Leadership in Judiciary				73.83%	
	5.3.1.1	Supreme court	1/2	50.00%	Supreme court, 2020	100.00%	
	5.3.1.2	Court of Appeal	1/2	50.00%	Supreme court, 2020	100.00%	
	5.3.1.3	High court	1/2	50.00%	Supreme court, 2020	100.00%	
	5.3.1.4	Intermediate Courts	7/24	50.00%	Supreme court, 2020	58.32%	
	5.3.1.5	Primary courts	12/41	50.00%	Supreme court, 2020	58.52%	
	5.3.1.6	Commercial High Court	0/2	50.00%	Supreme court, 2020	0.00%	
	5.3.1.7	Commercial Court	1/2	50.00%	Supreme court, 2020	100.00%	
	5.3.2	% of women judges in Supreme court	42.00%	50.00%	National Gender Statistics, NISR 2019	84.00%	
	5.3.3	% of women judges in court of Appeal	46.25%	50.00%	National Gender Statistics, NISR 2019	92.30%	
	5.3.4	% of women judges in High Court(HC)	34.00%	50.00%	National Gender Statistics, NISR 2019	68.00%	
	5.3.5	% of women judges in Intermediate Courts	36.00%	50.00%	National Gender Statistics, NISR 2019	72.00%	
	5.3.6	% of women judges in primary courts(TB)	50.40%	50.00%	National Gender Statistics, NISR 2019	100.00%	
	5.3.7	% of women judges in Commercial court (CC)	20.00%	50.00%	National Gender Statistics, NISR 2019	40.00%	
	Pillar Overall score						81.96%



6.1 Summary of indicators and variables

Figures 17: Summary of indicators and variables of the pillar of Participation and Inclusiveness

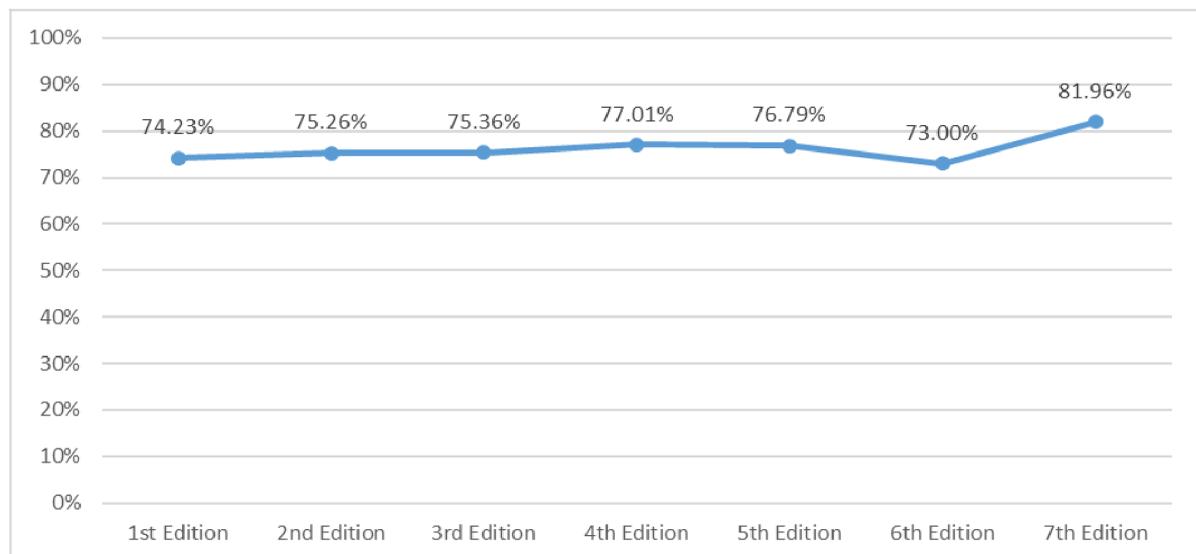


The overall performance of Citizen Participation and inclusiveness pillar increased by 8.96% from 73% in the 6th edition to 81.96% in the current edition. All indicators under this pillar registered significant improvement.

The Decentralization indicator was adjusted to the strategic focus of decentralisation in Rwanda that includes performance of local government entities and district own revenues. In this edition the district own revenues variable was

measured against actual annual targets which accounted for a high improvement rate of 22.9% that increased the score from 64.62% in RGS 6th to 87.52% in the current edition.

Figure 18: Performance of the Pillar of Participation and Inclusiveness since 1st edition





6.2. Sector specific recommendations

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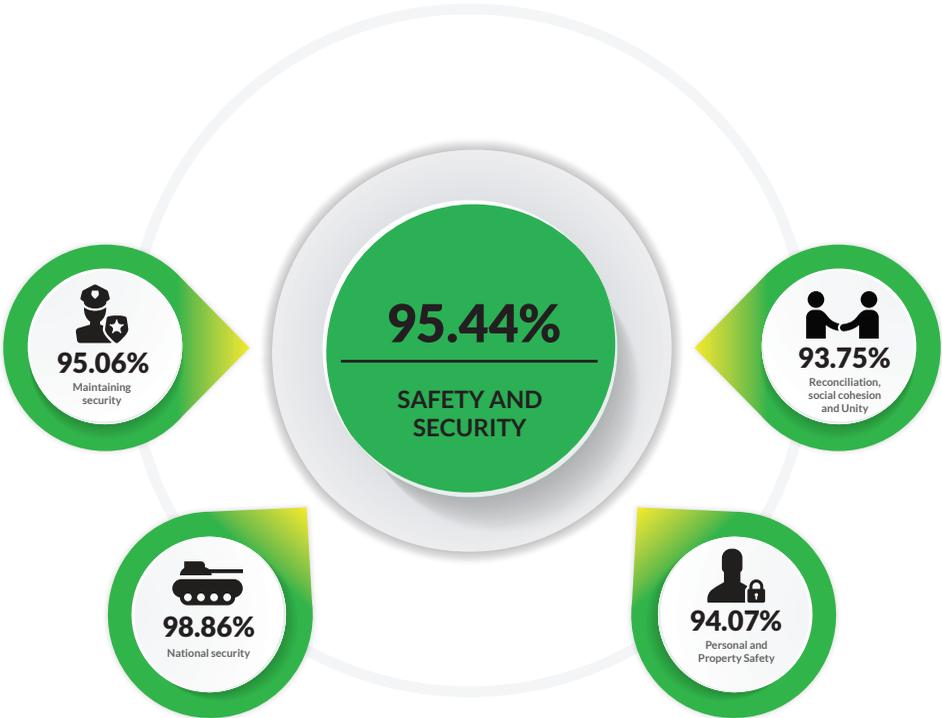
Increase the number of women in decision making organs in pursuit of gender equality across sectors;

Strengthen partnership and the role of non-state actors in delivering governance for socio-economic development.

02



SAFETY AND SECURITY



7

Safety and Security

This pillar measures the extent to which safety and security is provided, including personal and property safety; reconciliation, social cohesion and national unity as well as how national security is safeguarded.

The Safety and Security pillar is composed of 4 indicators and 12 variables. The overall performance of this pillar in the RGS 7th edition is 95.44% up from 94.29% in the previous edition.

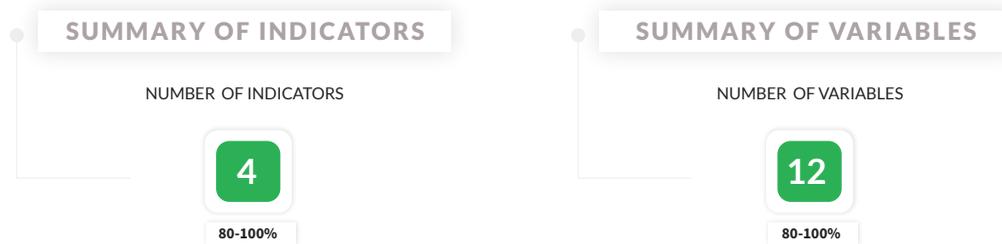
Table 6: Indicators and variables of Safety and Security pillar

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
SAFETY AND SECURITY	1	Maintaining security				95.06%	
	1.1	Confidence level in Rwanda Defence Force	99.23%		CRC, 2020	99.23%	
	1.2	Confidence and reliability of Rwanda National Police				90.88%	
	1.2.1	Confidence level in Rwanda National Police	96.67%		CRC, 2020	96.67%	
	1.2.2	Reliability of police services	77.00%		WEF (Global Competitiveness Report, 2019)	77.00%	
	1.2.3	Ratio of police/ persons	1/784	1/776	RNP, 2020	98.98%	
	2	National security				98.86%	
	2.1	Number of Internally Displaced People(IDP)	0	0	MINEMA, 2020	100.00%	
	2.2	Terrorism incidence	99.70%		WEF (Global Competitiveness Report, 2019)	99.70%	
	2.3	Satisfaction with security at the national level	96.89%		CRC, 2020	96.89%	
	3	Personal and Property Safety				94.07%	
	3.1	Homicides rates (per 100,000)	3.4	0	RIB,2020	99.99%	
	3.2	Proportion of the population feeling safe walking alone at night	87.10%	93.00%	Africa SDGs index, 2019	93.66%	
	3.3	Satisfaction with property security	81.90%	92.10%	CRC, 2020	88.93%	
	3.4	Satisfaction with personal security	92.51%	98.70%	CRC, 2020	93.73%	
	4	Reconciliation, social cohesion and Unity				93.75%	
	4.1	Citizens' trust in Country's leadership				93.57%	
	4.1.1	Presidency	99.19%		CRC ,2020	99.19%	
	4.1.2	Parliament	92.84%		CRC, 2020	92.84%	
	4.1.3	Judiciary	88.69%		CRC, 2020	88.69%	
	4.2	Cohesion and Mutual Trust			RRB,2015	95.78%	
	4.2.1	Level of mutual trust among Rwandans	93.00%	98.00%	RRB,2015	94.90%	
	4.2.2	Level of reconciliation among Rwandans	92.50%	96.00%	RRB, 2015	96.35%	
	4.2.3	Social cohesion	96.10%		RRB, 2015	96.10%	
4.3	Adherence to Rwandanness (Ubunyarwanda)	91.89%		CRC, 2020	91.89%		
Pillar Overall score						95.44%	



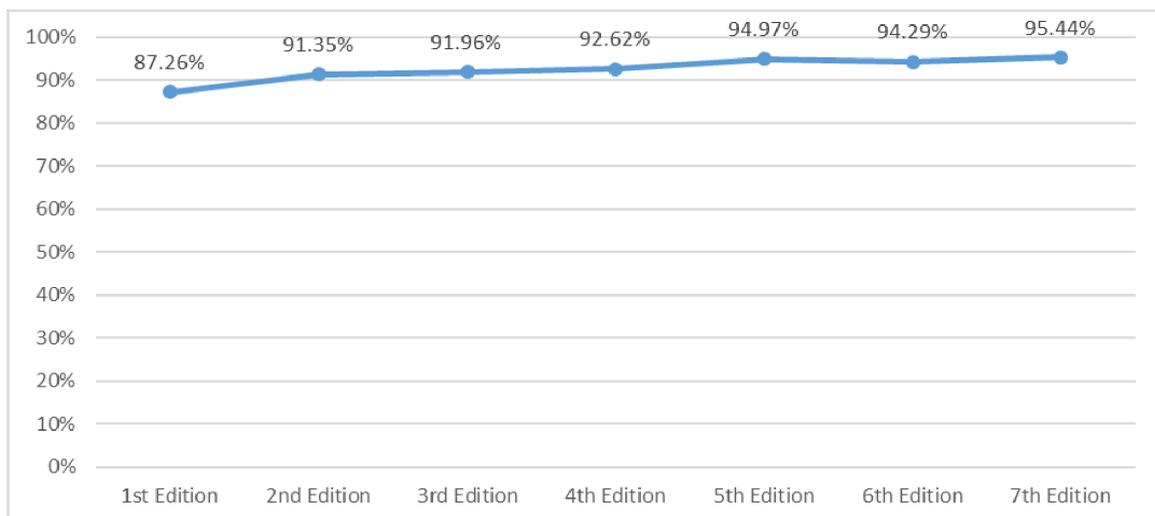
7.1 Summary of indicators and variables

Figure 19: Summary of Indicators and variables of the pillar of Safety and security



The Safety and security pillar remains the best performing pillar since the introduction of the RGS. In the 7th edition safety and security registered a slight improvement with 95.44% from 94.29% in the 6th edition. and. As in the previous editions, the indicator of National Security scored higher than all the other indicators at 98.86%. The indicator of reconciliation, social cohesion and unity gauged from the citizens trust in the country's leadership as well as cohesion and mutual trust based on the data of the 2015 Rwanda Reconciliation Barometer is at 93.75% expected to show even greater improvements as the new RRB gets release later in 2020.

Figures 20: Performance of Safety and Security pillar since 1st edition





7.2. Sector specific recommendations

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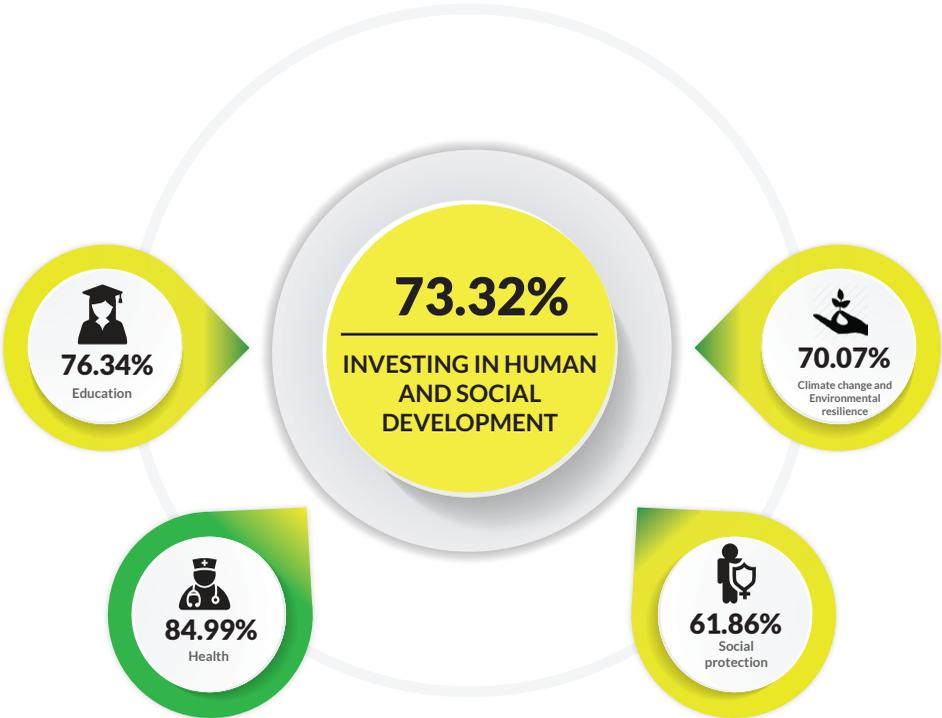
To sustain the good relationship between citizens and security organs in promoting safety and security.

continue to promote unity and reconciliation among Rwandans and strengthen the Institutionalization of “Ndi Umunyarwanda and Abarinzi b’Igihango” across all sectors especially at the Local government levels.

02



INVESTING IN HUMAN AND SOCIAL DEVELOPMENT



8

Investing in Human and Social Development

Investing in Human and Social Development pillar measures the level of achievement in fundamental aspects of human development which are education, health, social protection; and climate change and environmental resilience. The pillar is composed of four indicators and thirteen variables. The overall score of this pillar in RGS 7th edition is 73.32% up from 68.53% in the previous edition. Despite this improvement in performance, the pillar remains the least performing for three consecutive years.

The indicators that measured under this pillar are: education indicator which assesses access to education, education system strengthening,

and the quality of education. This indicator was restructured to meet both education quality standards and current performance on the basis of national targets. A new variable of the quality of education was introduced while components of the existing variables were renamed and new ones introduced. The overall performance of this indicator is 76.34% up from 66.7% in the previous edition.

The health indicator considers maternal and child health, diseases prevention and control as well as health system strengthening. Within the variable of health system strengthening, components of Community Health Workers and

Community Health Insurance services were introduced. The overall performance of this indicator is 84.99% up from 78.92% in RGS 6th edition.

In the same spirit, the indicators of climate change and environmental resilience as well as social protection were adjusted to align with national commitments. The social protection indicator is still the least performing under this pillar with a score of 61.86%. The climate change and environmental resilience registered a significant improvement of 8.86% with a score of 70.07% up from 67.26% in RGS 6th edition.

Table 7: Indicators and variables of Investing in Human and Social Development pillar

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	1	Education				76.34%	
	1.1	Access to Education				81.84%	
	1.1.1	Net enrolment rate				84.52%	
	1.1.1.1	Pre-primary	24.6%	31.1%	MINEDUC,2019	79.10%	
	1.1.1.2	Primary Education	98.5%	98.4%	MINEDUC,2019	100.00%	
	1.1.1.3	Secondary Education				74.45%	
	1.1.1.3.1	Secondary (Lower)	31.5%	38.00%	MINEDUC,2019	82.89%	
	1.1.1.3.2	Secondary (Upper)	16.5%	37.70%	MINEDUC,2019	43.77%	
	1.1.1.3.3	% of learners enrolled in STEM subjects (upper secondary)	58.3%	59.20%	MINEDUC,2019	98.48%	
	1.1.1.3.4	% of students enrolled in TVET in relation to total students (in basic education)	31.6%	43.50%	MINEDUC,2019	72.64%	
	1.1.1.4	Gender parity index in education				94.53%	
	1.1.1.4.1	Primary education (Net enrolment rate)	1.00	0.99	MINEDUC,2019	100.00%	
	1.1.1.4.2	Secondary education (Net enrolment rate)	1.21	1.04	MINEDUC,2019	100.00%	



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	1.1.1.4.3	TVET (enrolment)	0.70	0.78	MINEDUC,2019	89.74%	Green
	1.1.1.4.4	Tertiary (enrolment)	0.76	0.86	MINEDUC,2019	88.37%	Green
	1.1.2	Drop out rate				45.94%	Orange
	1.1.2.1	Primary	7.8%	3.7%	MINEDUC,2019	47.44%	Orange
	1.1.2.2	Secondary (Lower)	9.1%	4.3%	MINEDUC,2019	47.25%	Orange
	1.1.2.3	Secondary (Upper)	5.1%	2.2%	MINEDUC,2019	43.14%	Orange
	1.1.3	Gross intake rate in the last grade				94.65%	Green
	1.1.3.1	Primary Education (P6)	95.4%	83.8%	MINEDUC,2019	100.00%	Green
	1.1.3.2	Secondary (S3)	40.1%	44.9%	MINEDUC,2019	89.31%	Green
	1.1.4	Net intake rate				87.62%	Green
	1.1.4.1	Primary (P1)	80.4%	85.0%	MINEDUC,2019	94.59%	Green
	1.1.4.2	Secondary (S1)	17.1%	21.2%	MINEDUC,2019	80.66%	Green
	1.1.5	Transition rate				91.85%	Green
	1.1.5.1	Primary (Primary to lower secondary)	72.2%	82.1%	MINEDUC,2019	87.94%	Green
	1.1.5.2	Secondary (Lower to Upper)	86.1%	89.3%	MINEDUC,2019	96.42%	Green
	1.1.5.3	Tertiary (Upper secondary to tertiary)	48.9%	53.6%	MINEDUC,2019	91.19%	Green
	1.1.6	% of learners enrolled in STEM in related courses in relation to all students in Higher education and TVETs	49.20%	56.9%	MINEDUC,2019	86.47%	Green
	1.2.	Education system strengthening				70.85%	Yellow
	1.2.1	Infrastructure				90.36%	Green
	1.2.1.1	Percentage of schools with water				90.50%	Green
	1.2.1.1.1	Primary	54.1%	64.2%	MINEDUC,2019	84.27%	Green
	1.2.1.1.2	Secondary	65.3%	67.5%	MINEDUC,2019	96.74%	Green
	1.2.1.2	Percentage of schools with electricity				90.22%	Green
	1.2.1.2.1	Primary	60.8%	71.1%	MINEDUC,2019	85.51%	Green
	1.2.1.2.2	Secondary	76.6%	80.7%	MINEDUC,2019	94.92%	Green
	1.2.2	Citizen perception on distance to school	70.32%		CRC,2020	70.32%	Yellow
	1.2.3	Satisfaction with School feeding program	51.86%		CRC,2020	51.86%	Orange
	1.3.	Quality of education				72.16%	Yellow
	1.3.1	Pupils, student/trained teacher Ratio				91.75%	Green
	1.3.1.1	Primary	60:1	58:1	MINEDUC,2019	96.67%	Green
	1.3.1.2	Secondary	38:1	33:1	MINEDUC,2019	86.84%	Green
	1.3.2	Repetition rate				98.91%	Green
	1.3.2.1	Primary	10.0%	10.6%	MINEDUC,2019	100.00%	Green
	1.3.2.2	Secondary				97.83%	Green
	1.3.2.2.1	Secondary(Lower)	5.0%	5.6%	MINEDUC,2019	100.00%	Green
	1.3.2.2.2	Secondary (Upper)	2.3%	2.2%	MINEDUC,2019	95.65%	Green



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	1.3.3	Harmonized test scores	358	625	WB, HCI 2018	57.28%	
	1.3.4	Years of schooling adjusted to years of quality of learning	3.80	6.60	WB, HCI 2018	57.58%	
	1.3.5	Satisfaction with quality of education	49.25%		CRC,2020	49.25%	
	1.3.6	Satisfaction with the role of parents in education	63.84%		CRC,2020	63.84%	
	1.3.7	Literacy rate (people aged between 15-24 years)	86.50%		NISR, EICV 5	86.50%	
	2	Health				84.99%	
	2.1.	Maternal and Child Health				77.36%	
	2.1.1	"Women aged 15-45 using modern contraceptive techniques (%)"	48.00%	60%	MoH, 2020	80.00%	
	2.1.2	Immunization rate (full coverage)	93.00%	>93%	MoH, 2020	99.89%	
	2.1.3	Under 5 mortality rate (per 1,000 live births)	50.00%	35.00%	MoH, 2020	70.0%	
	2.1.4	Maternal mortality rate (deaths per 100,000 live births)	210/100,000	126/100,000	MoH, 2020	60.00%	
	2.1.5	% of assisted delivery in Health facilities	91%	>90%	MoH, 2020	100.00%	
	2.1.6	Stunting rate	35%	19.00%	MoH, 2020	54.29%	
	2.2.	Diseases prevention and Control				98.39%	
	2.2.1	Patients under ARV treatment	97.50%	>90%	MoH, 2020	100.00%	
	2.2.2	Malaria prevalence (women)	2.00%	2.00%	RDHS 5	100.00%	
	2.2.3	Malaria prevalence (Children under 5 years)	2.00%	2.00%	RDHS 5	100.00%	
	2.2.4	% HHs with at least one insecticide treated net (ITN)	81.00%	85.00%	MoH, 2020	95.29%	
	2.2.5	HIV prevalence rate	3.00%	<3%	MoH, 2020	96.67%	
	2.3.	Health system strengthening				79.20%	
	2.3.1	Life expectancy at birth (years)	67.80%	66%	NISR, 2019	100.00%	
	2.3.2	"% Population covered by health insurance schemes"	90.00%	>95%	MoH, 2020	94.74%	
	2.3.3	Ratio of nurses per population (per 1,000 habitants)	1/1420	1/800	MoH, 2020	56.34%	
	2.3.4	Ratio of Medical doctor per population (per 10,000 habitants)	1/8294	1/7000	MoH, 2020	84.40%	
	2.3.5	Citizen satisfaction with Community based health insurance (CBHI)	76.60%		CRC,2020	76.60%	
	2.3.6	Citizen satisfaction with Community health workers (CHWs)	87.71%		CRC,2020	87.71%	
	2.3.7	Number of health posts in all cells	885	1620	MoH, Report 2019	54.63%	



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	3	Social protection				61.86%	
	3.1	Investment in social protection programs				67.83%	
	3.1.1	% of social protection beneficiary households demonstrating an improvement in socioeconomic status	15.60%	20%	LODA, 2020	78.00%	
	3.1.2	Number of under-five children with acute and chronic malnutrition supported with milk	9239	12225	NECDP, 2020	75.57%	
	3.1.3	Number of extremely poor mothers and infants in the first 1000 days benefiting from nutrition-sensitive direct support	50000	50000	LODA, 2020	100.00%	
	3.1.4	No of formal partnerships between districts and CSOs on social protection	25 in 9 Districts	40	LODA, 2020	62.50%	
	3.1.5	% of extremely poor households who are members of a community savings group/VSLA	12.42%	20%	LODA, 2020	62.11%	
	3.1.6	Eradicate extreme poverty	16.00%	5.70%	EICV5	35.6%	
	3.1.7	Number of beneficiaries (HHs) of GIRINKA Program	19,595	23,747	RAB, 2020	82.52%	
	3.1.8	Number of Community based projects implemented under Ubudehe program	913	2150	LODA, 2020	42.47%	
	3.1.9	Efficiency in payment for VUP program				71.67%	
	3.1.9.1	Classic public works	53.00%		LODA, 2020	53.00%	
	3.1.9.2	Extended public works	74.00%		LODA, 2020	74.00%	
	3.1.9.3	Direct support	88.00%		LODA, 2020	88.00%	
	3.2.	Social protection for people with disabilities				45.10%	
	3.2.1	% of PwDs covered by social protection	13.40%	30.00%	NCPD, 2020	44.67%	
	3.2.2	% of PwDs categorized	154236	446453	NCPD, 2020	34.5%	
	3.2.3	Inclusive education for people with disabilities	23733	42325	NCPD, 2020	56.07%	
	3.3	Level of citizen satisfaction with Social Protection programs				72.66%	
	3.3.1	Citizen satisfaction with VUP program	70.79%		CRC,2020	70.79%	
	3.3.2	Citizen satisfaction with GIRINKA program	71.64%		CRC,2020	71.64%	
	3.3.3	Citizen satisfaction with shelter program	75.54%		CRC,2020	75.54%	
	4	Climate change and Environmental resilience				70.07%	
	4.1.	Land Management and Protection				93.80%	
	4.1.1	Area of Land under erosion control measures used optimally				81.40%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	4.1.1.1	New Radical terraces constructed	3929.2	5000	MINAGRI, 2020	78.58%	Yellow
	4.1.1.2	New Progressive terraces constructed	11791.40	14000	MINAGRI, 2020	84.22%	Green
	4.1.2	% of area covered by forest	30.40%	30.00%	MoE, 2019	100.00%	Green
	4.1.3	Number of connected districts to Land Administration Information System (LAIS)	30	30	RLMA, 2019	100.00%	Green
	4.2.	Climate Change resilience				40.28%	Orange
	4.2.1	Adaptive Capacity(index of coping measures)	0.4028		REMA,2018	40.28%	Orange
	4.2.1.1	City of Kigali	0.3910		REMA,2018	39.10%	Red
	4.2.1.2	Southern province	0.3540		REMA,2018	35.40%	Red
	4.2.1.3	Western province	0.4090		REMA,2018	40.90%	Orange
	4.2.1.4	Northern province	0.4720		REMA,2018	47.20%	Orange
	4.2.1.5	Eastern province	0.3880		REMA,2018	38.80%	Red
	4.3.	Environmentally sustainable settlement and use of energy				63.24%	Yellow
	4.3.1.	Sustainable use of Energy				52.68%	Orange
	4.3.1.1.	% of Households using charcoal and firewood for cooking	79.90%	42.00%	MININFRA, 2019	52.57%	Orange
	4.3.1.2	% of Households with access to electricity	52.80%	100.00%	MININFRA, 2019	52.80%	Orange
	4.3.2	Sustainable settlement				73.80%	Yellow
	4.3.2.1	% of Households living in planned rural settlement	67.2%	80.0%	MININFRA, 2019	84.00%	Green
	4.3.2.2	% of Households living in urban area	18.40%	35.00%	EICV5	52.57%	Orange
	4.3.2.3	Citizen satisfaction with living in planned rural settlement	84.82%		CRC,2020	84.82%	Green
	4.4	Environment protection and Main-streaming				82.96%	Green
	4.4.1	Area of land protected to maintain biological diversity (%)	11.37%	10.30%	MoE, 2019	100.00%	Green
	4.4.2	Prohibition of non-biodegradable polythene bags (Plastic Bag)	100%		MoE, National Environment and Climate change policy, 2019	100.00%	Green
	4.4.3	Implementation of environment and climate change indicators in different sectors (%)	57.80%		REMA,2018	57.80%	Orange
	4.4.4	Implementation of environment and climate change indicators in Local Government performance contracts (%)	68.00%		REMA,2018	68.00%	Yellow
	4.4.5	Number of Inspections	89%		REMA,2019	89.00%	Green
Pillar Overall score						73.32%	Yellow



8.1 Summary of indicators and variables

Figure 21: Summary of indicators and variables of the pillar of investing in Human and Social Development

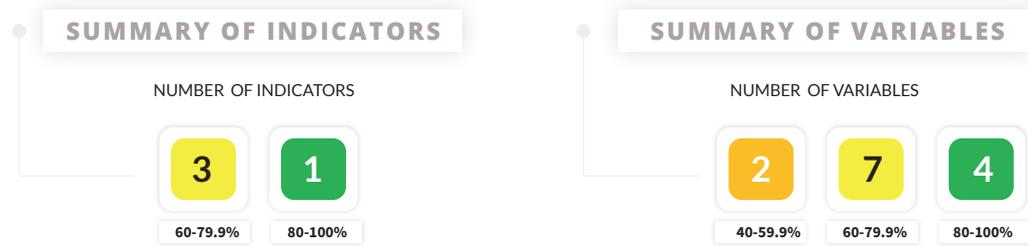
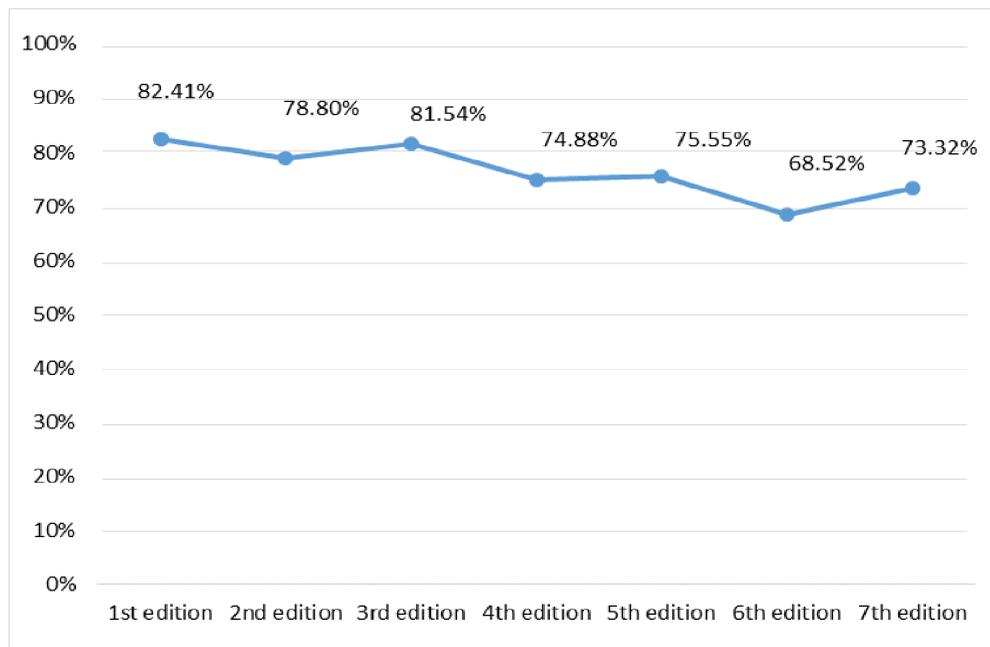


Figure 22: Performance of Investing in Human and Social Development pillar since 1st RGS Edition





8.2. Sector specific recommendations

01

Improve the quality of education and strengthen the education system in capable of Establishing Rwanda a knowledge-based economy.

Strengthen and improve special needs education;

02

03

Increase facilities and systems that enhance access and quality of health care in order to achieve a quality and healthy population by 2024.

04

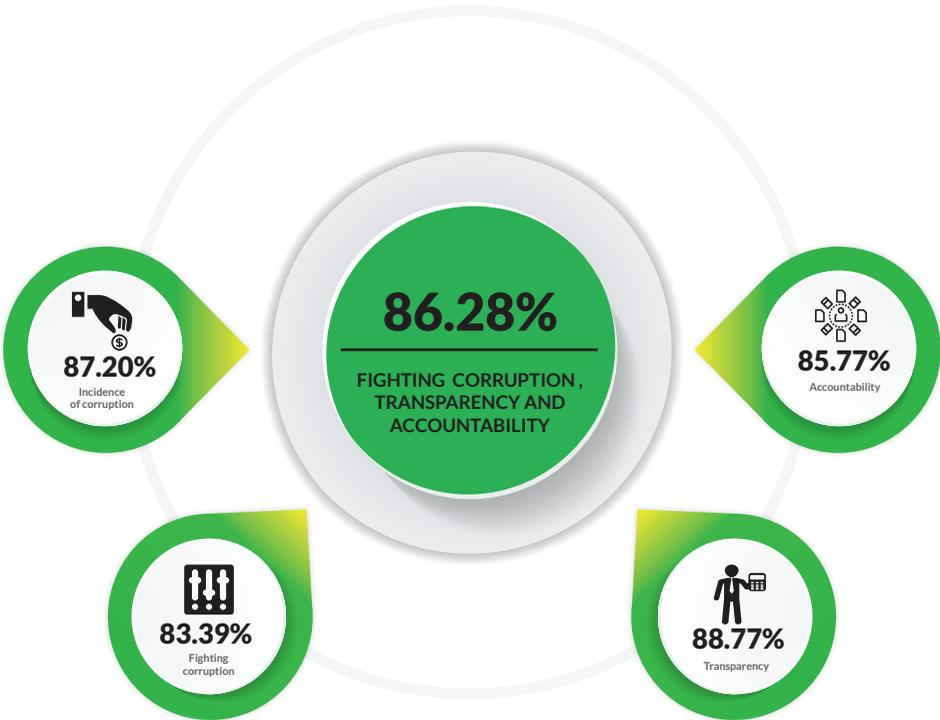
Fast track the categorisation of people with disabilities to enhance service delivery;

05

Strengthening national capacity to moderate and adapt to climate change.



FIGHTING CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY



9

Fighting Corruption, Transparency and Accountability

The Fighting of Corruption, Transparency and Accountability pillar assesses the level at which measures against corruption are enforced, the perception and incidence of corruption. It also gauges the availability and clarity of information provided to the general public about public officials' integrity, processes and actions as well as how public officials are answerable for their decisions and actions. The overall performance of this pillar is 86.28% improving from 84.28% in the previous edition. All the four indicators under this pillar scored above 80%.

Table 8: Indicators and variables of Fighting corruption, Transparency and Accountability pillar

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
FIGHTING CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY	1	Incidence of corruption				87.20%	
	1.1	% of citizens reporting Personal Experience of corruption	13.20%		RBI 2019	86.80%	
	1.2	% of citizens who have encountered corruption while interacting with service providers	18.50%		RBI 2019	81.50%	
	1.3	Citizens experience on corruption in last twelve months	6.70%		CRC, 2020	93.30%	
	2	Fighting corruption				83.39%	
	2.1	Satisfaction with fighting corruption and injustice	81.29%	89.50%	CRC, 2020	90.83%	
	2.2	Citizen's satisfaction on Govt commitment to fight corruption	81.90%		RBI 2019	81.90%	
	2.3	Satisfaction with performance of institutions in fighting corruption at local level	77.44%		CRC, 2020	77.44%	
	3	Transparency				88.77%	
	3.1	% amount awarded in Open tenders compared to all tenders	54.00%	80%	RPPA, 2019	67.50%	
	3.2	Application of e-recruitment	100.00%		PAC, 2018	100.00%	
	3.3	Application of e-procurement	87.67%		RPPA, 2019	87.67%	
	3.4	% 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%	100.00%	Ombudsman, 2019	99.90%	
	4	Accountability				85.77%	
	4.1	Cases recommended by OAG processed by PAC	100.00%		Parliament, 2020	100.00%	
	4.2	% of annual national budget audited by Office of Auditor General	80.00%	85.0%	OAG, 2019	94.12%	
	4.3	% of entities obtaining unqualified audit opinion				68.82%	
	4.3.1	% of entities with unqualified financial statement	55.23%	80.0%	OAG, 2019	69.04%	
	4.3.2	% of entities with unqualified compliance with laws and regulations	34.30%	50.0%	OAG, 2019	68.60%	
	4.4	Local administration accountable to the citizens	76.14%	95%	CRC, 2020	80.15%	
Pillar Overall score						86.28%	



9.1 Summary of indicators and variables

Figure 23: Summary of Indicators and variables of the pillar of Fighting Corruption, Transparency and Accountability

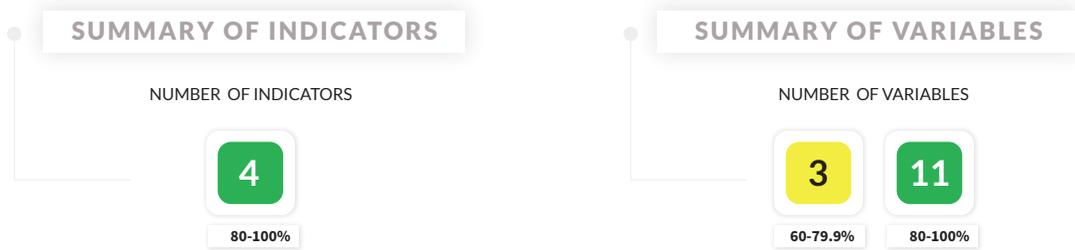
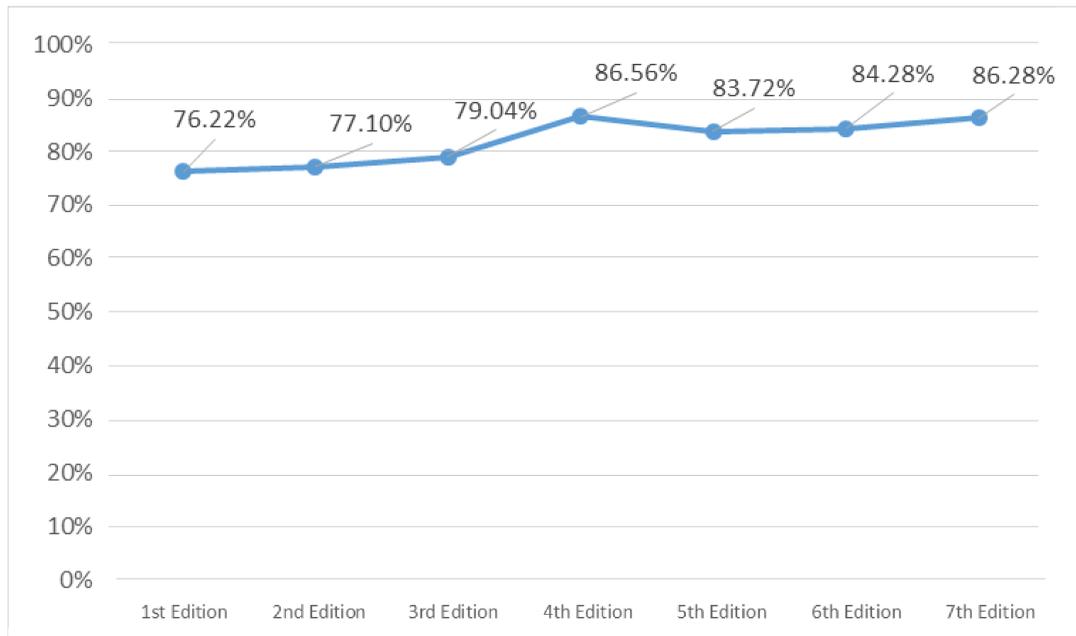


Figure 24: Performance of Fighting Corruption, Transparency and Accountability pillar since 1st RGS Edition





9.2. Sector specific recommendations

01

To ensure compliance and accountability in public finance management to foster efficiency;

Strengthening efforts in the fight against corruption specifically in Local Government entities;

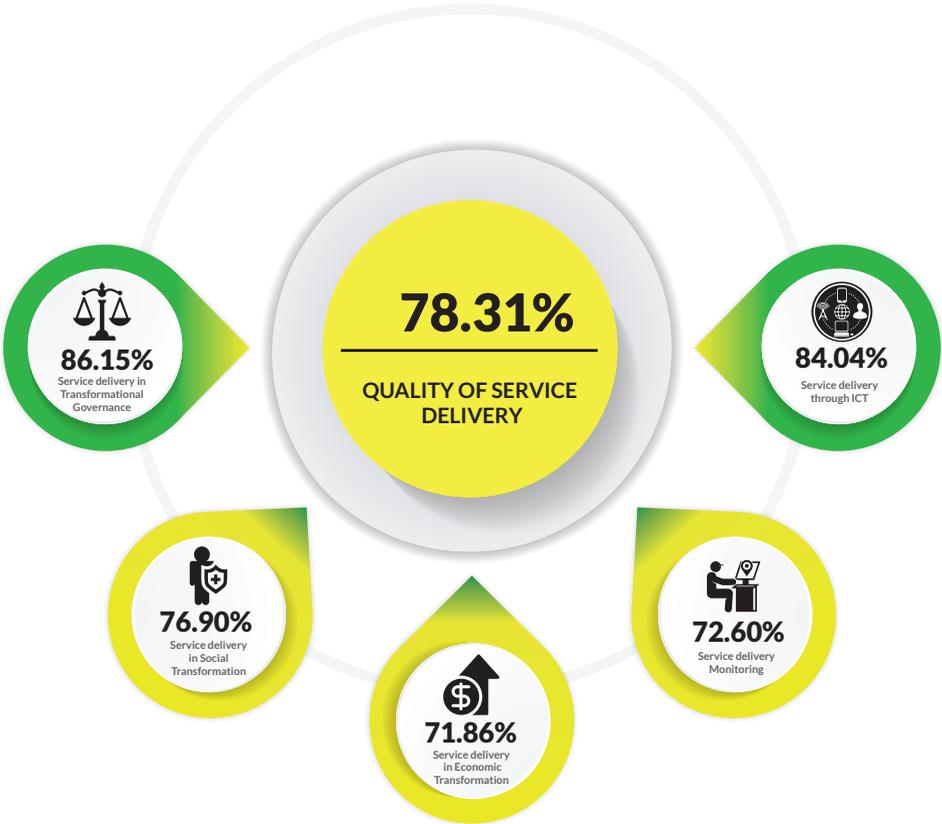
02

03

Instil the culture of transparency and accountability across institutions and individuals.



QUALITY OF SERVICE DELIVERY



10 Quality of Service Delivery

The Government of Rwanda prioritized service delivery as one of the key drivers of socio-economic transformation. Enhancing the quality of service delivery is a fundamental obligation of the government, private sector and all other service providers.

Quality of Service Delivery pillar measures the quality of public services and the credibility and effectiveness of the government's

commitment to such policies. In this edition, the overall performance of the pillar is 78.31% up from 70.54% in the RGS 6th edition. This pillar is composed of five indicators and eighteen variables. Two new indicators (service delivery monitoring and service delivery through ICT) were introduced in order to gauge the level of service delivery and the use of ICT in national transformation.

The indicator of service delivery through ICT captures some elements of the use of ICT in service delivery previously measured in different pillars of RGS such as, the indicator of the use of ICT in justice services previously measured under the rule of Law pillar is now captured under the variable of the use of ICT in transformational governance. Other variables include ICT infrastructure, and ICT in economic transformation.

Table 9: Indicators and variables of the pillar of Quality of service delivery pillar

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
QUALITY OF SERVICE DELIVERY	1	Service delivery in Transformational Governance				86.15%	
	1.1	% of citizen satisfaction with service delivery performance in Local Administration	67.7%	90.00%	CRC, 2020	75.22%	
	1.2	% of citizen satisfaction with service delivery in Justice Sector	80.07%	90.00%	CRC, 2020	88.97%	
	1.3	% of citizen overall satisfaction with service delivery in security	91.62%	97.20%	CRC, 2020	94.26%	
	2	Service delivery in Social Transformation				76.90%	
	2.1	% of citizen satisfaction with service delivery in Health sector	72.36%	90.00%	CRC, 2020	80.40%	
	2.2	% of citizen satisfaction with service delivery in Education sector	62.59%	90.00%	CRC, 2020	69.54%	
	2.3	% of citizen satisfaction with service delivery in Social Welfare Sector	68.01%	90.00%	CRC, 2020	75.57%	
	2.4	% of citizen satisfaction with service delivery in hygiene and sanitation	73.89%	90.00%	CRC, 2020	82.10%	
	3	Service delivery in Economic Transformation				71.86%	
	3.1	% of citizen satisfaction with service delivery in Agriculture sector	58.53%	90.00%	CRC, 2020	65.03%	
	3.2	% of citizen satisfaction with service delivery in Livestock sector	74.88%	90.00%	CRC, 2020	83.20%	
	3.3	% of citizen satisfaction with service delivery in infrastructure sector	59.95%	90.00%	CRC, 2020	66.61%	
	3.4	% of citizen satisfaction with service delivery in land sector	65.74%	90.00%	CRC, 2020	73.04%	
	3.5	% of citizen satisfaction with service delivery in Private sector	64.28%	90.00%	CRC, 2020	71.42%	



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
QUALITY OF SERVICE DELIVERY	4	Service delivery Monitoring				72.60%	
	4.1	Service delivery assessment in public sector	74.75%		RGB, 2019	74.75%	
	4.2	Service delivery assessment in private sector	74.00%		RGB, 2019	74.00%	
	4.3	Service delivery assessment in civil society sector	69.05%		RGB, 2019	69.05%	
	5	Service delivery through ICT				84.04%	
	5.1	ICT Infrastructure				75.24%	
	5.1.1	Mobile phone penetration rate	78.10%	97.00%	RURA, 2020	80.52%	
	5.1.2	Internet penetration rate	60.40%	90.00%	RURA, 2020	67.11%	
	5.1.3	% of schools with access to computers (in secondary schools)	75.50%	86.10%	ICT profile 2018	87.69%	
	5.1.4	% of schools with access to internet (in secondary schools)	52.90%	80.60%	ICT profile 2018	65.63%	
	5.2	ICT in Economic Transformation				86.99%	
	5.2.1	Payment transaction done electronically as % of GDP	50.00%	75.00%	BNR, 2020	66.67%	
	5.2.2	% of Taxpayers registered to EBM	94.30%		RRA, 2019	94.30%	
	5.2.3	Online business registration	100.00%		RDB, 2020	100.00%	
	5.3	ICT in Transformational Governance				89.89%	
	5.3.1	% citizens satisfaction with IREMBO services	90.60%	90.00%	CRC, 2020	100.00%	
	5.3.2	Rwanda public service E-recruitment	100.00%		MIFOTRA	100.00%	
	5.3.3	E-procurement in public tenders	100.00%		RPPA, 2020	100.00%	
	5.3.4	E-citizen complaints in Local Government	48,679	57,560	MINALOC, 2019	84.57%	
	5.3.5	% of Cases filed online in Courts	100%	100%	Supreme court, 2018	100.00%	
5.3.6	% of citizen Satisfaction with online cases filed in courts	65.65%	90.00%	CRC, 2020	72.94%		
5.3.7	% of citizen satisfaction with service delivery in ICT sector	64.56%	90.00%	CRC, 2020	71.73%		
Pillar Overall score						78.31%	



10.1. Summary of indicators and variables

Figure 25: Summary of indicators and variables of Quality of Service Delivery Pillar

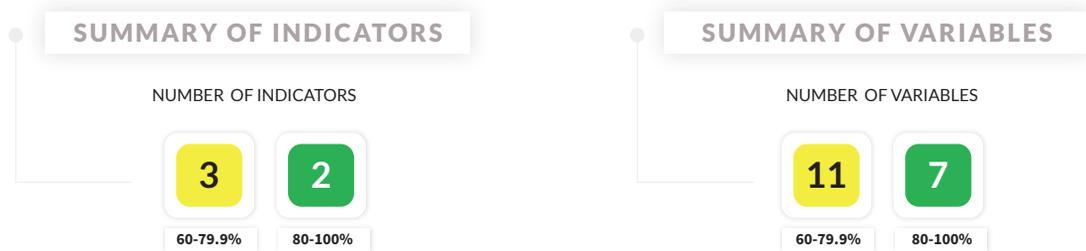
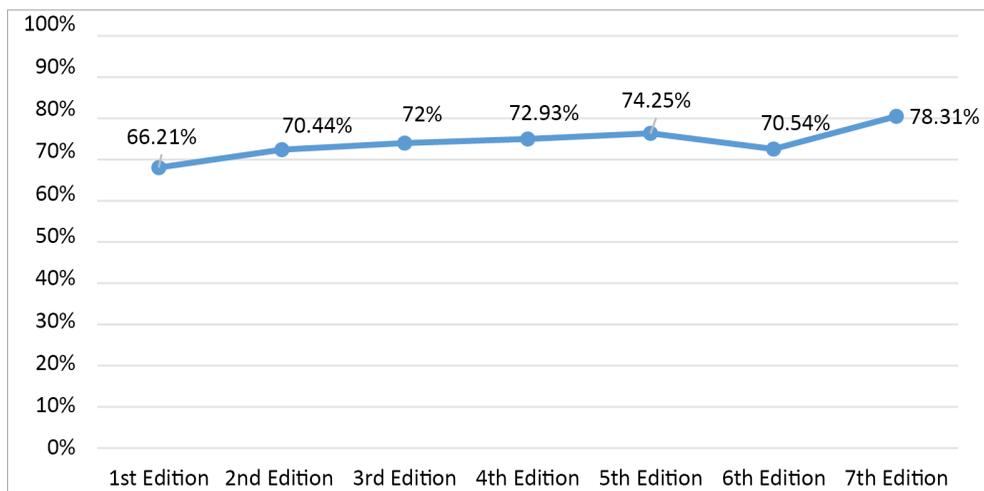


Figure 26: Performance of Quality of Service Delivery pillar since 1st RGS Edition



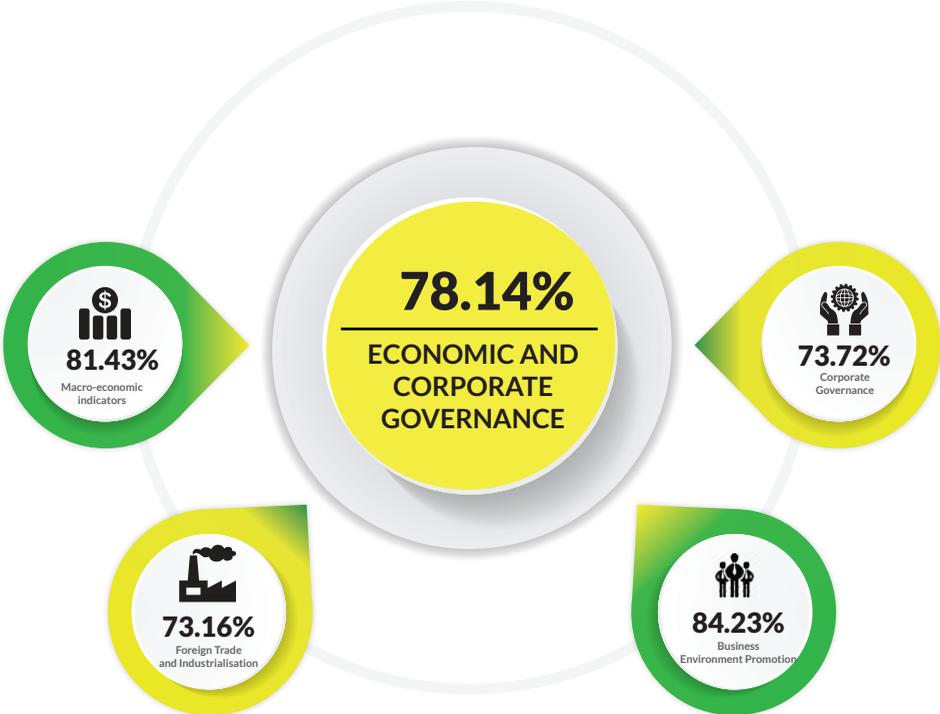


10.2. Sector specific recommendations





ECONOMIC AND CORPORATE GOVERNANCE





11 Economic and Corporate Governance

The Economic and Corporate Governance pillar measures the macroeconomic stability, business environment and corporate governance that are prerequisites for sustainable socio-economic development. This pillar is composed of four indicators and 27 variables. In the RGS 7th edition, the overall performance of the pillar is 78.14% up from 76.43% in the previous edition.

Table 10: Indicators and variables of Economic and Corporate Governance pillar

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
ECONOMIC AND CORPORATE GOVERNANCE	1	Macroeconomic Indicators				81.43%	
	1.1	Economic Growth (%)	9.4%	11.50%	NISR, 2020	81.74%	
	1.2	Inflation rate	2.4%	5.00%	BNR, 2019	100.00%	
	1.3	GDP per capita (in USD)	818	847	NISR, 2019	96.58%	
	1.4	% of budget covered by domestic revenues	86%		MINECOFIN, Key Statistics of Rwanda 2019	86.00%	
	1.5	Income Distribution (Gini Coefficient)	0.429	0.35	NISR, EICV5	81.58%	
	1.6	% of people living below poverty line	38.20%	20%	NISR, EICV5	52.36%	
	1.7	Tax revenue as % of GDP	16.5%	15.90%	MINECOFIN, 2019	100.00%	
	1.8	Saving rate as % of GDP	9.3%	14.00%	MINECOFIN, 2019	66.43%	
	1.9	National investment as % of GDP	23.0%	30.00%	MINECOFIN, 2019	76.67%	
	1.10.	Off-farm jobs creation	120,978	214,300	NISR, RLFS,2019	56.45%	
	1.11.	Financial inclusion	93.00%	95.0%	MINECOFIN, Finscope survey, 2020	97.89%	
	2	Foreign trade and industrialisation				73.16%	
	2.1	Export as % of imports	43.10%		BNR, 2019	43.10%	
	2.2	Exports growth	9.34%	17.00%	NISR, 2019	54.94%	
	2.3	Industry as share of GDP	18.00%	19.40%	NISR, 2019	92.78%	
2.4	Informal CBT Balance (Exports as % of imports)	(Exports: 101,826,196 US\$ Imports: 10,850,550 US\$) 938.44%	100.00%	MINICOM,2019	100.0%		
2.5	Trading Across Borders	Rwanda scores 75.0% worldwide	100.00%	World Bank 2020 doing business Report	75.00%		

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING	
ECONOMIC AND CORPORATE GOVERNANCE	3	Business Environment Promotion				84.23%		
	3.1	Rwanda's rank in Doing Business report	76.50%	100.00%	World Bank's 2020 doing business Report	76.50%		
	3.2	Visa Openness	0.864	1	AfDB, Africa Visa Openness Index 2019	86.40%		
	3.3	Time for processing Visitors visa	1 Day	1 day	Rwanda Directorate General of Immigration and Emigration, 2016	100.00%		
	3.4	Starting business	93.20%		World Bank's 2020 doing business Report	93.20%		
	3.5	Registering property	93.70%		World Bank's 2020 doing business Report	93.70%		
	3.6	Paying taxes	84.60%		World Bank's 2020 doing business Report	84.60%		
	3.7	Global Competitiveness report	52.80%	100.00%	World Economic Report 2019	52.80%		
	3.8	Credit to Private sector as % of GDP	23.4%	27.0%	BNR 2019	86.67%		
	4	Corporate governance				73.72%		
	4.1	Shareholder governance	80.00%	100.00%	The Global Competitiveness Report 4.0, 2019	80.00%		
	4.2	Conflict of interest regulation	73.00%	100.00%	The Global Competitiveness Report 4.0, 2019	73.00%		
	4.3	Gender equality in private sector leadership				68.15%		
	4.3.1	% of women in Executive committee at National Level	36.67%	50%	"Private Sector Structures Elections Executive Report; 2018"	73.34%		
	4.3.2	% of women in Executive committee at Provincial Level	33.33%	50%	"Private Sector Structures Elections Executive Report; 2018"	66.66%		
	4.3.3	% of women in Executive committee at District Level	32.23%	50%	GMO, 2019	64.46%		
	Pillar Overall score						78.14%	



11.1. Summary of indicators and variables

Figure 27: Summary of rating of indicators and variables of Economic and Corporate Governance pillar

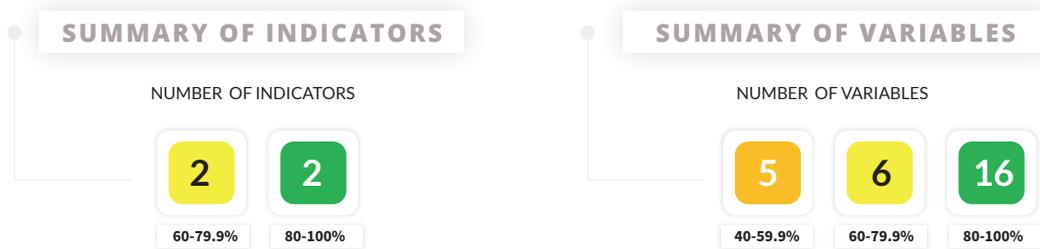
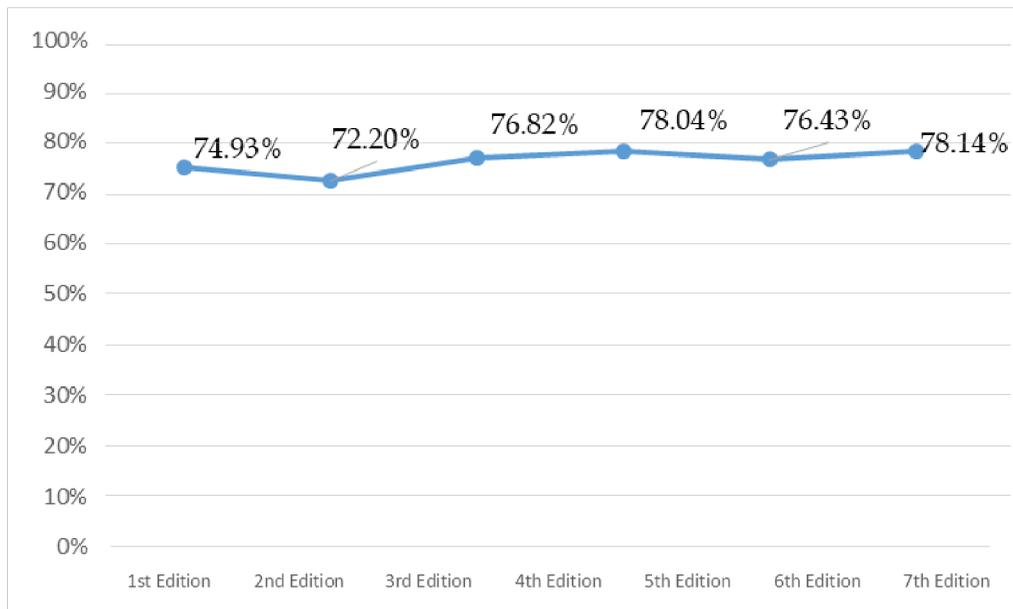


Figure 28: Performance of Economic and Corporate Governance pillar since 2nd RGS Edition





11.2. Sector Specific Recommendations

01

Promote the production of high value of goods and services for exports to reduce trade imbalance;

Enhance efforts to promote investments that contribute to off-farm jobs creation;

03

Strengthen corporate governance in private sector to promote accountability and inclusiveness for economic sustainability;

02

Promote saving culture to boost investments and economic growth.

04

12

12. Status of the implementation of RGS 6th Edition policy recommendations

N°	RECOMMENDATION	POLICY FRAMEWORK	STATUS OF IMPLEMENTATION
1	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	<p>Ministry of Environment (MoE) and REMA:</p> <ol style="list-style-type: none"> 1. Environment and climate change (ECC) mainstreaming strategy for Rwanda was developed. 2. The Ministry of Environment and REMA developed an environment and climate change mainstreaming checklist to be considered in the annual national development planning. This checklist is circulated in the 1st planning and budgeting call circular to guide sector institutions and districts annual action plans; and the MoE monitors the incorporation of environmental and climate change aspects in plans. 3. The Ministry is also developing the Environment and Climate change Budget Statement to be reflected in the financial law to ensure that environment and climate change is mainstreamed. 4. The MoE conducted training of Sector Ministries and District Officials on mainstreaming ECC into plans and Budgets;
2	Strengthen the national strategy of savings in order to increase the savings	NST1, Priority 5 of Economic Transformation: Increase Domestic Savings and Position Rwanda as a Hub for Financial Services to Promote Investments	<p>MINECOFIN</p> <p>In a bid to strengthen savings mobilisation strategy, GoR initiated and launched a long term saving scheme known as “EJO-HEZA LTSS”. In a period of one year 333,328 people had subscribed to the scheme and saved 1,329,657,767 FRW.</p>
3	Increase citizens’ participation in development process, community transformation and accountability	NST1, Priority 6 of Transformational Governance: Increase citizens’ participation, engagement and partnerships in Development	<p>MINALOC and LODA</p> <ol style="list-style-type: none"> 1. To enhance citizen participation, community transformation and accountability, LODA undertook the following measures: 2. Planning cycle starts from the village level to ensure that citizens take part in identifying their needs and priorities. At a later stage, feedback sessions are organized with citizens to share priorities that were considered given the available means. 3. To strengthen accountability measures, an electronic system was developed to receive citizens’ complaints and analyse them and provide appropriate responses.

N°	RECOMMENDATION	POLICY FRAMEWORK	STATUS OF IMPLEMENTATION
4	To ensure quality of education to support the attainment of a knowledge based economy.	NST1, Priority 4 of Social Transformation: Enhancing the demographic dividend through improved access to quality education	<p>Ministry of Education:</p> <p>1. Pupil teacher ratio</p> <ul style="list-style-type: none"> ▶ As a result of the efforts invested by the Government of Rwanda in reducing overcrowding in schools: primary pupil teacher ratio improved from 58:1 in 2017 to 56:1 in 2018; ▶ The Government of Rwanda is progressively removing double shift classes starting with upper primary (P4, P5 and P6) for teachers and students to get sufficient time to implement Competence Based Curriculum. ▶ The Government of Rwanda in partnership with the World Bank is constructing 11,004 new classrooms within a period of 5 years; to further reduce the issue of pupil teacher ratio. ▶ 38,700 teachers were trained in delivering competence based curriculum; 12,134 teachers in primary school and 3,635 Head teachers, Sector inspectors and District Education officers were trained in teaching Kinyarwanda; 2,349 teachers in lower primary were trained in teaching English; 1,655 teachers and Directors of studies in secondary were trained in Career Guidance; 2,200 teachers graduated from Teacher Training Colleges (TTCs) to teach in Early Childhood Education (ECE), as a means of addressing the shortage of teachers in pre-primary schools. ▶ Mechanism were put in place to make education profession more attractive with highly competent teaching staff for career progression and to review the pay for teachers. <p>2. School Feeding program 628,115 students in 2,321 general secondary, TTCs and TVET schools are benefiting from the school feeding program as of the first quarter of 2019/20.</p> <p>3. Dropout rate and Repetition rate The Ministry of Education organized education campaigns countrywide to address several quality education issues including reduction of drop out and repetition rate.</p>
5	Fast track the use of technology in service delivery for efficiency and effectiveness	NST1, Priority 3 of Economic Transformation: Establish Rwanda as a Globally Competitive Knowledge- based Economy	<ul style="list-style-type: none"> ▶ Online service delivery monitoring tool was developed; ▶ An online service delivery inventory tool was developed ; ▶ Irembo portal was upgraded to accommodate more services and to enhance efficiency.



N°	RECOMMENDATION	POLICY FRAMEWORK	STATUS OF IMPLEMENTATION
6	Improve public finance management in order to ensure transparency and accountability in the use of resources	NST1, Priority 5 of Transformational Governance: Strengthen Capacity, Service Delivery and Accountability of Public Institutions	<p>MINECOFIN</p> <ul style="list-style-type: none"> ▶ Conducted regular training of public servants with roles PFM including Chief Budget Managers, Director of Finance and Accountants. ▶ Implementation of various systems to support PFM (IFMIS; E-Procurement; School Data Management System). ▶ Implementation of International Public Accounting Standards.
7	Fast track the implementation of Made in Rwanda policy to reduce trade imbalance.	NST1, Priority 4 of Economic Transformation: Promote Industrialization and Attain a Structural Shift in the Export Base to High-value Goods and Services with the aim of growing exports by 17% Annually	<p>MINICOM</p> <p>The Government took active measures to diversify exports and promote made in Rwanda. Key actions taken include: Tax incentives (exemption from the VAT on machinery, capital goods and raw materials; and import duty exemption from duty remission and stays of application at EAC level), local preferences in procurement and facilitating financing to exporting firms through the Export Growth Fund (EGF). Concerning domestic production, positive evolution was observed in textile and cement productions. For example, textile production increased by 5.7% from 1,159,531 yards in 2017 to 1,225,715 yards in 2018 leading to value increase of 31.5% in export of textiles. In 2019, the textile production increased by 23.9% to 1,519 Yards in thousands.</p> <p>The Made in Rwanda strategy is yielding results, and particularly with a focus on the region. The opportunity for increased domestic production to replace imports is still huge not only in sectors with already existing investment but also in others that are close to those. With the current situation where global demand is reduced and prices of commodities have decreased and may either decrease further or remain low for a certain time, we need to emphasize even more the non-traditional exports. This comforts us in the Made in Rwanda strategy of targeting the domestic (considering increased preferential treatment for local products in procurement and sensitization for use of Made in Rwanda products) and regional market (EAC, DRC and well as ECCAS) for exports and imports substitution.</p>

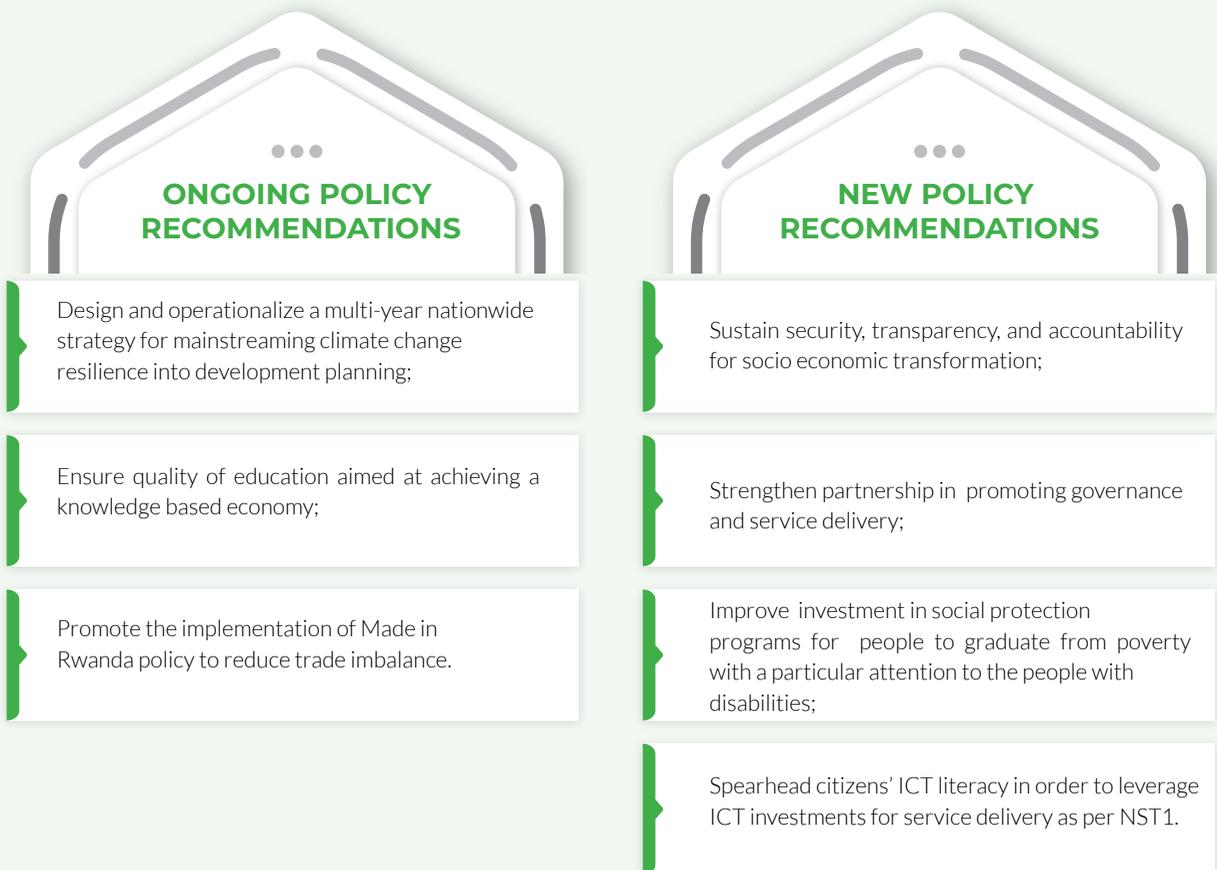
N°	RECOMMENDATION	POLICY FRAMEWORK	STATUS OF IMPLEMENTATION
8	Enhance coordination and quality of agriculture and livestock value chain.	NST1, Priority 6 of Economic Transformation: Modernize and Increase Productivity of Agriculture and Livestock.	<p>MINAGRI</p> <p>1. Enhancing coordination of agriculture and livestock value chain</p> <p>The Ministry carried out a series of activities to coordinate agriculture and livestock value chain :</p> <ul style="list-style-type: none"> ▶ National Agriculture Policy); ▶ Strategic plan for agriculture transformation (2018-2024); ▶ Management of Agri-PPD & Value Chain Platforms Mechanism in Rwanda; ▶ Gender and Youth Mainstreaming Strategy; ▶ MINAGRI Citizens' Charter; ▶ MINAGRI call centre; ▶ Agenda Agricole 2019; ▶ Itorero Ingamburuzabukene; <p>Itorero forum bring together District and Sector Agronomists and Veterinaries, staff of MINAGRI and its agencies (RAB &NAEB) as well as SPIU staff. The purpose was to discuss how to improve collaboration and partnership towards agriculture development and to understand NST 1, PSTA 4 & NAP and their implementation.</p> <ul style="list-style-type: none"> ▶ Agricultural Joint Sector Review forums; <p>Those are forums that bring together all Sector Working Group (SWG) stakeholders to engage in policy dialogue and to ensure ownership, accountability and transparency of National Medium Term Development Strategy implementation and monitoring process.</p> <ul style="list-style-type: none"> ▶ Management Information System (MIS). <p>This is a system that help to monitor the implementation of PSTA 4 across different stakeholders (NGOs, Districts, SPIUs, RAB, and NAEB).</p>

N°	RECOMMENDATION	POLICY FRAMEWORK	STATUS OF IMPLEMENTATION
9	Enhance coordination and quality of agriculture and livestock value chain.	NST1, Priority 6 of Economic Transformation: Modernize and Increase Productivity of Agriculture and Livestock.	<p>2.Enhancing quality of Agriculture and Livestock value chain</p> <p>To ensure quality of agriculture and livestock value chain, a number of activities were conducted across the country. They include the following:</p> <ul style="list-style-type: none"> ▶ Inspection of imported agrochemicals; ▶ 536 importation permits of agrochemicals were issued to registered agrochemical importers; ▶ Registration of agro-dealers and compliance Inspection: 467 agro-dealers were licensed and 482 agrochemical premises were registered in accordance with the Agrochemical law and regulations. ▶ Pest surveillance involves collection of pest information from different sources such as: field surveys, phytosanitary inspection of products for export, imported plants and plant products, interceptions notifications, published data and expert consultations. ▶ 89 PRAs (Pest Risk Analysis) for various agricultural products for imports were carried out, and 4,891 plant importation permits were issued; ▶ With regards to control of imports of animal products and feeds, 856 import permits for animal products and animal feeds were issued to eligible consignments; ▶ The inspection of commodities to be exported in the fiscal year 2018-2019, resulted in the issuance of 107 veterinary health certificates and 132 re-export certificates; ▶ Sanitary inspections of compliance with meat safety requirements of butcheries were conducted on 311 butcheries; a total of 14 abattoirs and slaughterhouses were inspected and 47 Meat transporters licensed; ▶ To ensure the quality of dairy products assessments and inspections were conducted on dairy businesses. For the year 2018/2019, an assessment was conducted in 12 districts in 67 Milk Collection Centres, 89 milk kiosks, 11 Small and Medium Enterprises and 146 traditional milk processors; ▶ In order to help the milk chain actors to improve their level of compliance a total number of 1,315 milk chain actors were trained. ▶ With regard to inspection of honey, 62 honey companies including beekeeping cooperatives, honey collection centres and honey processing plants were inspected. ▶ In the framework to implement the honey residue monitoring plan, 13 honey samples were collected from 9 honey companies and were sent to Intertek, a Germany food laboratory for testing the presence of pesticide, antibiotic and heavy metals residues. The test results were complying with the national and international honey standards. The report on honey Residue Monitoring Plan for the year 2018-2019 and the updated residue monitoring plan for 2019-2020 were sent to and considered by the EU Commission and this resulted in maintaining Rwanda among countries eligible to export honey to EU countries

13 Conclusion and Policy recommendations

The RGS 7th edition provides a comprehensive status of governance based on the eight pillars. The analysis indicates that, the performance of five pillars is above 80% while the performance of the remaining three pillars is between 60 and 79.9%. Since the first edition, Safety and Security continues has been topping the ranking while Investing in Human and Social Development has come last since the RGS 5th edition to the current edition.

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



14 Overview of Rwanda's performance in Regional and Global indices

Six international indices were analysed to understand the basis for Rwanda's regional and global performance trends in key areas of governance. The analysed indices are; Global Gender Gap report, Corruption Perception Index, Global Law and Order report, Ibrahim index of African governance Africa visa openness index and Doing Business report.

I. GLOBAL GENDER GAP REPORT

Figure 32: Rwanda's performance in global gender gap report



The Global Gender Gap report is a framework of the World Economic Forum that captures the magnitude of gender based disparities and tracks their progress over time across 153 countries.

Source: World Economic Forum

II. CORRUPTION PERCEPTION INDEX

Figure 33: Rwanda's overall ranking in corruption perception index



Source: Transparency International.

Corruption perception index measures the perception of corruption in the public sector from different countries around the world. It is produced by Transparency International across 180 countries.

III. GLOBAL LAW AND ORDER REPORT

Figure 34: Rwanda's performance on global law and order report



Source: Gallup

The Global Law and Order report is produced by Gallup and measures people's sense of personal security and experiences with crime and law enforcement in 142 countries.

IV. IBRAHIM INDEX ON AFRICAN GOVERNANCE

Figure 35: Rwanda's performance in Ibrahim index on African Governance



Ibrahim index aims at measuring and monitoring governance performance in all African countries.

Source: Mo Ibrahim Foundation.

V. AFRICA VISA OPENNESS REPORT

Figure 36: Rwanda's performance in Africa visa openness report



The Index analyses visa regimes and openness of African countries in terms of relaxation or elimination of visa requirements for citizens from other African countries. It is produced by the African Development Bank.

Source: African Development Bank.

VI. WORLD BANK DOING BUSINESS REPORT

Figure 37: Rwanda's overall ranking in doing business report



Doing business report is an annual World Bank's publication that measures business regulations for domestic firms across 190 countries worldwide.

Source: World Bank.



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. [...].

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
ECC	Environment and climate change
ECE	Early Childhood Education
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

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APRM's Review of the Rwanda Governance Scorecard

The APRM again welcomes and highly commends the Rwanda Governance Scorecard. The Governance Scorecard is a valuable tool for monitoring and evaluating the status of governance in Rwanda. The Rwanda Governance Board has for the seventh time 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 because 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 is key in tracking Rwanda's implementation of the AU Agenda 2063 and the UN's Sustainable Development Goals (SDGs). 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.

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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