RGB
Rwanda Governance Board

Rwanda

GOVERNANCE SCORECARD 8th EDITION

THE STATE OF GOVERNANCE IN RWANDA

2021

Rwanda
Governance Scorecard 8th Edition

THE STATE OF GOVERNANCE IN RWANDA

2021

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Preface

Rwanda Governance Board is pleased to present the Rwanda Governance Scorecard 8th Edition. The RGS is a home-grown quantifiable index that consistently gauges the state of governance in Rwanda. It places global governance standards and home-grown indicators at the centre of its method which makes it uniquely relevant to both international and national contexts.

RGS assesses eight governance pillars namely; Rule of Law, Political Rights and Civil Liberties, Participation and Inclusiveness, Safety and Security, Investing in Human and Social Development, Quality of Service Delivery, Economic and Corporate Governance as well as Anti-corruption, Transparency and Accountability. The RGS is a publication of Rwanda Governance Board which has the mandate of monitoring governance practices and service delivery in all sectors in Rwanda. RGB is an institution with legal personality, administrative and financial autonomy and enjoys independence in the exercise of its mandate. RGB is Rwanda's Governance Council within the framework of the African Peer Review Mechanism. The RGS underscores Rwanda's commitment to good governance that is understood as accountability, transparency and efficiency in Rwanda's context.

In the current edition of RGS, Safety and Security remains the best performing pillar with a score of 95.47%. The most improved pillar in RGS 8th Edition is Quality of Service Delivery with an improvement of 3.55%, while Economic and Corporate Governance is the least performing pillar with a score of 74.65% and a performance reduction of 3.49%.

As in the previous edition, the 8th Edition of RGS was produced within the context of COVID-19 that posed many challenges both to RGB and other institutions involved in the generation of data for RGS. The 8th Edition is also a reflection of a resilient governance system that enabled effective management of COVID-19 to minimize its impact on the socio-economic wellbeing of Rwandans. The COVID-19 preventive measures and their effective implementation were an expression of the efficiency that is reflected in the Rwanda's governance ecosystem. We take this opportunity to appreciate the role played by different stakeholders and partners in the production of the RGS 8th Edition. We have no doubt that you will find this publication a source of valuable information on Rwanda's governance. Enjoy the reading!

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 to serve as an evidence-based source to inform policy, decision making and implementation. It contributes to current scientific and contextualised knowledge about economic, social and political governance in Rwanda. RGS 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 center of its method which makes it uniquely relevant to both international and national contexts.

The RGS 8th Edition data are comparable to the previous editions to allow the assessment of the performance trend of each pillar since the first edition. Additionally, RGS is continuously refined and strengthened by adjusting its methods of assessment. The eight pillars of RGS and 35 indicators were maintained but the number of variables reduced from 136 in the RGS 7th Edition to 135 variables in the RGS 8th Edition.

The RGS publication uses secondary data as well as perception and expert surveys. Its method is grounded in international standards as well as an in-depth understanding of the Rwandan context. Each RGS presents a section of the implementation status of the recommendations from the previous edition in order to track their implementation progress. As a result, the 8th Edition of RGS presents the implementation status of the recommendations of the RGS 7th Edition to ascertain the extent to which issues raised were addressed.

2 Methodology

RGS employs advanced research methods in global governance contextualized 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, as well as hard data from various institutions. The uniqueness of RGS is that it generates data from a wide range of new country-specific data sources.

The RGS 8th Edition data is derived from sectorial targets from 2017 to 2020 and the Citizen Report Card (CRC 2021) while data for pillars with no annual targets are obtained and scored based on National Strategy for Transformation (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, and data from studies with periodicity of more than one year such as the Rwanda Media Barometer (RMB), Rwanda Civil Society Development Barometer (RCSDB) and Rwanda Reconciliation Barometer (RRB).

The collected data is further analyzed using sound scoring methods in which pillar values are compiled based on performance of relevant indicators and variables. Throughout data gathering and scoring processes, RGB ensures that data quality is maintained.

Figure 1: Number of Indicators and Variables per pillar

Pillar	Indicators	Variables
1 Rule Of Law	4	17
2 Political Rights And Civil Liberties	5	16
3 Participation And Inclusiveness	5	18
4 Safety And Security	4	12
5 Investing In Human & Social Development	4	13
6 Anti-Corruption, Transparency and Accountability	4	14
7 Quality Of Service Delivery	5	18
8 Economic & Corporate Governance	4	27
TOTAL	35	135

INDICATORS VARIABLES
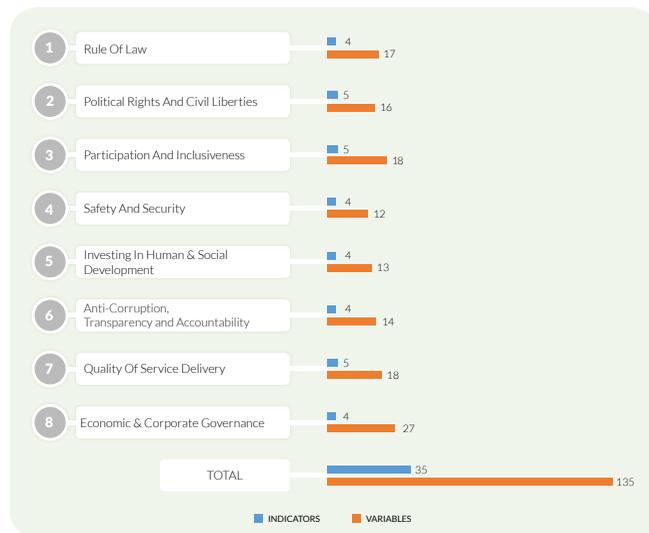
The RGS 8th Edition is composed of 8 pillars, 35 indicators and 135 variables. In this edition, adjustment was made to accommodate improvement on variables which resulted in the number of variables reducing from 136 to 135 compared to the previous edition. This adjustment was made on the pillar of Participation and Inclusiveness where the number of variables changed from 19 to 18 due to the merge of two variables, Participation of citizens in elaboration of district plans and Participation of citizens in Imihigo and budget preparation.

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

Pillars, indicators and variables are developed based on the following three guidelines:

- ► International frameworks
- ► International indices
- ► Home-grown solutions

Some of the International indices and frameworks consulted include; Doing Business Report, Global Competitiveness Report, Gallup World Poll Survey, Africa SDGs index, Global Open Data Index, Human Development Index, Africa Visa Openness Index, Ibrahim Index of African Governance, and Transparency International assessments.

2.1.1. Sources of data

► **Secondary/Administrative data**

The RGS 8th Edition uses two types of data namely secondary/ administrative data and primary data/surveys. Secondary data collected consist mainly of reports related to sector strategic plan targets and progress reports and other administrative documents collected from the concerned institutions. The reports are verified with the National Strategic framework targets to ascertain whether they feed into the National Strategy for Transformation.

► **Surveys**

To ensure that RGS is firmly rooted into the realities of Rwanda, data collected from various surveys (perception and expert surveys) were utilized. These include but are not limited to the Citizen Report Card (RGB, 2021), the National Reconciliation Barometer (NURC, 2020), the Civil Society Development Barometer (RGB, 2018), the Rwanda Media Barometer (RGB, 2021), Service Delivery Monitoring Report (RGB, 2021), and Rwanda Bribery Index (TI, 2020). Perception surveys are of paramount importance due to the fact that, perception data have particular significance in the measurement of governance. First, perceptions reflect views of citizens to inform decision-making. Second, in many areas of governance, there are very few alternatives to perception survey data. For instance, in the case of measuring corruption, there are no other measures to easily gather information about it. All the surveys that informed RGS are based on relatively sufficient big samples that guarantee statistically significant results.

2.1.2. Development of pillars

As mentioned earlier, 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, Quality of Service Delivery, Economic and Corporate Governance, as well as Anti-corruption, Transparency and Accountability. Relevant national institutions, private sector and civil society organizations with requisite expertise were consulted in the process of developing pillars, indicators and variables based on their applicability in measuring governance performance trends.

From the 7th Edition of RGS, details of all components that make up variables are provided unlike in the previous editions where they were grouped into what was called composite variables. However, the analysis of findings is limited to three levels (pillars, indicators and variables).

2.1.3. Data analysis and Scoring

After collection, verification and validation of data, scoring is carried out using standard statistical methods for analysis and interpretation.

Hard data obtained from relevant institutions together with data from surveys from a variety of sources are organized into eight clusters corresponding to the eight pillars. On each cluster, a statistical method is used to; (i) standardize the data from the diverse sources into comparable units using targets in NST1 and sector strategic plans 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 figure below illustrates the RGS scoring methods

Figure 2: An illustration of RGS scoring methods
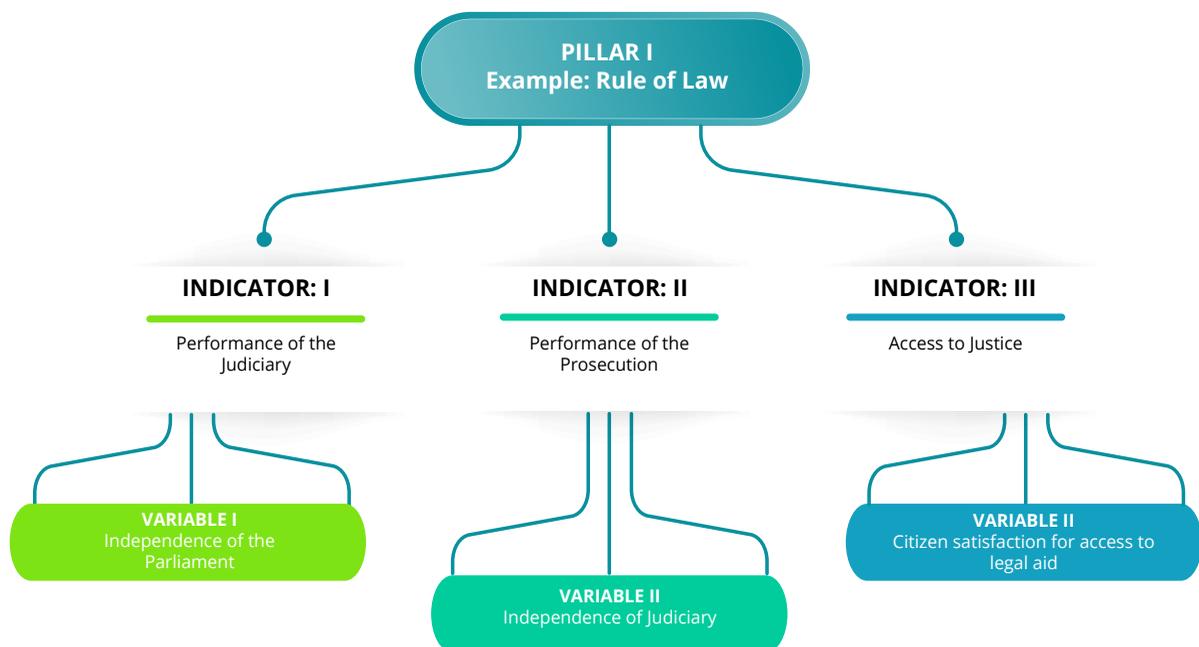
The details of the scoring methods are provided below:

a. Scoring using existing percentages:

In most cases, data compiled from surveys are captured automatically as percentages and are scored as they are, except where NST1 or Sector Strategic Plan 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 are considered as 100%. The achievement or overachievement of a target results in a maximum score while partial achievement of a target yields a corresponding relative score in percentage points. In a few circumstances, the scoring is based on institutional annual targets in the absence of the targets from NST1 or Sector Strategic Plans. Where all targets exist, the priority is given to NST1.

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 are scored as follows: A variable with parity of men and women of 50% scores 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 analyzed 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 8th 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, a higher score indicates a better performance just as a lower score indicates greater need for improvement.

OVERALL SCORES OF THE RWANDA GOVERNANCE

PILLAR 1	PILLAR 2	PILLAR 3	PILLAR 4
RULE OF LAW	POLITICAL RIGHTS & CIVIL LIBERTIES	PARTICIPATION & INCLUSIVENESS	SAFETY AND SECURITY
87.08	83.80	84.19	95.47

INDICATOR 1	INDICATOR 1	INDICATOR 1	INDICATOR 1
Performance of the Judiciary	Democratic Rights & Freedoms	Citizen Participation	Maintaining Security
77.96	83.60	89.06	95.38

INDICATOR 2	INDICATOR 2	INDICATOR 2	INDICATOR 2
Performance of the Prosecution	Role of Non- state actors	Decentralization	National Security
94.53	77.03	84.71	99.53

INDICATOR 3	INDICATOR 3	INDICATOR 3	INDICATOR 3
Access to Justice	Political Organisation	Participation of Non-state Actors	Personal & Property Safety
86.02	91.28	75.33	93.19

INDICATOR 4	INDICATOR 4	INDICATOR 4	INDICATOR 4
Performance of the Legislature	Access to Public Information	Gender Equality in leadership	Reconciliation, social cohesion and Unity
89.79	83.90	81.65	93.76

	INDICATOR 5	INDICATOR 5	
	Respect for Human Rights & Ccore International Conventions	Power sharing & inclusiveness	
	83.16	90.20	

SCORECARD (RGS) 8th EDITION

PILLAR 5
INVESTING IN HUMAN & SOCIAL DEVELOPMENT
75.23

INDICATOR 1
Education
76.17

INDICATOR 2
Health
91.33

INDICATOR 3
Social Protection
61.88

INDICATOR 4
Climate change & Environmental Resilience
71.53

PILLAR 6
ANTI-CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY
86.77

INDICATOR 1
Incidence of Corruption
88.10

INDICATOR 2
Anti-Corruption
77.35

INDICATOR 3
Transparency
95.91

INDICATOR 4
Accountability
85.7

PILLAR 7
QUALITY OF SERVICE DELIVERY
81.86

INDICATOR 1
Service delivery in Transformational Governance
87.15

INDICATOR 2
Service delivery in Social Transformation
82.31

INDICATOR 3
Service delivery in Economic Transformation
73.24

INDICATOR 4
Quality of service delivery in public, private & civil society
77.48

INDICATOR 5
Service delivery through ICT
89.11

PILLAR 8
ECONOMIC & CORPORATE GOVERNANCE
74.65

INDICATOR 1
Macro-economic indicators
71.58

INDICATOR 2
Foreign Trade & Industrialisation
66.61

INDICATOR 3
Business Environment Promotion
86.6

INDICATOR 4
Corporate Governance
73.79

3 Highlights of the Rwanda Governance Scorecard 8th Edition

3.1. Ranking system

The color-coded ranking system is interpreted as indicated below:

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

PERFORMANCE OF PILLARS (out of 8 pillars)

6   NUMBER OF PILLARS   75%   25%   NUMBER OF PILLARS   2

60-79.9%   80-100%
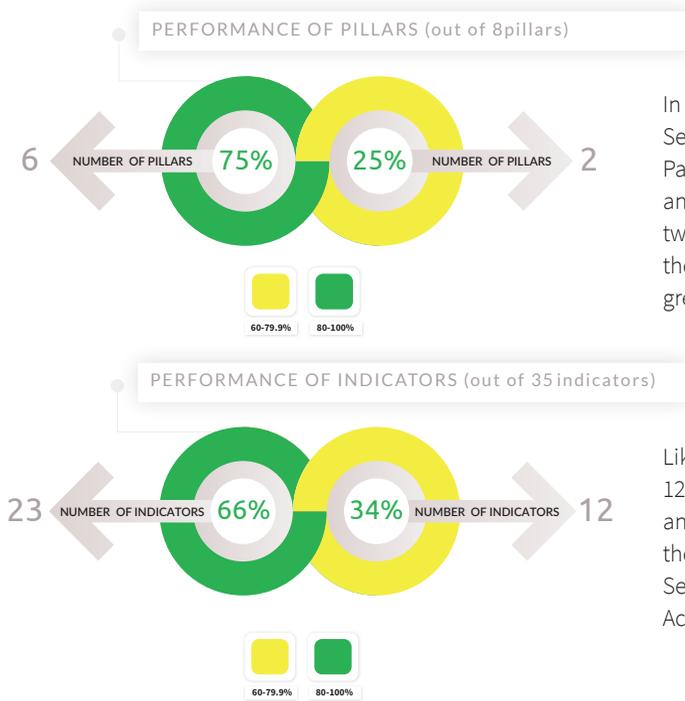
In this edition, 6 pillars are in green. These are: Safety and Security, Rule of Law, Political Rights and Civil Liberties, Participation and Inclusiveness, Quality of Service delivery, and Anti-corruption, Transparency and Accountability. The two remaining pillars are in yellow. For the first time since the creation of RGS in 2010, Quality of Service Delivery is in green.

PERFORMANCE OF INDICATORS (out of 35 indicators)

23   NUMBER OF INDICATORS   66%   34%   NUMBER OF INDICATORS   12

60-79.9%   80-100%

Like in the previous edition, 23 indicators are in green and 12 in yellow. In the current edition, only the pillar of Safety and Security has all its four indicators in green while in the previous edition, three pillars (Rule of Law, Safety and Security as well as Anti-corruption, Transparency and Accountability) had all their indicators in green.

PERFORMANCE OF VARIABLES (out of 135 variables)

85   NUMBER OF VARIABLES   **63%**   **30%**   NUMBER OF VARIABLES   41

NUMBER OF VARIABLES   **5%**   **2%**   NUMBER OF VARIABLES

7   2

0-39.9	40-59.9%	60-79.9%	80-100%
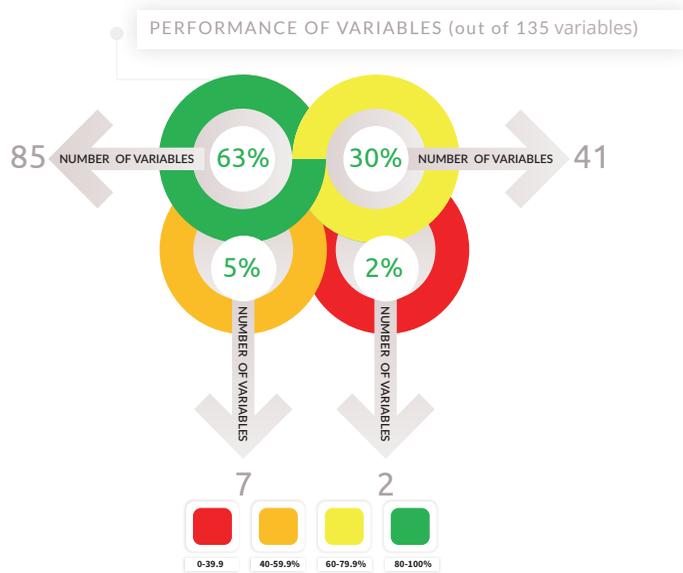
85 variables are in green compared to 80 in the previous edition while 41 variables are in yellow compared to 49 in the previous edition. Like in the previous edition, seven variables (7) are in amber, while two (2) variables under the pillar of Economic and corporate governance, are in red. These are economic growth and export growth.

3.3. Highlights of the pillars and indicators

Figure 4: A comparison of pillar performance of the RGS 8th and 7th Editions

Pillar	RGS 7th EDITION	RGS 8th EDITION
RULE OF LAW	87.86	87.08
POLITICAL RIGHTS & CIVIL LIBERTIES	85.76	83.80
PARTICIPATION & INCLUSIVENESS	81.96	84.19
SAFETY AND SECURITY	95.44	95.47
INVESTING IN HUMAN & SOCIAL DEVELOPMENT	73.32	75.23
ANTI-CORRUPTION, TRANSPARENCY & ACCOUNTABILITY	86.28	86.76
QUALITY OF SERVICE DELIVERY	78.31	81.86
ECONOMIC & CORPORATE GOVERNANCE	78.14	74.65

In the RGS 8th Edition, Five (5) pillars recorded an improvement compared to the previous edition where all eight pillars had improved. Safety and Security continues to lead other pillars in performance with a score of 95.47%. The pillar of Quality of Service delivery attained the highest rate of improvement at 3.55% in comparison with the previous edition. This performance is attributed to the improvement of the indicators of service delivery in social transformation, service delivery monitoring and service delivery through ICT which recorded a performance of 82.31%, 77.48% and 89.11% respectively against 76.9%, 72.6% and 84.04% respectively in the previous edition.

Participation and inclusiveness is the second most improved pillar with a score of 84.19% representing an increase of 2.23% compared to the previous edition. The reason for this increase is improvement in the performance of Participation of Non-state actors indicator particularly the variable of Media participation which moved from 77.11% in the previous edition to 81.36% in the current edition.

For the first time, Economic and Corporate Governance is the lowest performing pillar with a score of 74.65% and this is mainly due to the poor performance of Macroeconomic indicators and Foreign Trade and industrialisation indicators which scored 71.58% and 66.61% respectively against 81.43% and 73.16% in the previous edition.

Table 3: The RGS pillar performance (ranking) from the 1st to the 8th Editions

PILLARS	1st EDITION	2nd EDITION	3rd EDITION	4th EDITION	5th EDITION	6th EDITION	7th EDITION	8th EDITION
RULE OF LAW	6th	7th	2nd	4th	4th	3rd	2nd	2nd
POLITICAL RIGHTS AND CIVIL LIBERTIES	5th	6th	5th	3rd	2nd	2nd	4th	5th
PARTICIPATION AND INCLUSIVENESS	4th	4th	6th	6th	6th	6th	5th	4th
SAFETY AND SECURITY	1st	1st	1st	1st	1st	1st	1st	1st
INVESTING IN HUMAN & SOCIAL DEVELOPMENT	2nd	2nd	3rd	7th	7th	8th	8th	7th
ANTI-CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY	3rd	3rd	4th	2nd	3rd	4th	3rd	3rd
QUALITY OF SERVICE DELIVERY	7th	8th	8th	8th	8th	7th	6th	6th
ECONOMIC & CORPORATE GOVERNANCE	N/A	5th	7th	5th	5th	5th	7th	8th

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

Since the inception of RGS in 2010, Safety and Security remains the best performing pillar. Participation and Inclusiveness has recorded consistent improvement in the last three years while Economic and Corporate Governance and Political Rights and Civil Liberties have had a consistent decrease in the same period. Rule of Law recorded the highest improvement in comparison with the other six pillars. Quality of Service delivery has for the first time scored above 80%. Economic and Corporate governance is the worst performing pillar in the current edition.

Figure 5: Highest performing indicators (above 85%)

Nº	HIGHEST PERFORMING INDICATOR (ABOVE 85%)	
1	National security	99.53%
2	Transparency	95.91%
3	Maintaining security	95.38%
4	Performance of Prosecution	94.53%
5	Reconciliation, social cohesion and Unity	93.76%
6	Personal and Property Safety	93.19%
7	Health	91.33%
8	Political Organizations	91.28%
9	Power sharing and inclussiveness	90.20%
10	Performance of the Legislature	89.79%
11	Service delivery through ICT	89.11%
12	Citizen Participation	89.06%
13	Incidence of curruption	88.10%
14	Service delivery in Transformational Governance	87.15%
15	Business Environment Promotion	86.60%
16	Access to justice	86.02%
17	Accountability	85.70%

Out of 35 indicators, 17 scored 85% and above from the following pillars:
- Safety and Security - four indicators (National Security: 99.53%, Maintaining Security: 95.38%, Reconciliation, Social Cohesion and Unity: 93.76% and Personal and Property safety: 93.19%);
- Anti-corruption, Transparency and Accountability – three indicators (Transparency: 95.91%, Incidence of Corruption: 88.10% and Accountability: 85.70%);
- Rule of Law - two indicators (Performance of the Prosecution: 94.53% and Access to Justice: 86.02%);
- Investing in Human and Social Development – one indicator (Health: 91.33%);
- Participation and Inclusiveness - two indicators (Power sharing and Inclusiveness: 90.20% and Citizen Participation: 89.06%);
- Quality of Service Delivery - two indicators (Service Delivery through ICT: 89.11% and Service Delivery in Transformational Governance: 87.15%);
- Political Rights and Civil Liberties – one indicator (Political Organizations: 91.28%);
- Economic and Corporate Governance – one indicator (Business Environment Promotion: 86.60%).

Figure 6: Most improving indicators (Above 5%)

Nᵒ	MOST IMPROVED INDICATORS (ABOVE 5%)		
			0.00% 5.00% 10.00% 15.00% 20.00% 25.00%
1	Transparency	7.14%	
2	Citizen participation	6.53%	
3	Health	6.34%	
4	Service delivery in Social Transformational	5.41%	
5	Service delivery through ICT	5.07%	
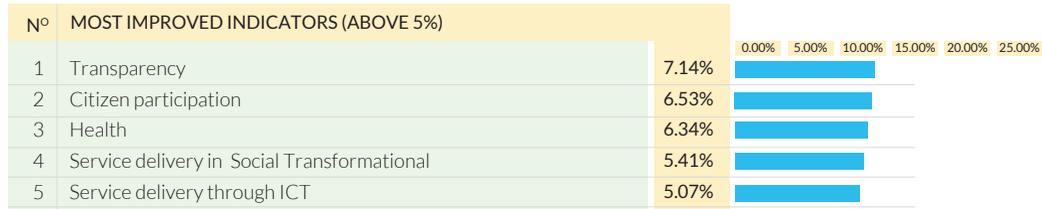
The indicator of Transparency recorded the highest improvement of 7.14%. This resulted from the improved scores of its three variables namely; Application of e-recruitment (100%), Application of e-procurement (100%) and Rate of timely asset declaration by high ranked officials and civil servants to the Office of the Ombudsman (99.9%). The other most improved indicator is Citizen Participation with an increase of 6.53 followed by Health with an increase of 6.34%.

3.4. Highlights of the variables

Figure 7: Highest and lowest Performing Variables
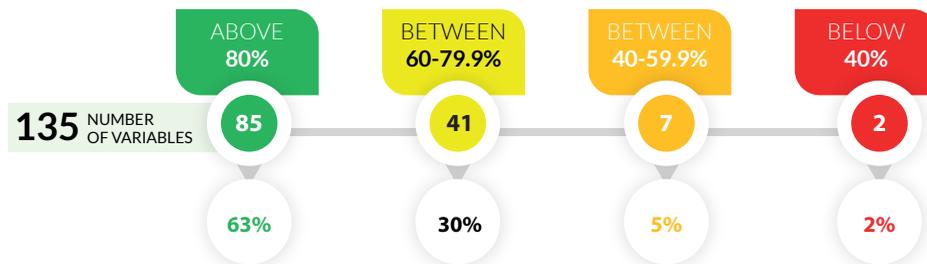
Figure 8 above shows that, out of 135 variables, 85 (62.96%) are in green, 41 (30.37%) are in yellow, seven (5.19%) in amber and two (1.48%) in red.

Figure 8: Number of highest performing variables per pillar
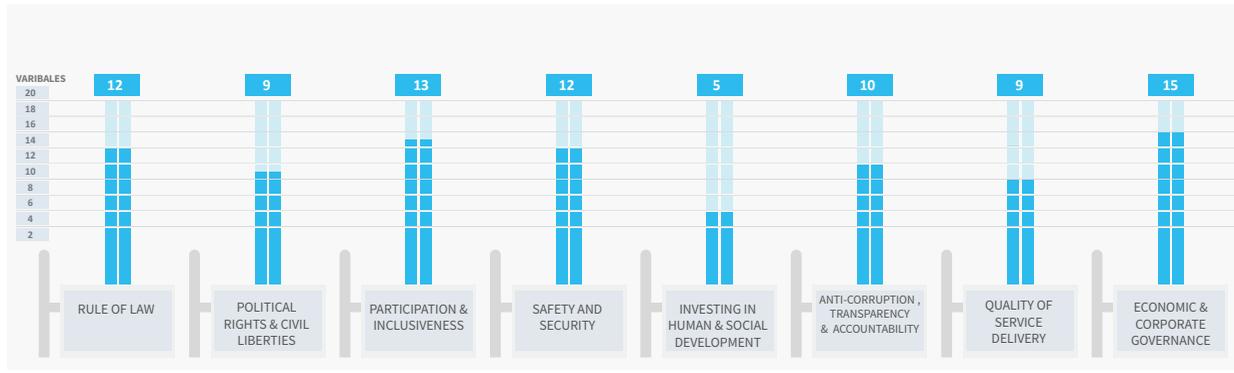
As indicated in figure 8 and 9 above, 85 variables are in green. Economic and Corporate Governance pillar has the biggest number of variables (15) that scored 80% and above though, it is the least performing pillar in the current edition.

Figure 9: Number of lowest performing variables
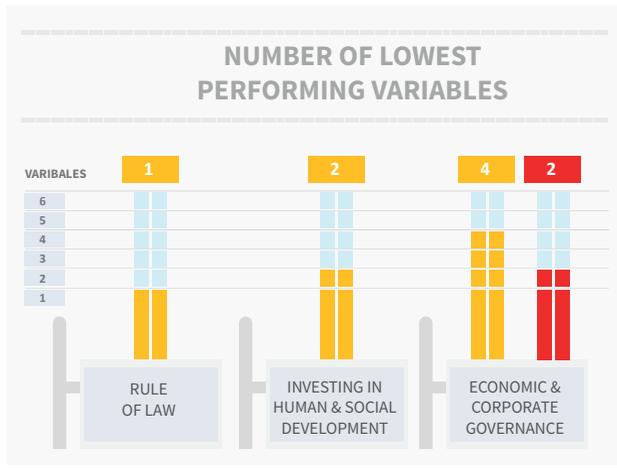
The three pillars with the lowest performing variables (below 60%) are; Economic and Corporate Governance, Investing in Human and Social Development, and Rule of Law. Economic and Corporate Governance alone has six (6) variables in this category, four of which scored between 40% and 60% while its two other variables are in red (below 40%).

Figure 10: Most improved variables (above 15%)

Variable	Value
Saving rate as % of GDP	18.57%
Citizen participation in volunteerism	17.96%
Maternal and Child Health	17.41%
Independence of the parliament	16.02%
Quality of Service delivery in private sector	15.42%
Role of Non- state actors in policy formulation (Media)	15.10%
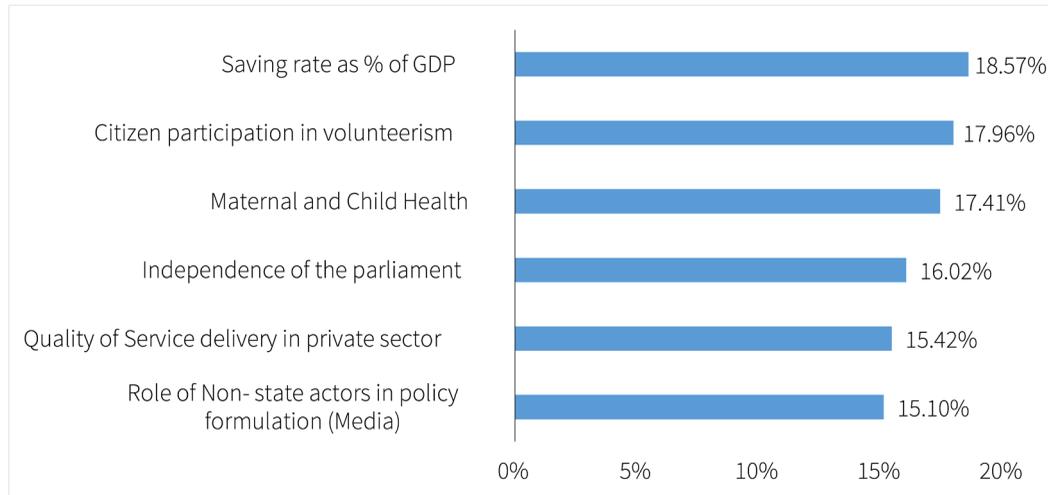
The most improved variable in this category is Saving Rate as a Percentage of GDP under the pillar of Economic and Corporate Governance with an improvement rate of 18.57%.

Figure 11: Least performing variables (below 70%)

Variable	Value
Qulity of Service delivery in public sector	69.39%
Participation of non-state actors (CSO participation)	69.29%
Role of Non- state actors in policy formulation (Academia)	69.10%
% of citizen satisfaction with service delivery in land sector	68.56%
Gender equality in private sector leadership	68.37%
GDP per capita (in USD)	68.00%
% of Cases processed by the courts against all cases in courts	67.00%
% of citizen satisfaction with service delivery in Agriculture sector	66.11%
Satisfaction with political organisations in promoting governance and social cohesion	65.10%
Elaboration of District plans, imihigo and budget	61.56%
Global Competitiveness report	58.40%
Off-farm jobs creation	56.45%
Export as % of imports	56.00%
% of people living below poverty line	52.36%
Social protection for people with disabilities	42.49%
Climate Change resilience	40.28%
% of backlog cases in judiciary	40.21%
Exports growth	4.42%
Economic Growth (%)	0.00%

In RGS 8th Edition, there are 19 variables that scored below 70%. The Economic and Corporate Governance pillar has the biggest number of variables (7) in this category. The variable of economic growth scored 0.0% because Rwanda's economy recorded a negative growth (-3.4%) in 2020. Another pillar with a big number of variables below 70% is Quality of Service Delivery with three variables in this category. These are quality of service delivery in public sector, percentage of citizen satisfaction with service delivery in land sector and percentage of citizen satisfaction with service delivery in agriculture sector. Pillars of Investing in Human and Social Development and Rule of Law have two variables each in this category while three other pillars: Anti-corruption, Transparency and Accountability, Participation and Inclusiveness as well as Political Rights and Civil Liberties have one variable each in this category.

PERFORMANCE OF PILLARS

RULE OF LAW

ECONOMIC & CORPORATE GOVERNANCE

POLITICAL RIGHTS & CIVIL LIBERTIES

PILLARS

PARTICIPATION & INCLUSIVENESS

QUALITY OF SERVICE DELIVERY

SAFETY AND SECURITY

INVESTING IN HUMAN & SOCIAL DEVELOPMENT

ANTI-CORRUPTION, TRANSPARENCY & ACCOUNTABILITY

RULE OF LAW

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

87.08%
RULE OF LAW

77.96%
Performance of the Judiciary

89.79%
Performance of the Legislature

94.53%
Performance of the Prosecution

86.02%
Access to Justice

4 Rule of Law

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. Its overall performance is 87.08% from 87.86% in the previous edition showing a decline of 0.8%. This pillar is composed of four (4) indicators and seventeen (17) variables. The indicators are; performance of the judiciary, performance of the prosecution, access to justice and the performance of the legislature.

Table 4: 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**				**77.96%**	
	1.1	Trust in the Judiciary	88.30%		CRC 2021	88.30%	
	1.2	% of Cases processed by the courts against all cases in courts	67.00%		Judiciary, 2021	67.00%	
	1.3	% of backlog cases in judiciary	48.00%	19.30%	Supreme court, 2021	40.21%	
	1.4	Independence of courts	94.30%		CRC 2021	94.30%	
	1.5	Clearance rate	102.00%	100.00%	Supreme court, 2021	100.00%	
	2	**Performance of the Prosecution**				**94.53%**	
	2.1	% of backlogs processed	100.00%	100.00%	NPPA, 2020	100.00%	
	2.2	% of criminal cases processed	99.40%	99.00%	NPPA, 2020	100.00%	
	2.3	% of gender based violence cases processed	99.30%	99.00%	NPPA, 2020	100.00%	
	2.4	% of convicted cases against cases submitted to courts	93.00%	94.00%	NPPA, 2020	98.94%	
	2.5	Perception on arrest, detention and release procedures	73.70%		CRC 2021	73.70%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
	3	**Access to Justice**				**86.02%**	
	3.1	Satisfaction with execution of judgements	72.70%	80.80%	CRC 2021	89.98%	
	3.2	Satisfaction with access to legal aid	64.40%	75.40%	CSDB 2018	85.41%	
	3.3	Satisfaction with MAJ effectiveness	73.30%		CRC 2021	73.30%	
RULE OF LAW	3.4	Satisfaction with Abunzi performance	81.10%	85.00%	CRC 2021	95.41%	
	4	**Performance of the Legislature**				**89.79%**	
	4.1	Performance in the Oversight of the Government Actions				74.78%	
	4.1.1	Engagement with Citizens as per parliamentary standards	71.00%		Chamber of Deputies, 2020	71.00%	
	4.1.2	Field visit for standing committees and parliamentary net-work and forum	8	15	Chamber of Deputies, 2020	53.33%	
	4.2.3	Number of analysed reports of institutions as provided by the constitutions, 2018/19	7	7	Chamber of Deputies, 2020	100.00%	
	4.2	Performance in Legislative matters	99.00%		Chamber of Deputies, 2020	99.00%	
	4.3	Independence of the parliament	95.60%		CRC 2021	95.60%	
Pillar Overall Score						**87.08%**	

4.1 Summary of indicators and variables

Figure 12 : Summary of indicators and variables of the Rule of Law

SUMMARY OF INDICATORS

NUMBER OF INDICATORS

3	1
80-100%	60-79.9%

SUMMARY OF VARIABLES

NUMBER OF VARIABLES

12	4	1
80-100%	60-79.9%	40-59.9%
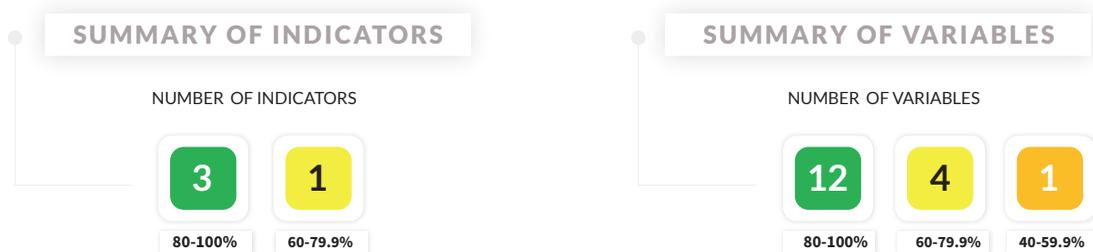
Figure 13: Performance of the Rule of Law since the 1st Edition
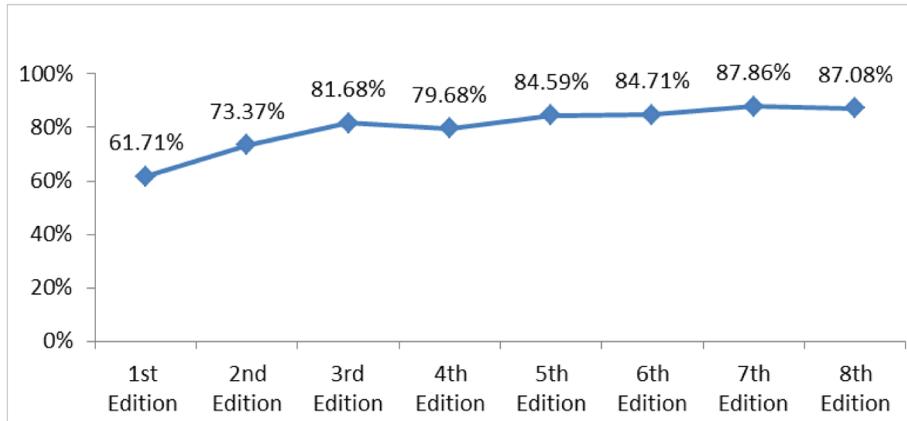
The Rule of law has had a positive trend since the introduction of the scorecard in 2010 up to the 7th Edition of RGS with a score of 67.71% in the first edition to 87.08% in the current edition.

4.2. Recommendations specific to the Pillar

01

The Judiciary needs to continuously devise strategies to reduce case backlog as well as expedite the processing of court cases;

Create awareness among the population on the process of arrest, detention and release of suspects.

02

POLITICAL RIGHTS AND CIVIL LIBERTIES

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

83.80%

POLITICAL RIGHTS & CIVIL LIBERTIES

83.60%
Democratic Rights and Freedoms

83.16
Respect for human rights & core International Conventions

77.03
Role of Non- state actors

91.28%
Political organisations

83.90%
Access to Public Information
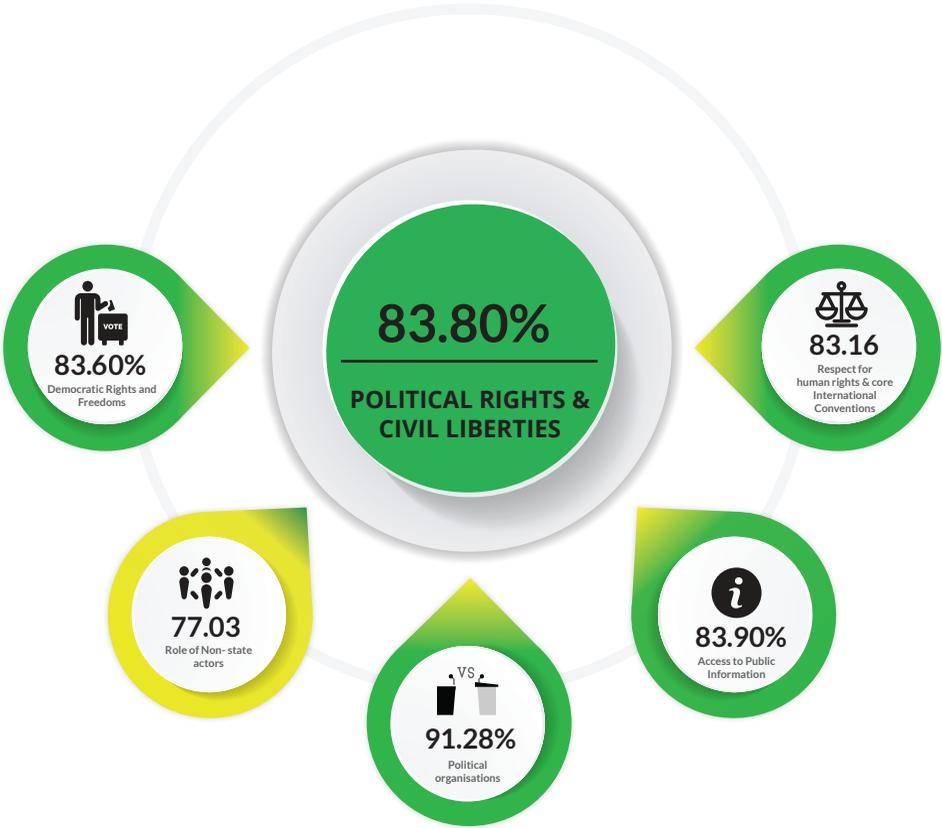
5 Political Rights and Civil Liberties

The pillar of Political Rights and Civil Liberties 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 five (5) indicators and sixteen (16) variables. Its overall performance is 83.80%% from 85.76% in the previous edition, indicating a reduction of 1.19%. One of the factors justifying this reduction is the failure to report on the African Charter on Human and Peoples' Rights and its Optional Protocol on the Rights of Women in Africa. This is justified by the fact that Rwanda had not received concluding observations from the ACHPR that should have informed the required report.

Table 5: Indicators and variables of Political Rights and Civil Liberties

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
POLITICAL RIGHTS AND CIVIL LIBERTIES	1	**Democratic Rights and Freedoms**				**83.60%**	
	1.1	**Democratic Rights**				**91.18%**	
	1.1.1	Independence of National Electoral Body (National Electoral Commission- NEC)	94.30%		CRC, 2021	94.30%	
	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	84.30%		CRC, 2021	84.30%	
	1.1.4	Right to free and fair elections	91.60%		CRC 2021	91.60%	
	1.2	**Democratic Freedoms**				**84.20%**	
	1.2.1	Freedom of speech	82.00%		CRC, 2021	82.00%	
	1.2.2	Freedom of expression	86.40%		RMB, 2021	86.40%	
	1.3	**Media rights and freedoms**				**75.43%**	
	1.3.1	Journalists and Media satisfaction with access to information	46.00%		RMB, 2021	46.00%	
	1.3.2	Editorial independence	87.00%		RMB, 2021	87.00%	
	1.3.3	Journalist's right to confidentiality of their sources	93.30%		RMB, 2021	93.30%	
	2	**Role of Non- state actors in policy formulation**				**77.03%**	
	2.1	CSO	72.00%		CSDB, 2018	72.00%	
	2.2	Media	90.00%		RMB, 2021	90.00%	
	2.3	Academia	69.10%		CRC 2021	69.10%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
POLITICAL RIGHTS AND CIVIL LIBERTIES	**3**	**Political organisations**				**91.28%**	
	3.1	Compliance with laws	100.00%		Ombudsman , 2019	100.00%	
	3.2	Satisfaction with political organisations in promoting governance and social cohesion	65.10%		CRC, 2021	65.10%	
	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 2019/20	100.00%	
	4	**Access to public information**				**83.90%**	
	4.1	Satisfaction with access to information	85.60%		CRC, 2021	85.60%	
	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	73.10%		RMB, 2021	73.10%	
	5	**Respect for human rights and Core international conventions**				**83.16%**	
	5.1	**Respect for human rights**				**86.33%**	
	5.1.1	Complaints processed by NHRC against those reported	96.36%	100.00%	NHRC, 2021	96.36%	
	5.1.2	Complaints investigated by NHRC against those processed	88.19%	100.00%	NHRC, 2021	88.19%	
	5.1.3	Satisfaction with respect of human rights	85.90%	95.00%	CRC, 2021	90.42%	
	5.1.4	Citizens satisfaction with performance of NHRC	85.80%		CRC, 2021	85.80%	
	5.1.5	Fundamental human rights	70.87%		CSDB, 2018	70.87%	
	5.2	**Implementation of ratified International Human Rights conventions**				**80.00%**	
	5.2.1	Core international human rights conventions domesticated against those ratified	8	8	NHRC, 2021	100.00%	
	5.2.2	Reports on human rights submitted in time against the number of reports required by UN treaty bodies	2	2	MINIJUST, 2021	100.00%	
	5.2.3	AU Human rights Conventions ratified against total number of conventions to be ratified	7	7	NHRC,2021	100.00%	
	5.2.4	AU human rights conventions domesticated against those ratified	7	7	NHRC, 2021	100.00%	
	5.2.5	Reports of AU human rights submitted in time against the number of reports required by AU human rights conventions	0	1	MINIJUST, 2021	0.00%	
Pillar Overall Score						**83.80%**	

5.1 Summary of indicators and variables

Figure 14: Summary of indicators and variables of the Political Rights and Civil Liberties

SUMMARY OF INDICATORS

NUMBER OF INDICATORS

1	4
60-79.9%	80-100%

SUMMARY OF VARIABLES

NUMBER OF VARIABLES

6	10
60-79.9%	80-100%
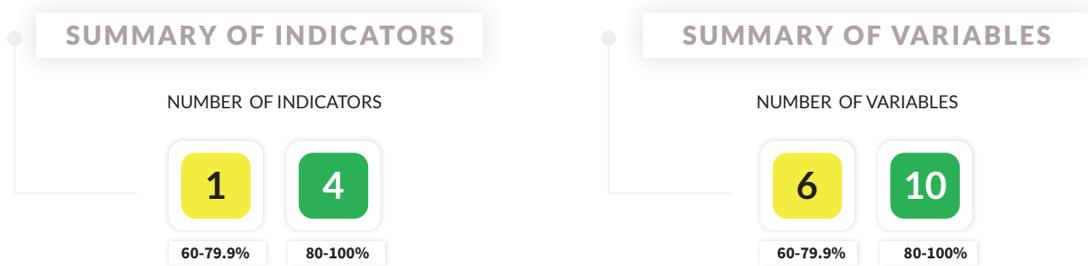
Figure 15: Performance of the Political Rights and Civil Liberties since the 1st Edition
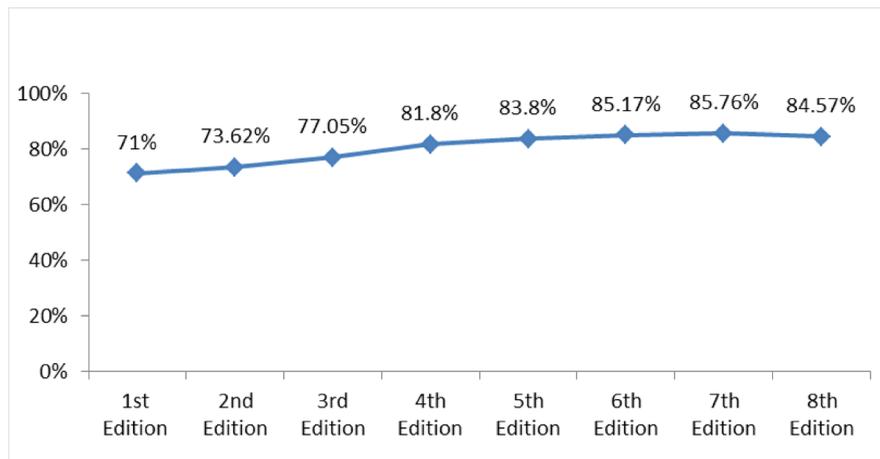
5.2. Recommendations specific to the Pillar

01

Enhance the role of non-state actors especially the civil society and academia in policy formulation and other initiatives that contribute to national transformation;

Strengthen the role of political organizations in promoting good governance and social cohesion;

02

03

Public and private institutions should respect the Access to Information Law and facilitate journalists' access to public information;

Respect the reporting requirements of regional and international commitments on treaties and conventions ratified by Rwanda.

04

PARTICIPATION AND INCLUSIVENESS

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

84.19%

PARTICIPATION AND INCLUSIVENESS

89.06%
Citizen participation

81.65%
Gender equality in leadership

84.71%
Decentralization

90.20%
Power sharing and inclusiveness

75.33%
Participation of Non-state Actors

6 Participation and Inclusiveness

The pillar of Participation and Inclusiveness measures the status of citizens' participation in decision-making and contribution to national transformation. This pillar is composed of five (5) indicators and eighteen (18) variables. Its overall performance is 84.11% up from 81.96% in the previous edition indicating improvement of 2.15%.

Table 6: Indicators and variables of Participation and Inclusiveness

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
PARTICIPATION AND INCLUSIVENESS	1	**Citizen participation**				**89.06%**	
	1.1	Elaboration of District plans, IMIHIGO and budget	55.40%	90.00%	CRC, 2021	61.56%	
	1.2	Participation in elections	94.20%		CRC, 2021	94.20%	
	1.3	Participation in community security	96.60%		CRC, 2021	96.60%	
	1.4	Participation in citizen Forums	92.80%		CRC, 2021	92.80%	
	1.5	Participation in community works (Umuganda)	96.40%		CRC, 2021	96.40%	
	1.6	Participation in problem solving	92.50%	95.00%	CRC, 2021	92.50%	
	1.7	Participation in volunteerism	94.00%		CRC, 2021	94.00%	
	1.8	Participation in social protection programs	80.60%		CRC, 2021	80.60%	
	1.9	Participation in decision making	83.60%	90.00%	CRC 2021	92.89%	
	2	**Decentralisation**				**84.71%**	
	2.1	**Performance of local government**				**78.52%**	
	2.2.1	Performance of decentralized entities (District - Village)	75.60%		CRC,2021	75.60%	
	2.2.2	Satisfaction with accessibility and promptness of service delivery	71.20%		CRC,2021	71.20%	
	2.2.3	Citizens' awareness on government programs	83.90%		CRC,2021	83.90%	
	2.2.4	Performance of Local councils	79.20%	95%	CRC,2021	83.37%	
	2.2	Districts own revenue	62 billion	68.2 billion	RRA, 2021	90.91%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
PARTICIPATION AND INCLUSIVENESS	3	**Participation of non state actors**				**75.33%**	
	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				81.36%	
	3.2.1	Advocacy for respect of human rights	95.40%		RMB,2021	95.40%	
	3.2.2	Promotion of anti-corruption practices	64.10%		RMB,2021	64.10%	
	3.2.3	Promotion of good governance and social cohesion	89.00%		CRC, 2021	89.00%	
	3.2.4	Promotion of gender equality	60.60%		RMB,2021	60.60%	
	3.2.5	Promotion of wealth and social welfare	97.70%		RMB,2021	97.70%	
	4	**Power sharing and inclusiveness**				**90.20%**	
	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 organizations	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	80.40%		CRC, 2021	80.40%	
	5	**Gender Equality in leadership**				**81.65%**	
	5.1	**The Executive**				73.90%	
	5.1.1	% of Women in Ministerial positions	54.80%	50.00%	GoR, 2021	100.00%	
	5.1.2	% of women Head of public institutions	30.00%	50.00%	GMO, 2021	60.0%	
	5.1.3.	% of women Permanent Secretaries	33.30%	50.00%	GMO, 2021	66.6%	
	5.1.4	% of women in Local Government leadership				69.00%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
PARTICIPATION AND INCLUSIVENESS	5.1.4.1	% of Mayors/DEA	30%	50.00%	MINALOC, 2021	60.00%	
	5.1.4.2	% of Vice Mayors social affairs	90.00%	50.00%	MINALOC, 2021	100.00%	
	5.1.4.3	% of Vice Mayors economic affairs	13.30%	50.00%	MINALOC, 2021	26.600%	
	5.1.4.4	% of Women District councillors	44.70%	50.00%	MINALOC, 2021	89.400%	
	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	67.00%	50.00%		100.00%	
	5.2.3	% of Women in Chamber of Deputies	61.00%	50.00%	Chamber of Deputies, 2020	100.00%	
	5.2.4	% of women in Bureau of chamber of deputies	67.00%	50.00%	Chamber of Deputies, 2020	100.00%	
	5.3	**The Judiciary**				**77.04%**	
	5.3.1	Leadership in Judiciary				88.34%	
	5.3.1.1	Supreme court	50%	50.00%	Supreme court, 2020	100.00%	
	5.3.1.2	Court of Appeal	50%	50.00%	Supreme court, 2020	100.00%	
	5.3.1.3	High court	50%	50.00%	Supreme court, 2020	100.00%	
	5.3.1.4	Intermediate Courts	29.2%	50.00%	Supreme court, 2020	58.40%	
	5.3.1.5	Primary courts	30%	50.00%	Supreme court, 2020	60.00%	
	5.3.1.6	Commercial High Court	50%	50.00%	Supreme court, 2020	100.00%	
	5.3.1.7	Commercial Court	50%	50.00%	Supreme court, 2020	100.00%	
	5.3.2	% of women judges in Supreme court	43.00%	50.00%	Supreme court, 2020	86.00%	
	5.3.3	% of women judges in court of Appeal	46.00%	50.00%	Supreme court, 2020	92.00%	
	5.3.4	% of women judges in High Court(HC)	34.00%	50.00%	Supreme court, 2020	68.00%	
	5.3.5	% of women judges in Intermediate Courts	38.00%	50.00%	Supreme court, 2020	76.00%	
	5.3.6	% of women judges in primary courts(TB)	56.00%	50.00%	Supreme court, 2020	100.00%	
	5.3.7	% of women judges in Commercial High Court	33.00%	50.00%	Supreme court, 2020	66.00%	
	5.3.8	% of women judges in Commercial court (CC)	20.00%	50.00%	Supreme court, 2020	40.00%	
		Pillar Overall score				**84.19%**	

6.1 Summary of indicators and variables

Figures 16: Summary of indicators and variables of the pillar of Participation and Inclusiveness

SUMMARY OF INDICATORS

NUMBER OF INDICATORS

1 60-79.9% **4** 80-100%

SUMMARY OF VARIABLES

NUMBER OF VARIABLES

5 60-79.9% **13** 80-100%
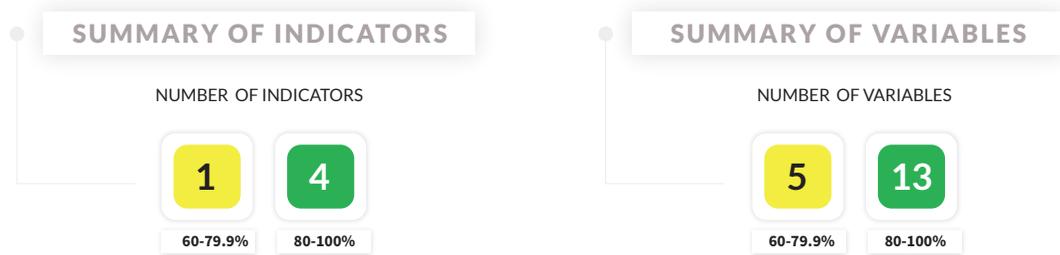
Figure 17: Performance of Participation and Inclusiveness since the 1st Edition
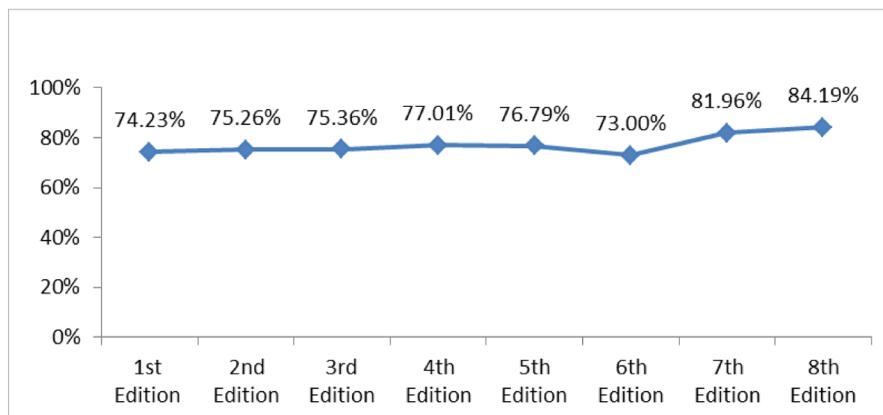
6.2. Recommendations specific to the Pillar

01

Continue to devise strategies to increase the number of women in decision making organs in pursuit of gender equality across sectors;

02

Enhance partnership with non-state actors especially Civil Society Organizations and the private sector to play a significant role in socio-economic transformation of citizens and the country.

SAFETY AND SECURITY

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

95.47%

SAFETY AND SECURITY

95.38%
Maintaining security

93.76%
Reconciliation, social cohesion and Unity

99.5%
National security

93.19%
Personal and Property Safety
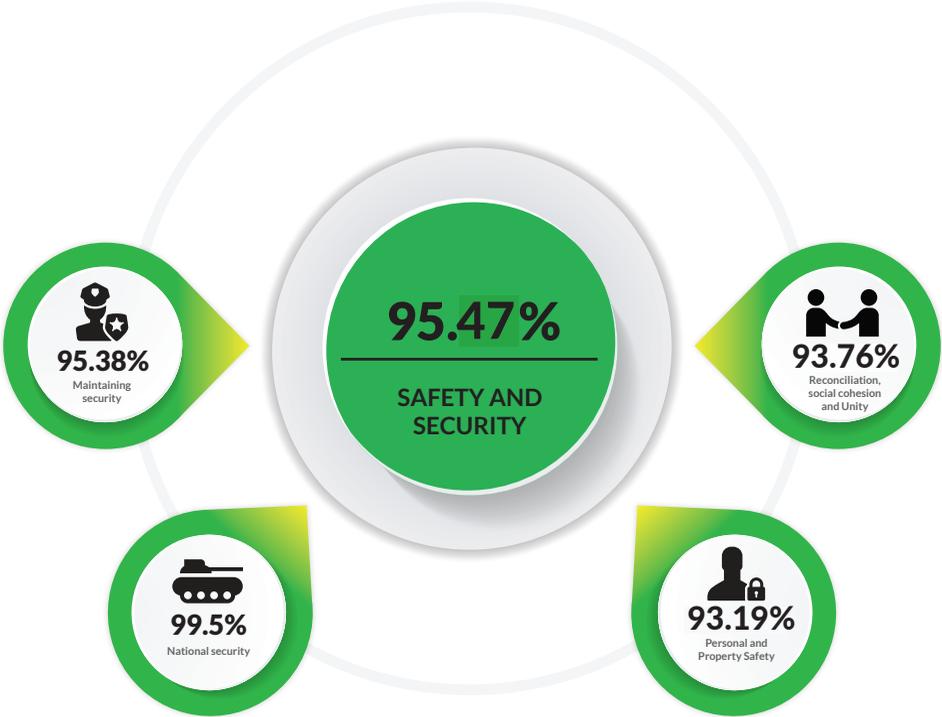
7 Safety and Security

This pillar measures the extent to which safety and security are 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. Its overall performance is 95.47% from 95.44% in the previous edition.

Table 7: Indicators and variables of Safety and Security

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
	1	**Maintaining security**				**95.38%**	
	1.1	Confidence level in Rwanda Defence Force	99.60%		CRC, 2021	99.60%	
	1.2	Confidence and reliability of Rwanda National Police				91.17%	
	1.2.1	Confidence level in Rwanda National Police	96.50%		CRC, 2021	96.50%	
	1.2.2	Reliability of police services	77.00%		WEF (Global Competitiveness Report, 2019)	77.00%	
	1.2.3	Ratio of police/ persons	1/730	1/776	RNP, 2021	100.00%	
	2	**National security**				**99.53%**	
	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	98.90%		CRC, 2021	98.90%	
	3	**Personal and Property Safety**				**93.19%**	
	3.1	Homicides rates (per 100,000)	3.3	0	RIB,2021	99.99%	
	3.2	Proportion of the population feeling safe walking alone at night	80.30%	90.00%	Africa SDGs index, 2020	89.22%	
	3.3	Satisfaction with property security	78.80%	89.10%	CRC, 2021	88.44%	
	3.4	Satisfaction with personal security	93.60%	98.40%	CRC, 2021	95.12%	
	4	**Reconciliation, social cohesion and Unity**				**93.76%**	
	4.1	Citizens' trust in Country's leadership				93.37%	
	4.1.1	Presidency	99.70%		CRC ,2021	99.70%	
	4.1.2	Parliament	92.10%		CRC, 2021	92.10%	
	4.1.3	Judiciary	88.30%		CRC, 2021	88.30%	
	4.2	Cohesion and Mutual Trust			RRB,2020	98.10%	
	4.2.1	Level of mutual trust among Rwandans	95.60%	97.00%	RRB,2020	98.56%	
	4.2.2	Level of reconciliation among Rwandans	94.70%	96.00%	RRB, 2020	98.65%	
	4.2.3	Social cohesion	97.10%		RRB, 2020	97.10%	
	4.3	Adherence to Rwandanness (Ubunyarwanda)	89.80%		CRC, 2021	89.80%	
	Pillar Overall score					**95.47%**	

Left vertical label: SAFETY AND SECURITY

7.1 Summary of indicators and variables

Figure 18: Summary of Indicators and variables of Safety and security

SUMMARY OF INDICATORS

NUMBER OF INDICATORS
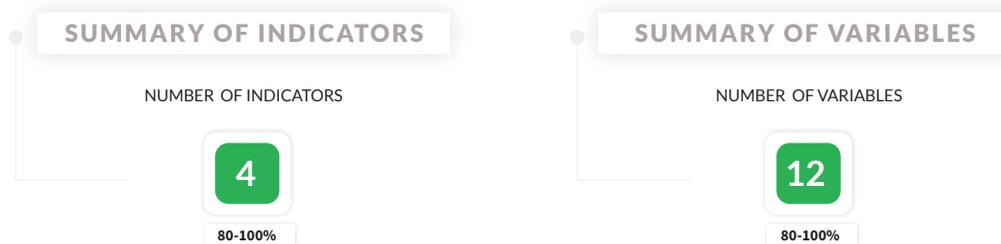
4

80-100%

SUMMARY OF VARIABLES

NUMBER OF VARIABLES

12

80-100%

Figures 19: Performance of Safety and Security pillar since the 1st Edition

	1st Edition	2nd Edition	3rd Edition	4th Edition	5th Edition	6th Edition	7th Edition	8th Edition
	87.26%	91.35%	91.96%	92.62%	94.97%	94.29%	95.44%	95.47%
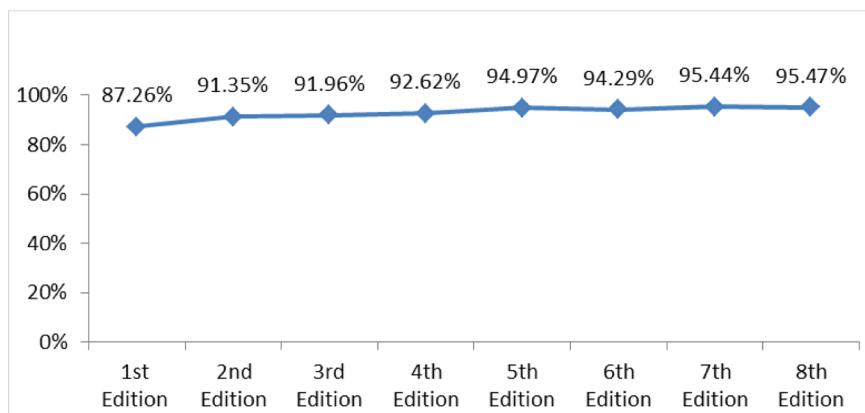
7.2. Recommendations specific to the Pillar

01

Sustain the good collaboration between citizens and security organs in promoting safety and security particularly property security;

02

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.

INVESTING IN HUMAN AND SOCIAL DEVELOPMENT

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

75.23%

INVESTING IN HUMAN AND SOCIAL DEVELOPMENT

76.17%
Education

71.53%
Climate change and Environmental resilience

91.33%
Health

61.88%
Social protection
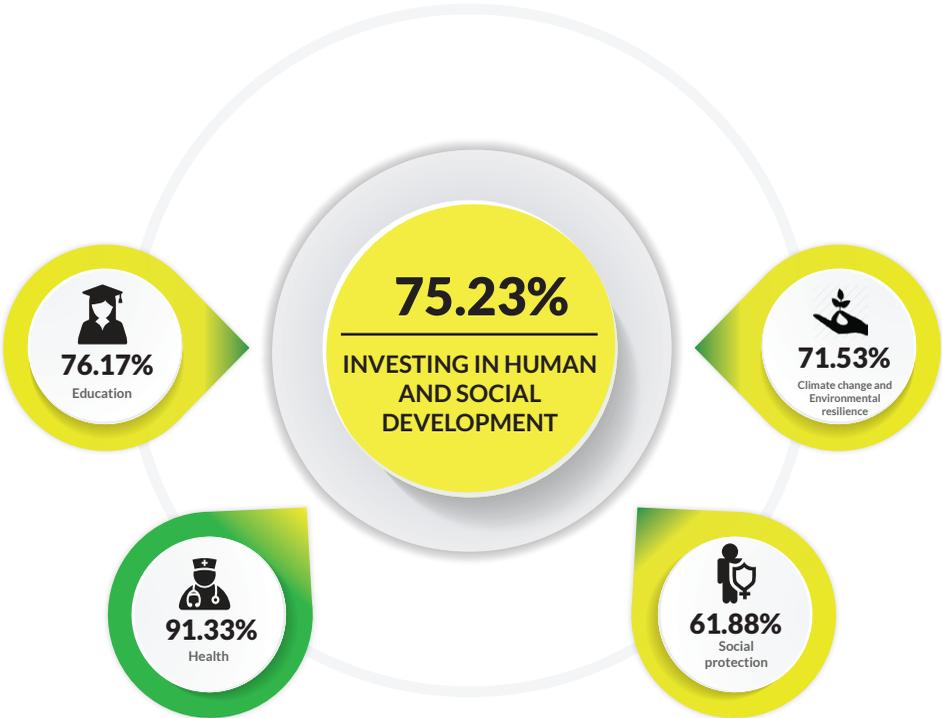
8 Investing in Human and Social Development

Investing in Human and Social The pillar of Investing in Human and Social Development measures the level of achievement in fundamental aspects of human development. These are education, health, social protection as well as climate change and environmental resilience. This pillar is composed of 4 indicators and 13 variables. Its overall score is 75.23% up from 73.32% in the previous edition.

Table 8: Indicators and variables of Investing in Human and Social Development

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	**1**	**Education**				**76.17%**	
	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%	
	1.1.1.4.3	TVET (enrolment)	0.70	0.78	MINEDUC,2019	89.74%	
	1.1.1.4.4	Tertiary (enrolment)	0.76	0.86	MINEDUC,2019	88.37%	
	1.1.2	**Dropout rate**				45.94%	
	1.1.2.1	Primary	7.8%	3.7%	MINEDUC,2019	47.44%	
	1.1.2.2	Secondary (Lower)	9.1%	4.3%	MINEDUC,2019	47.25%	
	1.1.2.3	Secondary (Upper)	5.1%	2.2%	MINEDUC,2019	43.14%	
	1.1.3	**Gross intake rate in the last grade**				94.65%	
	1.1.3.1	Primary Education (P6)	95.4%	83.8%	MINEDUC,2019	100.00%	
	1.1.3.2	Secondary (S3)	40.1%	44.9%	MINEDUC,2019	89.31%	
	1.1.4.	**Net intake rate**				87.62%	
	1.1.4.1	Primary (P1)	80.4%	85.0%	MINEDUC,2019	94.59%	
	1.1.4.2	Secondary (S1)	17.1%	21.2%	MINEDUC,2019	80.66%	
	1.1.5	**Transition rate**				91.85%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	1.1.5.1	Primary (Primary to lower secondary)	72.2%	82.1%	MINEDUC,2019	87.94%	
	1.1.5.2	Secondary (Lower to Upper)	86.1%	89.3%	MINEDUC,2019	96.42%	
	1.1.5.3	Tertiary (Upper secondary to tertiary)	48.9%	53.6%	MINEDUC,2019	91.19%	
	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%	
	1.2.	Education system strengthening				70.49%	
	1.2.1	Infrastructure				90.36%	
	1.2.1.1	Percentage of schools with water				90.50%	
	1.2.1.1.1	Primary	54.1%	64.2%	MINEDUC,2019	84.27%	
	1.2.1.1.2	Secondary	65.3%	67.5%	MINEDUC,2019	96.74%	
	1.2.1.2	Percentage of schools with electricity				90.22%	
	1.2.1.2.1	Primary	60.8%	71.1%	MINEDUC,2019	85.51%	
	1.2.1.2.2	Secondary	76.6%	80.7%	MINEDUC,2019	94.92%	
	1.2.2	Citizen perception on distance to school	70.32%		CRC,2020	70.32%	
	1.2.3	Satisfaction with School feeding program	50.80%		CRC,2021	50.80%	
	1.3.	Quality of education				74.09%	
	1.3.1	Pupils, student/trained teacher Ratio				90.09%	
	1.3.1.1	Primary	60:1	56:1	MINEDUC,2019	93.33%	
	1.3.1.2	Secondary	38:1	33:1	MINEDUC,2019	86.84%	
	1.3.2	Repetition rate				98.91%	
	1.3.2.1	Primary	10.0%	10.6%	MINEDUC,2019	100.00%	
	1.3.2.2	Secondary				97.83%	
	1.3.2.2.1	Secondary(Lower)	5.0%	5.6%	MINEDUC,2019	100.00%	
	1.3.2.2.2	Secondary (Upper)	2.3%	2.2%	MINEDUC,2019	95.65%	
	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	61.00%		CRC,2021	61.00%	
	1.3.6	Satisfaction with the role of parents in education	67.30%		CRC,2021	67.30%	
	1.3.7	Literacy rate (people aged between 15-24 years)	86.50%		NISR, EICV 5	86.50%	
	2	Health				91.33%	
	2.1.	Maternal and Child Health				94.77%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	2.1.1	Women aged 15-45 using modern contraceptive techniques (%)	58.40%	54.6%	DHS 2019-20	100.00%	
	2.1.2	Immunization rate (full coverage)	95.50%	>93%	RDHS, 2019/20	95.50%	
	2.1.3	Under 5 mortality rate (per 1,000 live births)	45.00%	48.00%	RDHS, 2019/20	100.0%	
	2.1.4	Maternal mortality rate (deaths per 100,000 live births)	203/100,000	168/100,000	RDHS, 2019/20	82.76%	
	2.1.5	% of assisted delivery in Health facilities	93.0%	>90%	MoH, 2020	100.00%	
	2.1.6	Stunting rate	33.1%	29.90%	RDHS, 2019/20	90.33%	
	2.2.	**Diseases prevention and Control**				**94.52%**	
	2.2.1	Patients under ARV treatment	87.20%	>90%	MoH, 2021	96.89%	
	2.2.2	Malaria prevalence (women)	4.90%	4.10%	RDHS 5	100.00%	
	2.2.3	Malaria prevalence (Children under 5 years)	7.20%	6.10%	RDHS 5	100.00%	
	2.2.4	% HHs with at least one insecticide treated net (ITN)	66.40%	84.00%	RDHS, 2019/20	79.05%	
	2.2.5	HIV prevalence rate	3.00%	<3%	RPHIA, 2018-2019	96.67%	
	2.3.	**Health system strengthening**				84.70%	
	2.3.1	Life expectancy at birth (years)	67.80%	66%	NISR, 2020	100.00%	
	2.3.2	% Population covered by health insurance schemes	85.30%	>95%	MoH, 2020	89.79%	
	2.3.3	Ratio of nurses per population (per 1,000 habitants)	1/1198	1/900	MoH, 2020	75.13%	
	2.3.4	Ratio of Medical doctor per population (per 10,000 habitants)	1/8247	1/9000	MoH, 2020	91.63%	
	2.3.5	Citizen satisfaction with Community based health insurance (CBHI)	81.10%		CRC,2021	81.10%	
	2.3.6	Citizen satisfaction with Community health workers (CHWs)	87.70%		CRC,2021	87.70%	
	2.3.7	Number of health posts in all cells	1094	1620	MoH, Rwanda Health Sector Performance Report 2019-2020	67.53%	
	3	**Social protection**				**61.88%**	
	3.1	**Investment in social protection programs**				70.35%	
	3.1.1	% of social protection beneficiary households demonstrating an improvement in socioeconomic status	15.60%	20%	LODA, 2021	78.00%	
	3.1.2	Number of under-five children with acute and chronic malnutrition supported with milk	4604	6975	NCDA, 2021	66.01%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	3.1.3	Number of extremely poor mothers and infants in the first 1000 days benefiting from nutrition-sensitive direct support	104,357	92,000	LODA, 2021	100.00%	
	3.1.4	No of formal partnerships between districts and CSOs on social protection	12	30	LODA, 2021	40.00%	
	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	400,450	486,230	RAB, 2021	82.36%	
	3.1.8	Efficiency in payment for VUP program				98.73%	
	3.1.8.1	Classic public works	98.00%	100%	LODA, 2021	98.00%	
	3.1.8.2	Extended public works	98.20%	100%	LODA, 2021	98.20%	
	3.1.8.3	Direct support	100.00%	100%	LODA, 2021	100.00%	
	3.2.	**Social protection for people with disabilities**				**42.49%**	
	3.2.1	Number of PwDs covered by social protection	20867	40000	NCPD, 2020	52.17%	
	3.2.2	% of PwDs categorized	154236	446453	NCPD, 2020	34.5%	
	3.2.3	Inclusive education for people with disabilities	17255	42325	NCPD, 2020	40.77%	
	3.3	**Level of citizen satisfaction with Social Protection programs**				72.80%	
	3.3.1	Citizen satisfaction with VUP program	75.60%		CRC,2021	75.60%	
	3.3.2	Citizen satisfaction with GIRINKA program	70.40%		CRC,2021	70.40%	
	3.3.3	Citizen satisfaction with shelter program	72.40%		CRC,2021	72.40%	
	4	**Climate change and Environmental resilience**				**71.53%**	
	4.1.	Land Management and Protection				100.00%	
	4.1.1	Area of Land under erosion control measures used optimally				100.00%	
	4.1.1.1	New Radical terraces constructed	129288	125000	MINAGRI, 2020	100.00%	
	4.1.1.2	New Progressive terraces constructed	966879	965904	MINAGRI, 2020	100.00%	
	4.1.2	% of area covered by forest	30.40%	30.00%	MoE, 2021	100.00%	
	4.1.3	Number of connected districts to Land Administration Information System (LAIS)	30	30	RLMA , 2021	100.00%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	4.2.	**Climate Change resilience**				**40.28%**	
	4.2.1	**Adaptive Capacity(index of coping measures)**	0.4028		REMA,2018	**40.28%**	
	4.2.1.1	City of Kigali	0.3910		REMA,2018	39.10%	
	4.2.1.2	Southern province	0.3540		REMA,2018	35.40%	
	4.2.1.3	Western province	0.4090		REMA,2018	40.90%	
	4.2.1.4	Northern province	0.4720		REMA,2018	47.20%	
	4.2.1.5	Eastern province	0.3880		REMA,2018	38.80%	
	4.3.	Environmentally sustainable settlement and use of energy				71.82%	
	4.3.1.	Sustainable use of Energy				66.56%	
	4.3.1.1.	% of Households using firewood for cooking	79.90%	58.40%	MININFRA, 2021	73.09%	
	4.3.1.2.	% of Households using charcoal for cooking	18.03%	42.00%	MININFRA, 2021	42.93%	
	4.3.1.3	% of Households with access to electricity	61.90%	74.00%	MININFRA, 2021	83.65%	
	4.3.2	**Sustainable settlement**				**77.08%**	
	4.3.2.1	% of Households living in planned rural settlement	67.2%	72.7%	MININFRA, 2021	92.38%	
	4.3.2.2	% of Households living in urban area	18.40%	35.00%	EICV5	52.57%	
	4.3.2.3	Citizen satisfaction with living in planned rural settlement	86.30%		CRC,2021	86.30%	
	4.4	**Environment protection and Main-streaming**				**74.02%**	
	4.4.1	Area of land protected to maintain biological diversity (%)	11.37%	10.30%	MoE, 2019	100.00%	
	4.4.2	Prohibition of non-biodegradable polythene bags (Plastic Bag)	100%		MoE, 2019	100.00%	
	4.4.3	Implementation of environment and climate change indicators in different sectors (%)	52.50%		REMA,2020	52.50%	
	4.4.4	Implementation of environment and climate change indicators in Local Government performance contracts (%)	28.60%		REMA,2020	28.60%	
	4.4.5	Number of Inspections	260		REMA,2020	89.00%	
Pillar Overall score						75.23%	

The pillar of Investing in Human and Social Development recorded sustained improvement in three consecutive years scoring 68.53% in the 6th Edition, 73.32% in the 7th Edition and 75.23% in the 8th Edition.

8.1 Summary of indicators and variables

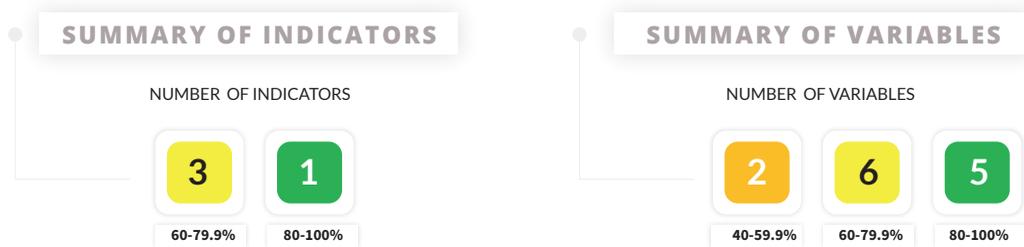Figure 20: Summary of indicators and variables of Investing in Human and Social Development

SUMMARY OF INDICATORS

NUMBER OF INDICATORS

3	1
60-79.9%	80-100%

SUMMARY OF VARIABLES

NUMBER OF VARIABLES

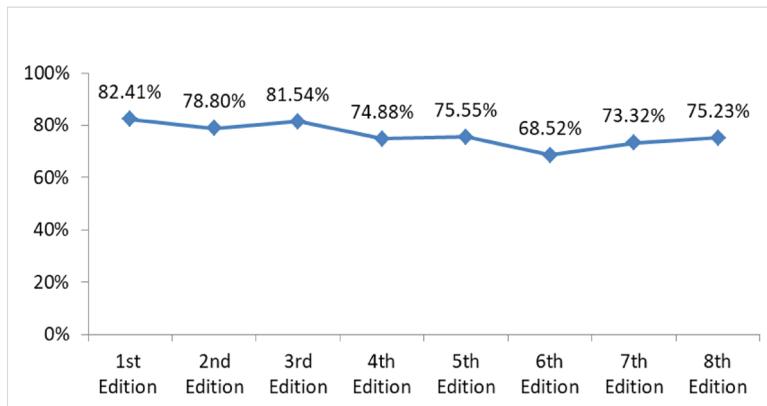| 2	6	5
40-59.9%	60-79.9%	80-100%

Figure 21: Performance of Investing in Human and Social Development since the 1st RGS Edition

8.2. Recommendations specific to the Pillar

01

Strengthen the education system and improve quality of education to contribute to the achievement of a knowledge-based economy;

02

Fast track the completion of categorisation of people with disabilities to increase their access to essential services such as health and education;
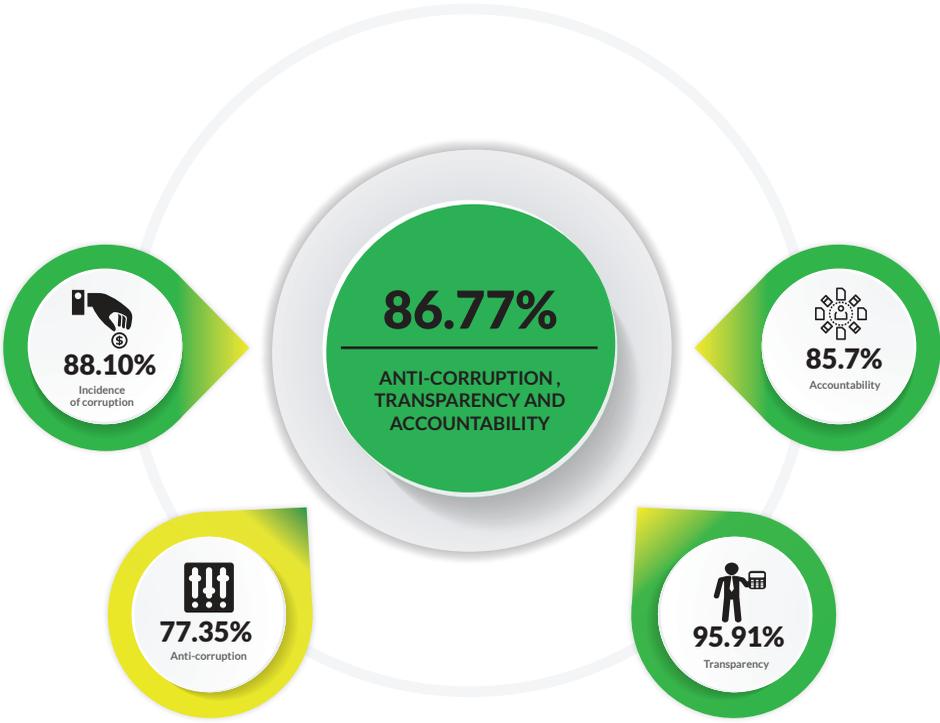
03

Strengthen national mechanisms and capacity to manage and generate adaptive strategies to climate change.

ANTI-CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY

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

86.77%
ANTI-CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY

88.10%
Incidence of corruption

85.7%
Accountability

77.35%
Anti-corruption

95.91%
Transparency

9 Anti-Corruption, Transparency and Accountability

The pillar of Anti-corruption, Transparency and Accountability 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. This pillar is comprised of four (4) indicators and ten (10) variables. Its overall performance is 86.76% up from 86.28% in the previous edition.

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

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
	1	**Incidence of corruption**				**88.10%**	
	1.1	% of citizens reporting Personal Experience of corruption	11.90%		RBI 2020	88.10%	
	1.2	% of citizens who have encountered corruption while interacting with service providers	19.20%		RBI 2020	80.80%	
	1.3	Citizens experience on corruption in last twelve months	4.60%		CRC, 2021	95.40%	
	2	**Anti-corruption**				77.35%	
	2.1	Satisfaction with fighting corruption and injustice	77.10%	89.50%	CRC, 2021	86.15%	
	2.2	Citizen's satisfaction on Government commitment to fight corruption	75.90%		RBI 2020	75.90%	
	2.3	Satisfaction with performance of institutions in fighting corruption at local level	70.00%		CRC, 2021	70.00%	
	3	**Transparency**				95.91%	
	3.1	% amount awarded in Open tenders compared to all tenders	83.72%		RPPA, 2021	83.72%	
	3.2	Application of e-recruitment	100.00%		MIFOTRA, 2020	100.00%	
	3.3	Application of e-procurement	100.00%	100.00%	RPPA, 2021	100.00%	
	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,2020	99.90%	
	4	**Accountability**				85.70%	
	4.1	Cases recommended by OAG processed by PAC	100.00%		Chamber of Deputies, 2020	100.00%	
	4.2	% of annual national budget audited by Office of Auditor General	87.10%	85.5%	OAG, 2020	100.00%	
	4.3	% of entities obtaining unqualified audit opinion				68.38%	
	4.3.1	% of entities with unqualified financial statement	55.00%	80.0%	OAG, 2020	68.75%	
	4.3.2	% of entities with unqualified compliance with laws and regulations	34.00%	50.0%	OAG, 2020	68.00%	
	4.4	Local administration accountable to the citizens	70.70%	95%	CRC, 2021	74.42%	
		Pillar Overall score				**86.76%**	

*(Pillar column, vertical text: ANTI-CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY)*

9.1 Summary of indicators and variables

Figure 22: Summary of Indicators and variables of Anti-corruption, Transparency and Accountability

SUMMARY OF INDICATORS

NUMBER OF INDICATORS

1	3
60-79.9%	80-100%

SUMMARY OF VARIABLES

NUMBER OF VARIABLES

4	10
60-79.9%	80-100%

Figure 23: Performance of Anti-corruption, Transparency and Accountability since the 1st RGS Edition
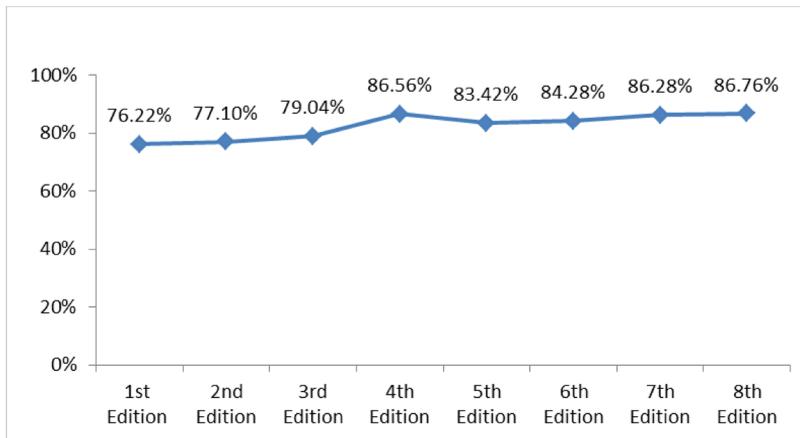
9.2. Recommendations specific to the Pillar

01

Strengthen citizens' mobilization and institutions to increase their role in the fight against corruption;

02

Enhance efforts within institutions to ensure compliance and accountability in public finance management to achieve and sustain efficiency in the use of scarce resources;
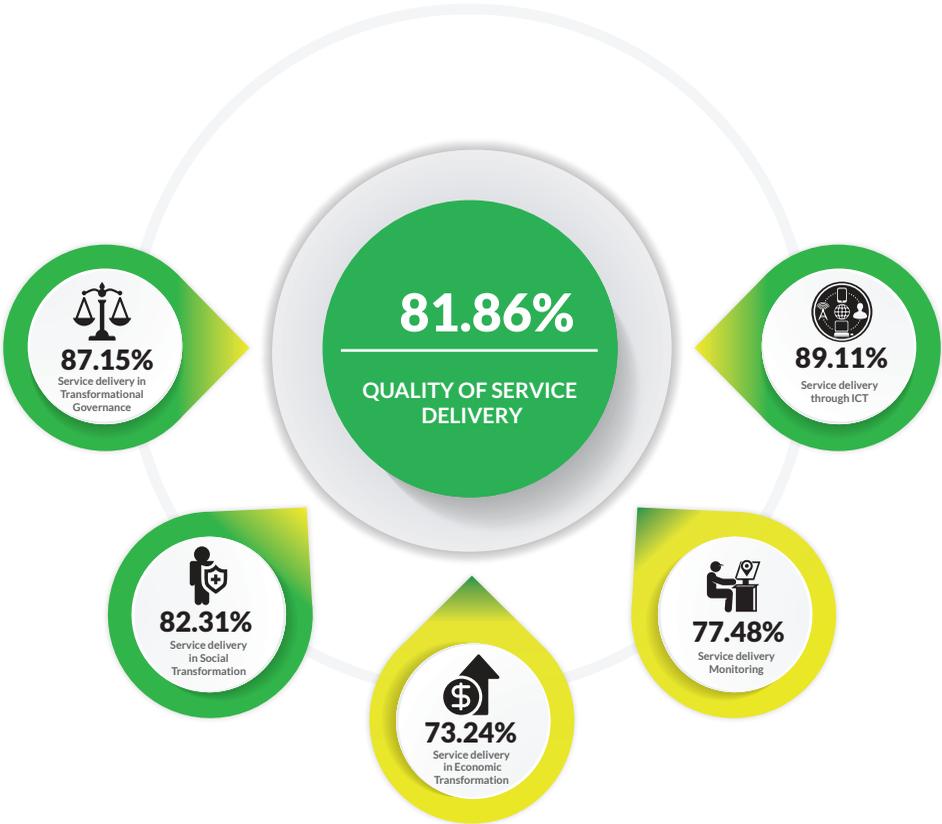
03

Concerned institutions to devise strategies to mobilize the general public in strengthening the culture of transparency and accountability.

QUALITY OF SERVICE DELIVERY

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

81.86%

QUALITY OF SERVICE DELIVERY

87.15%
Service delivery in Transformational Governance

89.11%
Service delivery through ICT

82.31%
Service delivery in Social Transformation

77.48%
Service delivery Monitoring

73.24%
Service delivery in Economic Transformation

(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. The pillar of Quality of Service Delivery measures the quality of public services and the credibility and effectiveness of the government's commitment to such policies. This pillar is composed of five (5) indicators and eighteen (18) variables. Its overall performance is 81.60% up from 78.31% in the previous edition. It is the first time this pillar is scoring above 80%.

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
	1	**Service delivery in Transformational Governance**				**87.15%**	
	1.1	% of citizen satisfaction with service delivery performance in Local Administration	70.9%	90.00%	CRC, 2021	78.78%	
	1.2	% of citizen satisfaction with service delivery in Justice Sector	79.60%	90.00%	CRC, 2021	88.44%	
	1.3	% of citizen overall satisfaction with service delivery in security	91.60%	97.20%	CRC, 2021	94.24%	
	2	**Service delivery in Social Transformation**				**82.31%**	
QUALITY OF SERVICE DELIVERY	2.1	% of citizen satisfaction with service delivery in Health sector	73.70%	90.00%	CRC, 2021	81.89%	
	2.2	% of citizen satisfaction with service delivery in Education sector	68.80%	90.00%	CRC, 2021	76.44%	
	2.3	% of citizen satisfaction with service delivery in Social Welfare Sector	72.80%	90.00%	CRC, 2021	80.89%	
	2.4	% of citizen satisfaction with service delivery in hygiene and sanitation	81.00%	90.00%	CRC, 2021	90.00%	
	3	**Service delivery in Economic Transformation**				**73.24%**	
	3.1	% of citizen satisfaction with service delivery in Agriculture sector	59.50%	90.00%	CRC, 2021	66.11%	
	3.2	% of citizen satisfaction with service delivery in Livestock sector	75.00%	90.00%	CRC, 2021	83.33%	
	3.3	% of citizen satisfaction with service delivery in infrastructure sector	65.90%	90.00%	CRC, 2021	73.22%	
	3.4	% of citizen satisfaction with service delivery in land sector	61.70%	90.00%	CRC, 2021	68.56%	
	3.5	% of citizen satisfaction with service delivery in Private sector	67.50%	90.00%	CRC, 2021	75.00%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
QUALITY OF SERVICE DELIVERY	4	**Service delivery Monitoring**				**77.48%**	
	4.1	Quality of Service delivery in public sector	69.39%		RGB, 2021	69.39%	
	4.2	Quality of Service delivery in private sector	89.42%		RGB, 2021	89.42%	
	4.3	Quality of Service delivery in civil society sector	73.64%		RGB, 2021	73.64%	
	5	**Service delivery through ICT**				**89.11%**	
	5.1	**ICT Infrastructure**				**77.29%**	
	5.1.1	Mobile phone penetration rate	84.00%	97.00%	RURA 2021	86.60%	
	5.1.2	Internet penetration rate	62.30%	90.00%	RURA 2021	69.22%	
	5.1.3	% of schools with access to computers (in secondary schools)	75.50%	86.10%	MINICT, 2019	87.69%	
	5.1.4	% of schools with access to internet (in secondary schools)	52.90%	80.60%	MINICT, 2019	65.63%	
	5.2	ICT in Economic Transformation				100.00%	
	5.2.1	Payment transaction done electronically as % of GDP	78.00%	75.00%	BNR, 2021	100.00%	
	5.2.2	% of VAT registered taxpayers/ Taxpayers registered to EBM	95.30%	88.00%	RRA, 2021	100.00%	
	5.2.3	Online business registration	100.00%		RDB, 2021	100.00%	
	5.3	**ICT in Transformational Governance**				90.04%	
	5.3.1	% citizens satisfaction with IREMBO services	79.00%	90.00%	CRC, 2021	87.78%	
	5.3.2	Rwanda public service E-recruitment	100.00%		MIFOTRA	100.00%	
	5.3.3	E-procurement in public tenders	89.03%	100.00%	RPPA, 2020	89.03%	
	5.3.4	E-citizen complaints in Local Government	93.93%	100.00%	MINALOC, 2021	93.93%	
	5.3.5	% of Cases filed online in Courts	100%	100.00%	Supreme court, 2021	100.00%	
	5.3.6	% of citizen Satisfaction with online cases filed in courts	75.30%	90.00%	CRC, 2021	83.67%	
	5.3.7	% of citizen satisfaction with service delivery in ICT sector	68.30%	90.00%	CRC, 2021	75.89%	
Pillar Overall score						**81.86%**	

10.1. Summary of indicators and variables

Figure 24: Summary of indicators and variables of Quality of Service Delivery pillar

SUMMARY OF INDICATORS

NUMBER OF INDICATORS

2	3
60-79.9%	80-100%

SUMMARY OF VARIABLES

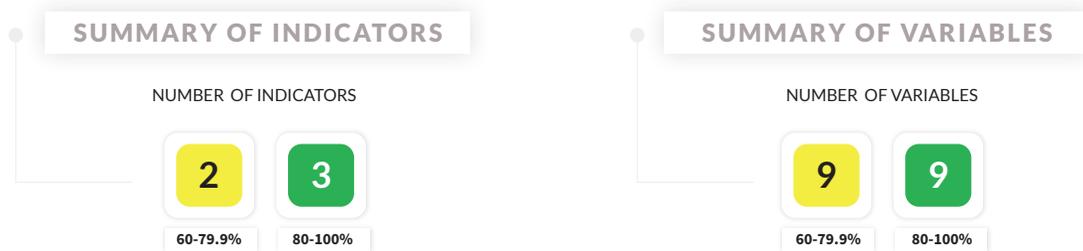NUMBER OF VARIABLES
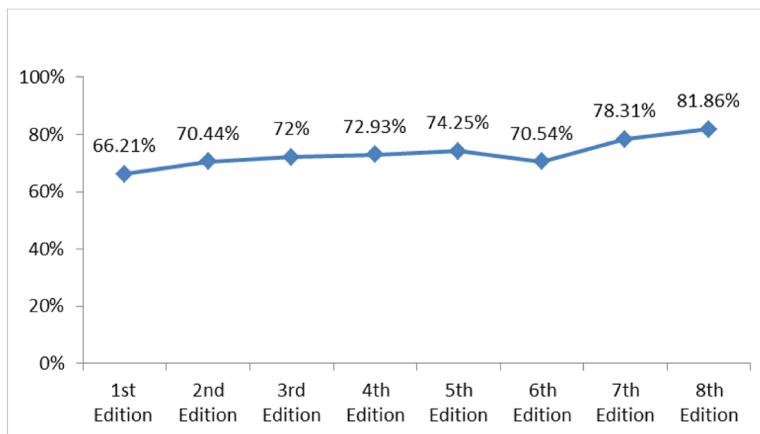
9	9
60-79.9%	80-100%

Figure 25: Performance of Quality of Service Delivery since the 1st Edition

10.2. Recommendations specific to the Pillar

01
Improve delivery of services in Agriculture to satisfy the needs of citizens particularly focusing on post-harvest management and improvement of the agriculture produce distribution chain;
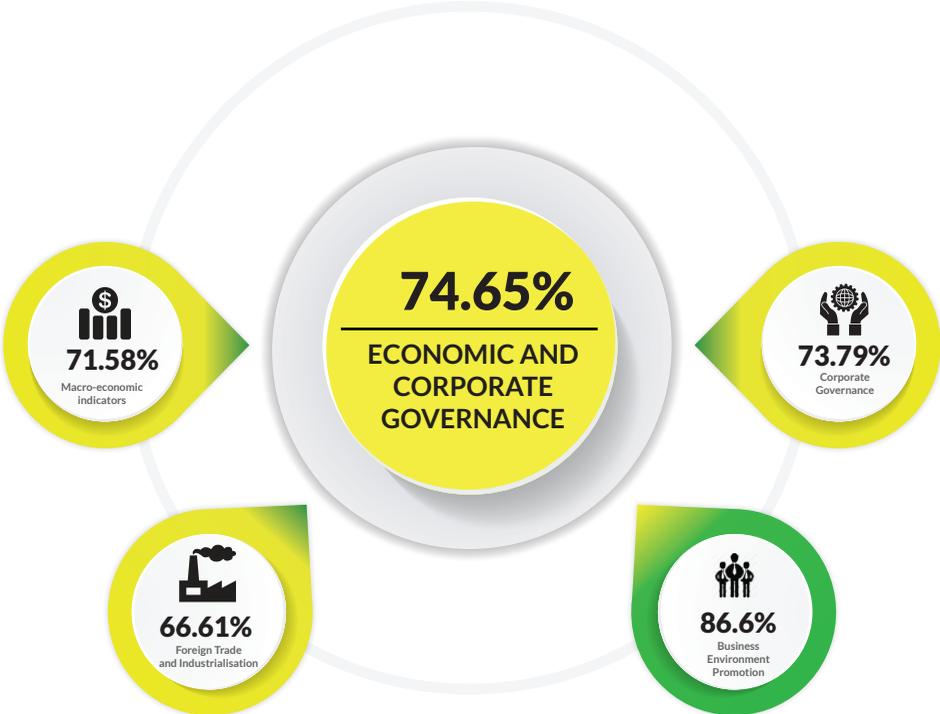
02
Enhance access to IT infrastructure and fast track the use of ICT in service delivery to achieve NST1 targets;

03
Promote a culture of quality service delivery in all sectors to drive socio-economic transformation.

ECONOMIC AND CORPORATE GOVERNANCE

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

74.65%
ECONOMIC AND CORPORATE GOVERNANCE

71.58%
Macro-economic indicators

73.79%
Corporate Governance

66.61%
Foreign Trade and Industrialisation

86.6%
Business Environment Promotion

11 Economic and Corporate Governance

The Economic and Corporate Governance pillar measures the macroeconomic stability, business environment and corporate governance that are a prerequisite for sustainable socio-economic development. This pillar is composed of four (4) indicators and twenty-seven (27) variables. Its overall performance is 74.65% compared to 78.14% in the previous edition. It is the lowest ranked pillar in this RGS 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				71.58%	
	1.1	Economic Growth (%)	-3.4%	2.00%	NISR, 2020	0.0%	
	1.2	Inflation rate	2.00%	5.00%	BNR, 2021	100.00%	
	1.3	GDP per capita (in USD)	816	1200	NISR, 2020	68.00%	
	1.4	% of budget covered by domestic revenues	47.9%	56.80%	MINECOFIN, 2021	84.33%	
	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	12.4%	15.80%	MINECOFIN, 2021	78.48%	
	1.8	Saving rate as % of GDP	11.9%	14.00%	MINECOFIN, 2021	85.00%	
	1.9	National investment as % of GDP	25.0%	30.00%	MINECOFIN, 2021	83.33%	
	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				66.61%	
	2.1	Export as % of imports	56.00%		BNR, 2020	56.00%	
	2.2	Exports growth	0.70%	17.00%	BNR, 2019/20	4.12%	
	2.3	Industry as share of GDP	19.00%	19.40%	NISR, 2020	97.94%	
	2.4	Informal CBT Balance (Exports as % of imports)	(Exports: 36.6 US$ Mln Imports: 2.5 US$) Mln 1464%	100.00%	MINICOM,2020	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**				**86.60%**	
	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	0.868	6	AfDB, Africa Visa Openness Index 2019	86.80%	
	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	58.40%	100.00%	World Economic Report 2019	58.40%	
	3.8	Credit to Private sector as % of GDP	26.9%	27.0%	BNR 2019	99.63%	
	4	**Corporate governance**				**73.79%**	
	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				68.37%	
	4.3.1	% of women in Executive committee at National Level	37.00%	50%	"Private Sector Structures Elections Executive Report; 2018"	74.00%	
	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%	Private Sector Structures Elections Executive Report; 2018	64.46%	
Pillar Overall score						74.65%	

11.1. Summary of indicators and variables

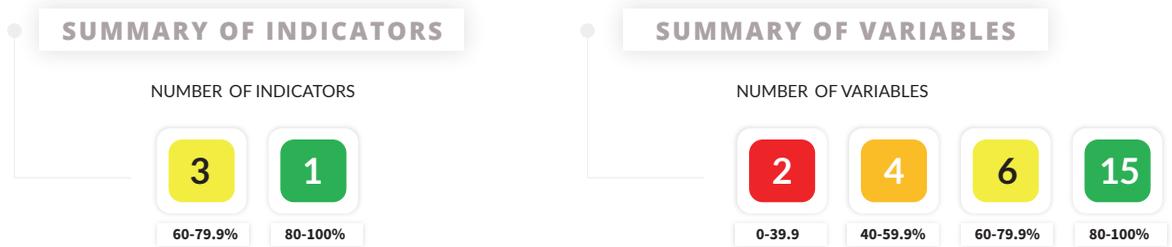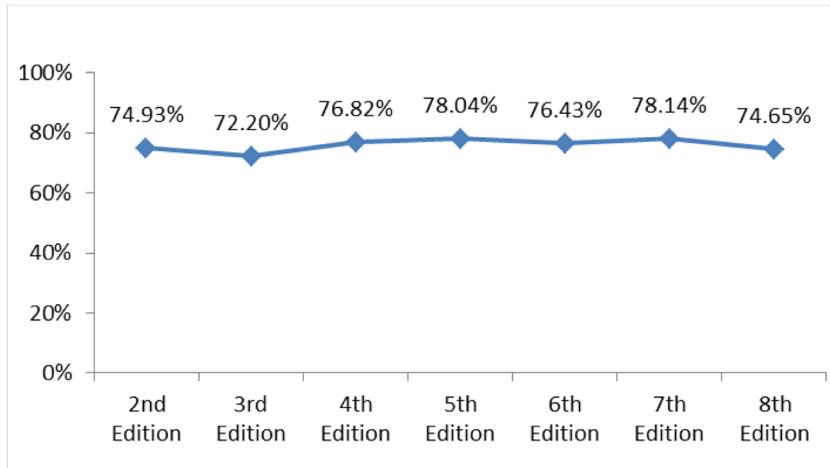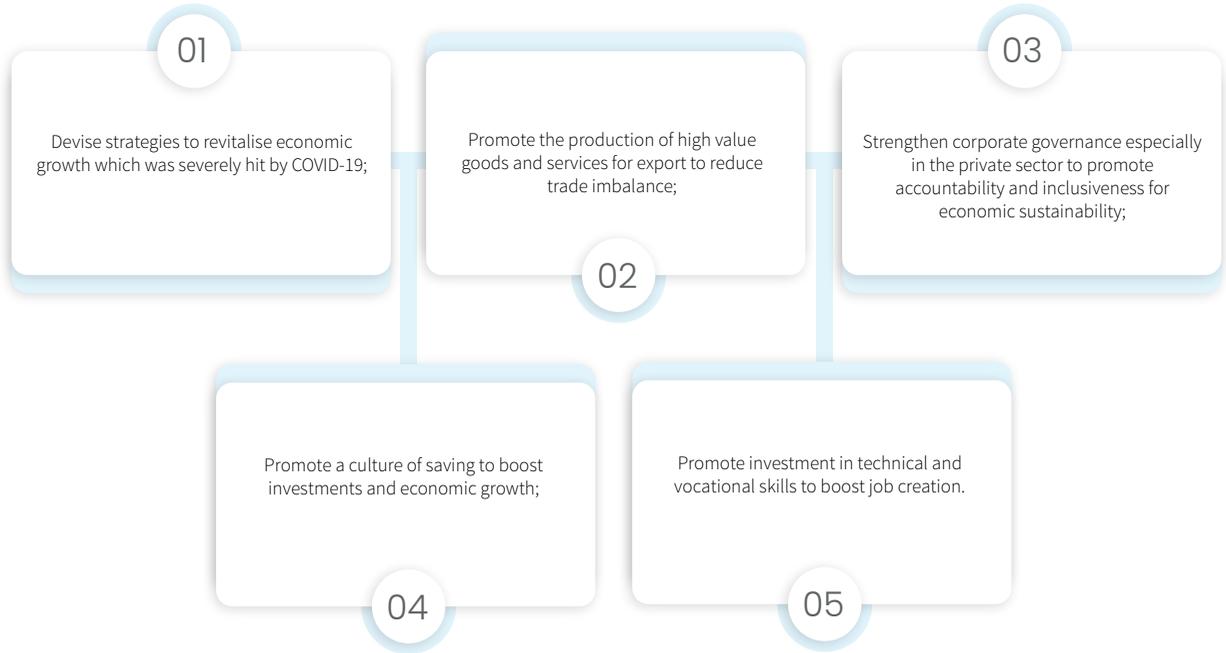Figure 26: Summary of rating of indicators and variables of Economic and Corporate Governance pillar

SUMMARY OF INDICATORS

NUMBER OF INDICATORS

3	1
60-79.9%	80-100%

SUMMARY OF VARIABLES

NUMBER OF VARIABLES

2	4	6	15
0-39.9	40-59.9%	60-79.9%	80-100%

Figure 27: Performance of Economic and Corporate Governance since the 2nd Edition

	2nd Edition	3rd Edition	4th Edition	5th Edition	6th Edition	7th Edition	8th Edition
	74.93%	72.20%	76.82%	78.04%	76.43%	78.14%	74.65%

11.2. Recommendations specific to the Pillar

01
Devise strategies to revitalise economic growth which was severely hit by COVID-19;

02
Promote the production of high value goods and services for export to reduce trade imbalance;

03
Strengthen corporate governance especially in the private sector to promote accountability and inclusiveness for economic sustainability;

04
Promote a culture of saving to boost investments and economic growth;

05
Promote investment in technical and vocational skills to boost job creation.

AN OVERVIEW OF RWANDA'S RANKING IN GLOBAL INDICES

12 **An overview of Rwanda's ranking in Global indices**

In the fiscal year 2020/2021, seven global indices were analyzed to indicate Rwanda's regional and global trends in key areas of governance. They include Global Gender Gap report, Corruption Perception Index, Global Law and Order report, Ibrahim index of African Governance, Africa Visa Openness index, Africa SDGs Index report and Rule of Law index.

I. IBRAHIM INDEX ON AFRICAN GOVERNANCE

Rwanda's ranking in this index:

YEAR	RANK		SCORE/%
2020	11th /52	▲	60.5%
2018	8th /54	▲	64.3%
2017	9th /54	▲	63.9%
2016	9th /54	▲	62.3%

Ibrahim Index on African Governance measures and monitors governance performance in all African countries.

Source: Ibrahim Index on African Governance.

II. CORRUPTION PERCEPTION INDEX

Rwanda's overall ranking in corruption perception index

YEAR	GLOBAL	RANK	SUB-SAHARAN	SCORE/%
2020	49th /180 ▲		4th	54%
2019	51st /180 ▲		3rd	53%
2018	48th /180 ▲		4th	56%
2017	48th /180 ▲		4th	55%
2016	50th /176 ▲		4th	54%

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

Source: Corruption Perception Index

III. AFRICA SDGS INDEX REPORT

Rwanda's overall ranking in Africa SDGs Index

YEAR	RANK		SCORE/%
2020	11th /52	▲	57.65%
2019	12th /52	▲	57.90%
2018	11th /51	▲	57.9%

The index measures the progress made by African countries towards attaining the UN's Agenda 2030 in line with Africa's Agenda 2063 as well as tracking the status of African countries in achieving the 17 SDGs.

Source: Africa SDGs Index Report

IV. GLOBAL GENDER GAP REPORT

YEAR	GLOBAL RANK		SUB-SAHARAN	SCORE/1
2021	7th /156	▼	2nd	0.805/1
2020	9th /153	▼	1st	0.791/1
2018	6th /149	▲	1st	0.804/1
2017	4th /149	▲	1st	0.822/1
2016	5th /144	▲	1st	0.800/1

It is a framework for capturing the magnitude of gender based disparities and tracking their progress over time. It is a product of World Economic Forum.

Source: Global Gender Gap Report.

V. AFRICA VISA OPENNESS REPORT

YEAR	RANK		SCORE/1
2020	6th /53	▲	0.868/1
2019	4th /54	▲	0.864/1
2018	3rd /54	▲	0.857/1
2017	9th /54	▲	0.807/1
2016	9th /52	▲	0.822/1

This index is produced by the African Development Bank. It measures how open African countries are when it comes to visa requirements for citizens travelling within African countries.

Source: Africa Visa Openness Index

VI. GLOBAL LAW AND ORDER REPORT

YEAR	GLOBAL RANK		SUB-SAHARAN	SCORE/%
2019	63th /144	▼	2nd	80%
2019	36th /142	▼	1st	84%
2018	40th /142	▲	1st	83%
2017	38th /135	▲	1st	84%
2016	32nd /134	▲	2nd	79%

Source: Global Law and Order Report

VII . RULE OF LAW INDEX

YEAR	GLOBAL RANK/190		SUB-SAHARAN	SCORE/%
2020	37th /128	▲	2nd	0.62/1
2019	40th /126	▲	3rd	0.61/1

Source: Rule of Law Index

▶ This index measures countries' performance across constraints on government powers, absence of corruption, open government, fundamental rights, order and security, regulatory enforcement, civil justice and criminal justice.

13 **Status of the implementation of RGS 7th 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.	**Ministry of Environment (MoE) and REMA:** Ministry of Environment and REMA monitored the application of the environment and climate change check list that was designed and shared with sector institutions and districts to guide their annual planning. The application is being done but continuous training is planned to ensure effectiveness in the use of the checklist to guide planning and budgeting for environment and climate change interventions. The budget allocated to the climate change is also tracked in each sector institution.
2	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.	**MINEDUC**: In the fiscal year 2020/2021, the following measures were undertaken in order to enhance the quality of education in primary and secondary schools: ▶ 22,505 classrooms were constructed to reduce overcrowding in primary and secondary schools; ▶ 69,404 out of 83,669 teachers sat for English Language Proficiency (ELP) test to determine their English Training needs in order to provide them with appropriate training; ▶ 8,028 teachers were recruited in order to reduce the student-teacher ratio.
3	Promote 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.	**MINICOM**: ▶ One of the strategies of implementing Made in Rwanda Policy is to enhance the capacity of local producers to produce quality products. In this regard, 31 companies producing face masks and one company producing face shields were supported to increase their production capacity and quality to reduce the import of these products. ▶ Like in the previous years, in the fiscal year 2020/2021, Made in Rwanda campaign was conducted to enhance quality, standards, branding and packaging of locally produced goods. The campaign was organized through, media, conferences, meetings and other public awareness channels targeting both consumers and producers.

Nº	RECOMMENDATION	POLICY FRAMEWORK	STATUS OF IMPLEMENTATION
4	Sustain security, transparency, and accountability for socio- economic transformation.	NST1, Priority 6 of Transformational Governance: Increase citizens' participation, engagement and partnerships in development.	**MINALOC:** Ministry of Local government and other partners have undertaken a number of actions to support the implementation of the recommendation. Key actions undertaken include: ▶ The revision of decentralisation policy is underway and one of the key aspects therein is strengthening integrity through values education, transparency, accountability and how these will be pursued. In the same framework, the Law on the organization and functioning of decentralized entities is under revision with the aim of strengthening cells as centres for service delivery for social economic transformation. ▶ In partnership with security organs and other relevant stakeholders, the Ministry of Local Government organizes security meetings regularly to assess the security situation and to devise appropriate strategies to sustain the security of citizens and their properties. ▶ The Ministry of Local Government monitors the implementation of the Auditor General recommendations in decentralised entities and an inter-institutional collaboration framework was established to support joint planning and implementation of recommendations whose implementation involves more than one institution. ▶ Peer Review-Peer learning was found to be essential in enhancing transparency, accountability and service delivery in NBAs and as such, revision of its guidelines is on-going to enhance its coordination and extended coverage of NBAs. ▶ The Ministry of Local Government established a community mechanism to facilitate easy interaction between citizens and their leaders as a form of problem solving, accountability and a transparent way of handling issues. In addition, an electronic system (E-Citizens) of handling citizens' complaints and providing feedback was established.

N°	RECOMMENDATION	POLICY FRAMEWORK	STATUS OF IMPLEMENTATION
5	Improve investment in social protection programs for beneficiaries to graduate from poverty with a particular attention to the people with disabilities.	NST1, Priority 6 of Transformational Governance: Increase citizens' participation, engagement and partnerships in Development.	**MINALOC, LODA and NCPD:** ▶ The National Social Protection policy was reviewed and approved by the cabinet on 16th July 2020 with the aim to strengthen the national social protection system. This will pave way for setting up an effective mechanism to manage the programs towards graduation of beneficiaries. ▶ The National Policy on persons with disability was developed and approved by the cabinet on 31st May 2021 to spur strategic social protection interventions targeting the PwDS. 126 cooperatives of persons with disabilities were financially supported and 1,599 assistive devices were provided to PwDs in 2020/21 to support their economic empowerment. ▶ Additionally, a National policy on elderly persons was developed and approved by the cabinet on 31st May 2021 to guide the mainstreaming of elderly in social protection programs and have their livelihood needs addressed. ▶ In these policies, special consideration is provided to persons with disabilities who mostly fall in the category of the elderly and vulnerable.
6	Strengthen partnership in promoting governance and service delivery.	Priority area 5: Strengthen Capacity, Service delivery and Accountability of public Institutions Key strategic interventions: Percentage of citizens satisfied with service delivery will increase from 67.7% (2016 RGS) to 90% by 2024. Ensure 100% government services are delivered online by 2024 from 40% in 2017.	A partnership framework between concerned public institutions (MIFOTRA, MINALOC, RGB, RDB, RSB and NPSC) was established to spearhead the promotion of a service delivery culture. National Service delivery standards were developed and shared with all institutions to guide their service delivery improvement. Training materials were developed to support capacity development of institutions in service quality. A capacity building plan was developed and its implementation will begin with fiscal year 2021/2022. Service delivery monitoring is conducted annually to assess bottlenecks to effective service delivery and to propose appropriate measures to remove the identified bottlenecks.

13 Conclusion and Policy recommendations

The RGS 8th Edition provides a comprehensive status of governance based on the eight pillars. The analysis indicates that the performance of six pillars is above 80% while the performance of the remaining two pillars is between 60% and 79.9%. Since the first edition, Safety and Security continues to lead other pillars in terms of performance while Economic and Corporate Governance comes last in this edition.

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

ONGOING POLICY RECOMMENDATIONS

Design and operationalize a multi-year nationwide strategy for mainstreaming climate change resilience into development planning.

Ensure quality of education to support the attainment of a knowledge-based economy.

Spearhead citizens' ICT literacy in order to leverage ICT investments for service delivery as per NST1.

Enhance human security and sustain transparency and accountability for socio economic transformation.

Strengthen partnership in promoting a culture of service delivery.

NEW POLICY RECOMMENDATIONS

Enhance efficiency and effectiveness in the management of social protection programs for persons with disabilities.

Revitilize economic growth and export promotion to achieve NST1 target.

(15) COMMENTS FROM REVIEWERS

RGS PREVIOUS REVIEWERS

Comment from Mr. Stephen Rodrigues, Former 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.

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, Former 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, Former 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. […].

⑮ 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

"An enabling inclusive governance system with involved well-informed citizens' participation are a prerequisite to achieve the sustainable development goals (SDGs). Evidence-based policy analysis is also required to make the necessary adjustments and reorientations to improve people's lives leaving no one behind. Indeed, in the context of renewed multilateralism, and the "decade of action" leading us to the realization of the Agenda 2030, we cannot make the most strategic actions if we do not know how far we have gone in delivering on each indicator and each target. The 7th edition of the Rwanda Governance Scorecard is not only measuring progress against SDG16 about "peace, justice and strong institutions", but also how all the key sectors of development have been delivering for the wellbeing of people in Rwanda.

Through this edition, the people we all serve, appreciate how we have been serving them. The policymakers are better equipped with evidence for effective, efficient and inclusive decision making processes and policy implementation. The Rwanda Governance Scorecard is holding us accountable for efficient and inclusive actions for all the people principally for the most vulnerable ones particularly in the context of COVID19 pandemic.

Recovering back better is calling for a collective ACTION grounded on shared responsibility, cooperation and solidarity to invest more in human and social development and build resilient, innovative and sustainable systems and institutions, with national transformative development agenda grounded on vision 2050 articulated with agenda 2030 as our compass. This is an important call to all of us to act with the sense of urgency and scale to build a better world for all the people in peace through prosperity in a protected planet and through partnership."

Dr. Fodé Ndiaye, United Nations Resident Coordinator, Rwanda

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).

Rwanda Governance Scorecard
A publication of Rwanda Governance Board