



Rwanda

GOVERNANCE SCORECARD 9th EDITION

THE STATE OF GOVERNANCE IN RWANDA

Rwanda

Governance Scorecard 9th Edition

THE STATE OF GOVERNANCE IN
RWANDA

2022

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2022

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Preface

The Rwanda Governance Board (RGB) is pleased to present the Rwanda Governance Scorecard (RGS) 9th edition. 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 the international and national contexts.

Like the previous editions, the current RGS assesses the state of governance based on eight pillars namely: The Rule of Law; Political Rights and Civil Liberties; Participation and Inclusiveness; Safety and Security; Investing in Human and Social Development; Anti-Corruption, Transparency and Accountability; Quality of Service Delivery as well as Economic and Corporate Governance.

RGS is a publication of Rwanda Governance Board which is mandated with monitoring governance practices and service delivery in all sectors among others. 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. 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 highest performing pillar with a score of 95.53% while Investing in Human and Social Development is the lowest performing pillar with a score of 75.81% and an improvement of 0.58%. The most improved pillar in RGS 9th edition is Political Rights and Civil Liberties with an improvement of 4.04%.

As in the previous edition, the 9th 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 this publication. This 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 Rwanda's governance ecosystem.

We take this opportunity to appreciate the role played by different stakeholders and partners in the production of RGS 9th edition. We have no doubt that you will find this edition 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. 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 contextualized 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. RGS places global governance standards

and home-grown approaches at the center of its method which makes it uniquely relevant to both the international and national contexts. The RGS 9th 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 increased from 135 in RGS 8th edition to 144 variables in RGS 9th edition.

RGS uses secondary data as well as perception and expert surveys. Its method is grounded in international standards as well as in in-depth understanding of the Rwandan context. Each RGS edition 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 9th edition of RGS presents the implementation status of the recommendations of RGS 8th edition to ascertain the extent to which issues raised were addressed.

2 Methodology

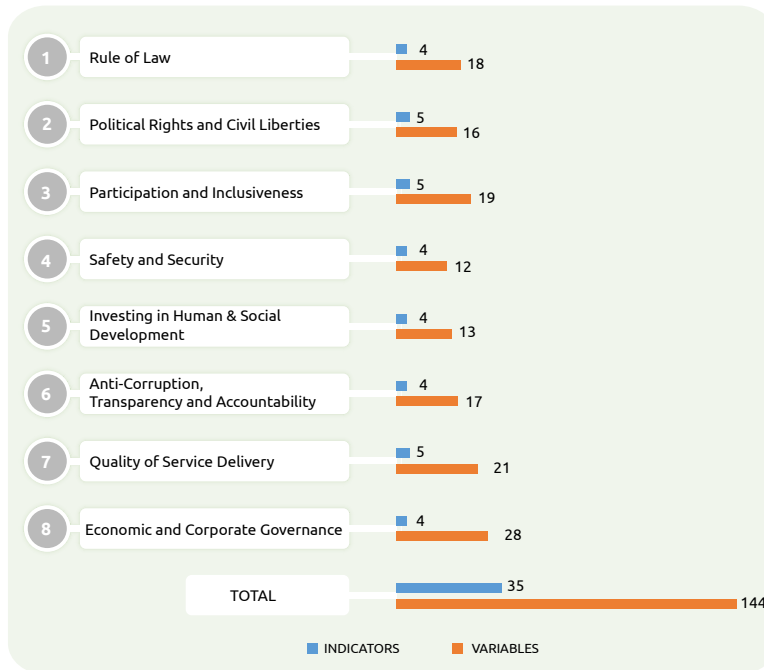
RGS employs advanced research methods in global governance contextualized to national realities. It builds on global indicators customized to local context and relies on a wealth of new local data, including scientifically sound citizens and expert perception surveys, and hard institutional data. The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

The RGS 9th edition data is derived from secondary sources for the

period of 2019-2022 and the scoring of the pillars is based on targets from NST1 and sector strategic plans. Due to the nature and periodicity of some of the data sources, some data can be used for more than one year for example poverty level, stunting rate (EICV, DHS, and Census), results from elections (NEC), and data from studies with periodicity of more than one year as it is the case with Rwanda Media Barometer and Rwanda Reconciliation Barometer.

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 the data gathering and scoring processes, RGB ensures that data quality is maintained.

Figure 1: Number of indicators and variables



As earlier stated, the 9th edition of RGS is composed of 8 pillars, 35 indicators and 144 variables. In this edition, an adjustment was made to accommodate new variables for better assessment. It is in this context that, the following pillars recorded some changes at the variable level:

- ▶ The Quality of Service Delivery pillar is composed of twenty-one variables from eighteen in the previous edition as a result of restructuring of some of its variables. The adjustment of these variables resulted from citizen perception on services and service providers hence, variables related to aspects of enabling systems and infrastructure were

not considered on this pillar.

- ▶ The Anti-Corruption, Transparency and Accountability as well as Participation and Inclusiveness, where the number of variables changed from 14 to 17 and from 18 to 19 respectively. The change was due to the introduction of four new variables related to Sustainable Development Goals (SDGs) specifically Goal 16 which is “Promoting peaceful and inclusive societies for sustainable development, providing access to justice for all and building effective, accountable and inclusive institutions at all levels”.

- ▶ The Economic and Corporate Governance pillar is composed of twenty-eight variables. A slight change made to this pillar is the introduction of a new variable of Business environment through ICT.
- ▶ The Rule of Law pillar is composed of eighteen variables. A new variable of Percentage of cases filed online in courts shifted from the pillar of Quality of Service Delivery to this pillar for its appropriate assessment.

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

The biggest strength of RGS is the fact that, it draws data from diverse sources to construct pillars, indicators and variables. 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: World Bank's Doing Business, Global Competitiveness Report, Gallup, Africa SDGs index, Global Open Data Index, Human Development Index, Africa Visa Openness Index, Mo Ibrahim Index of African Governance, and Transparency International assessments.

2.1.1. Sources of data

- ▶ **Secondary/Administrative data**

In compiling the RGS, RGB relies on various data sources capturing institutional and sectorial performance, governance assessments, Civil Society Organizations as well as public and private sector organizations.

Similar to the previous editions, the RGS 9th 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 plans targets and reported progress 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 2022¹, the National Reconciliation Barometer 2020², the Rwanda Media Barometer 2021³, Service Delivery Monitoring Report 2021⁴, and Rwanda Bribery Index 2021⁵. Perception surveys are of paramount importance due to the fact that, perception data have particular significance in the measurement of governance. Firstly, perceptions reflect views of citizens to inform decision-making. Secondly, 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; Anti-Corruption, Transparency and Accountability; Quality of Service Delivery; as well as Economic and Corporate Governance. Relevant national institutions, private sector and civil society organisations with requisite expertise were consulted for input 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).

1. Conducted by RGB,

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

3. Conducted by RGB,

4. Conducted by RGB,

5. Conducted by Transparency International-Rwanda,

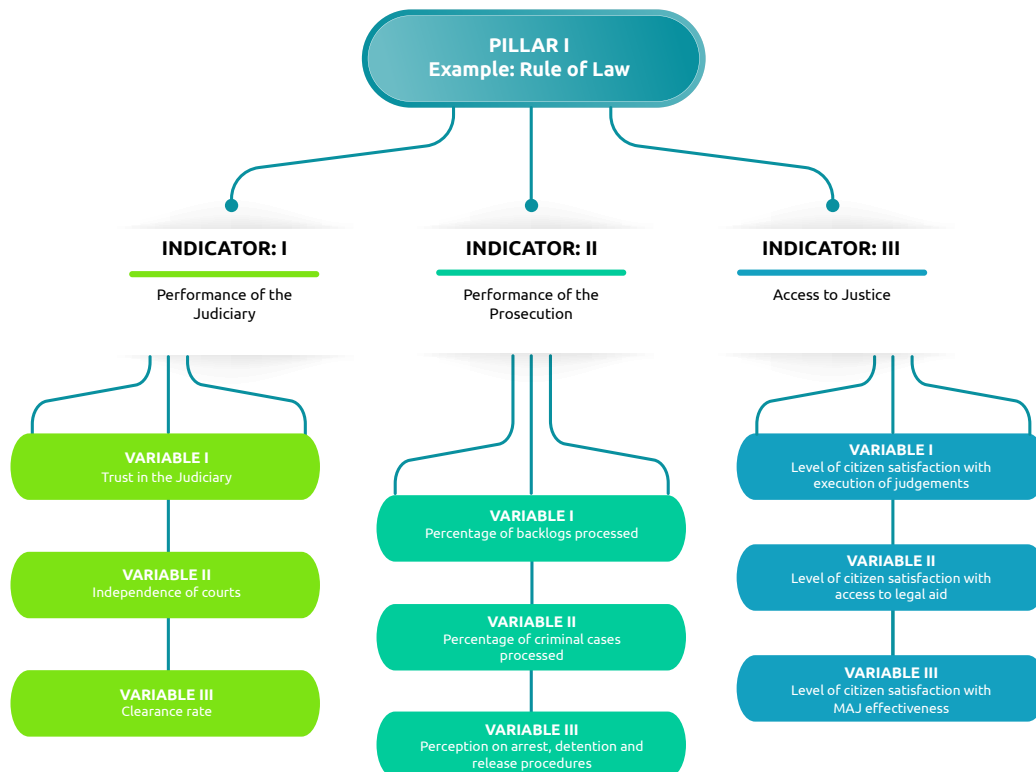
2.1.3. Data analysis and Scoring

Once data identification, collection and verification process is concluded, confirmation of the validity of the data is done after which scoring is carried out using standard statistical methods for analysis and interpretation. Hard data obtained from relevant institutions together with data from a wide variety of surveys are organized into eight

clusters corresponding to the eight pillars. For each cluster, a statistical method is used to (i) standardize the data from the diverse sources into comparable units, using targets from 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 lowest and 100 the highest 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 (citizen and expert) are captured automatically as percentages and are scored as they are, except where NST1 or Sector Strategic plans targets exist.

b. Scoring against national and international targets/standards:

In some cases, percentages have been calculated against national and international targets/standards (SDGs, Africa Agenda 2063, Human capital index, NST1/7YGP, Sector strategic plans). In this case, the set targets are considered as 100%. The achievement or overachievement of a target results in a full score while partial achievement of a target yields a corresponding relative score in percentage points. Due to the nature of indicators/variables, the scoring against national targets is either based on annual targets from

NST1 or Sector Strategic plans or from the end targets of these two frameworks. 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 first priority is given to NST1 followed by Sector Strategic plans and lastly to the institutional targets.

c. Performance scoring:

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

d. Scoring variables on gender equality:

The variables on gender equality 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 exceeds 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:

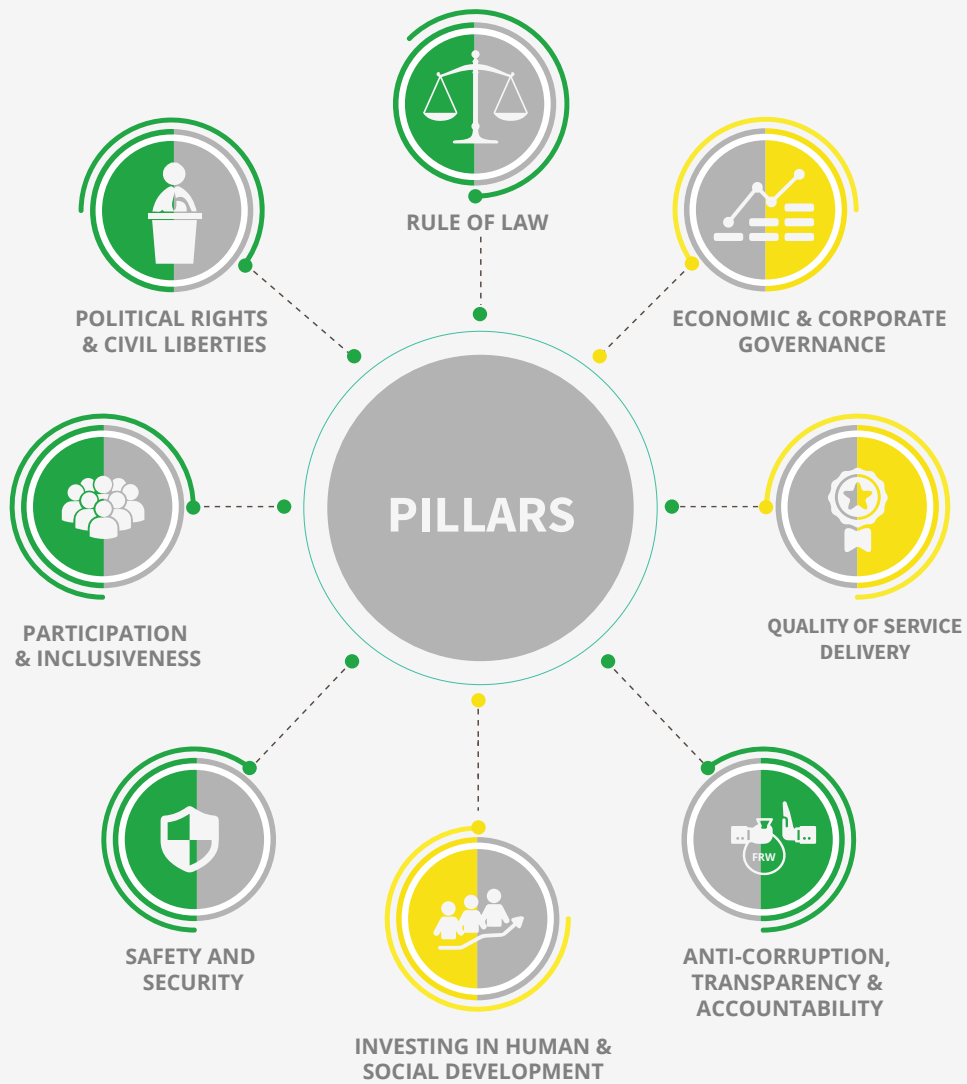
In case the analyzed pillar does not have an annual target, forecasting method is applied based on the performance of the previous RGS.



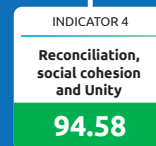
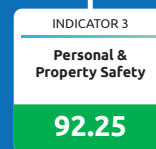
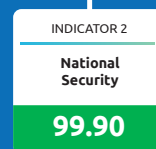
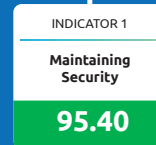
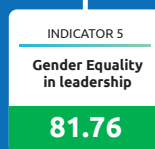
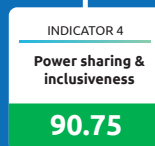
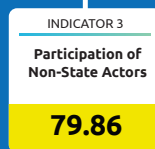
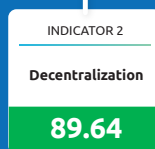
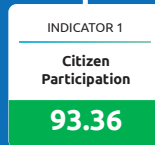
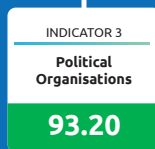
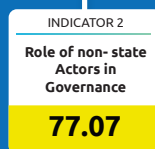
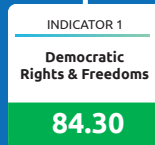
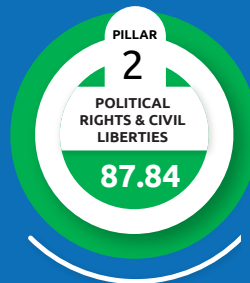
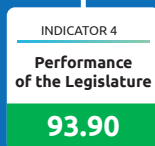
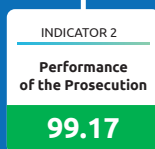
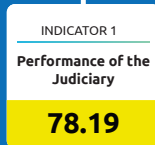
OVERALL SCORES OF RWANDA GOVERNANCE SCORECARD 9th EDITION

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

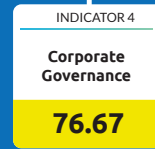
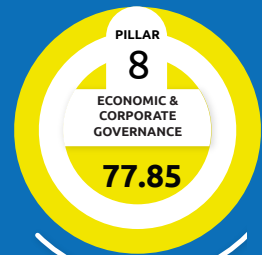
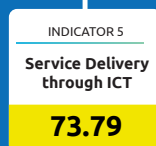
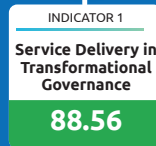
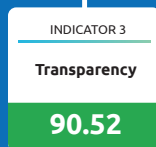
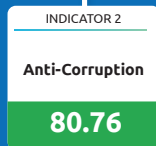
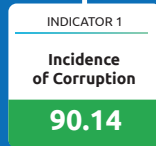
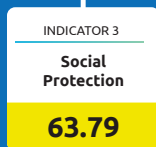
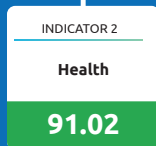
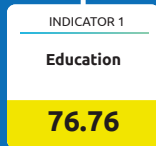
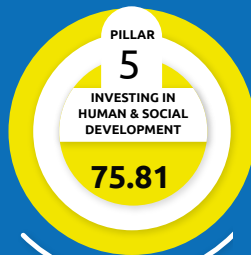
NOTE: Scores are based on a scale of 0-100. RGS scores should be interpreted with the understanding that the higher the score, the better. Therefore, a higher score indicates a better performance just as a lower score indicates greater need for improvement.



OVERALL SCORES OF THE RWANDA GOVERNANCE



SCORECARD (RGS) 9TH EDITION







3 Highlights of the Rwanda Governance Scorecard 9th Edition

3.1. Ranking system

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

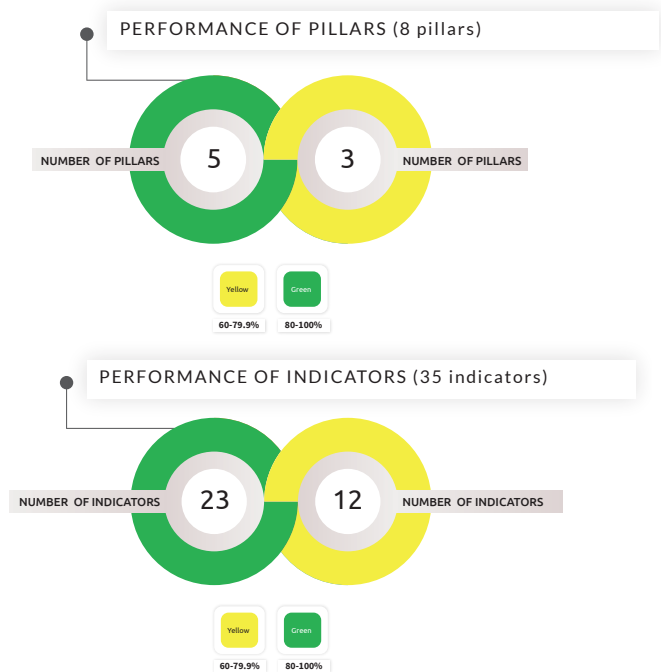
A score of at least 80% is ranked green, a score of 60 - 79.9% is ranked yellow, a score of 40- 59.9 % is ranked amber while a score of 0 – 39.9% is ranked red.

Table 2: Ranking System

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

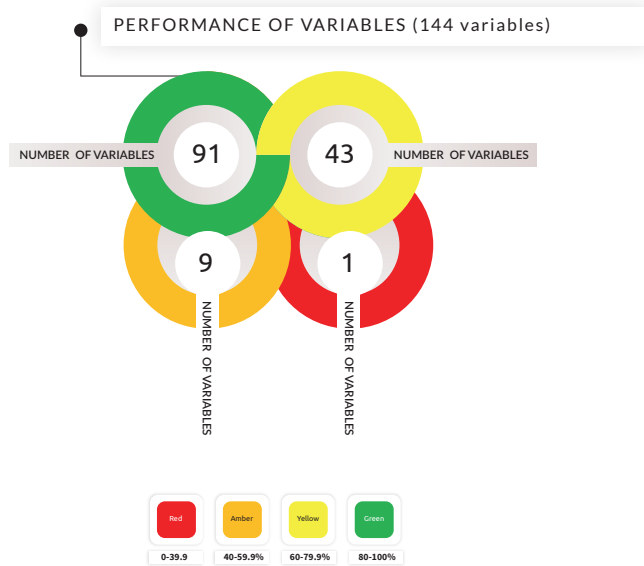
3.2. Summary of performance of pillars, indicators and variables

Figure 3: Performance of pillars, indicators and variables



In RGS 9th edition, five pillars namely; Safety and Security, Rule of Law, Political Rights and Civil Liberties, Anti-corruption, Transparency and Accountability, as well as Participation and Inclusiveness, are in green while the remaining three pillars are in yellow.

Out of 35 indicators, 23 are in green while 12 are in yellow. In the current edition, two pillars: (i) Safety and Security, (ii) Anti-corruption, Transparency and Accountability have all their indicators in green while in the previous edition, only the pillar of Safety and Security had all its indicators in green.



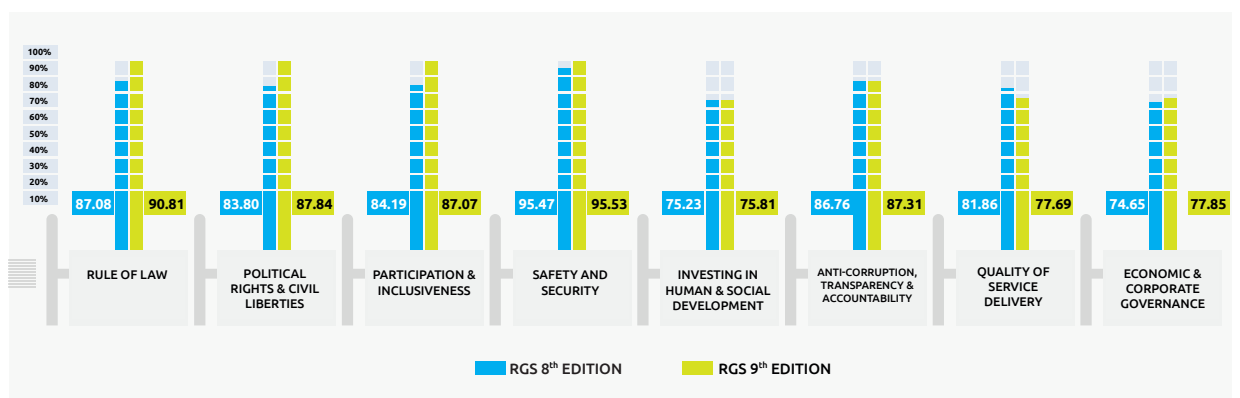
Out of 144 variables, 91 variables are in green compared to 85 in the previous edition while 43 variables are in yellow compared to 41 in the

previous edition. Nine variables are in amber compared to seven in previous edition. The percentage of backlog cases in the judiciary is the

only variable in red compared to two variables in red in RGS 8th edition.

3.3. Highlights of the pillars and indicators

Figure 4: A comparison of pillar performance of the RGS 9th and 8th editions



In RGS 9th edition, seven pillars out of eight recorded an improvement while in the previous edition only five pillars had recorded an improvement. Safety and Security continues to lead other pillars in performance with a score of 95.53%.

The pillar of Political Rights and Civil Liberties attained the highest rate of increase of 4.04% compared with the 8th edition. This improvement

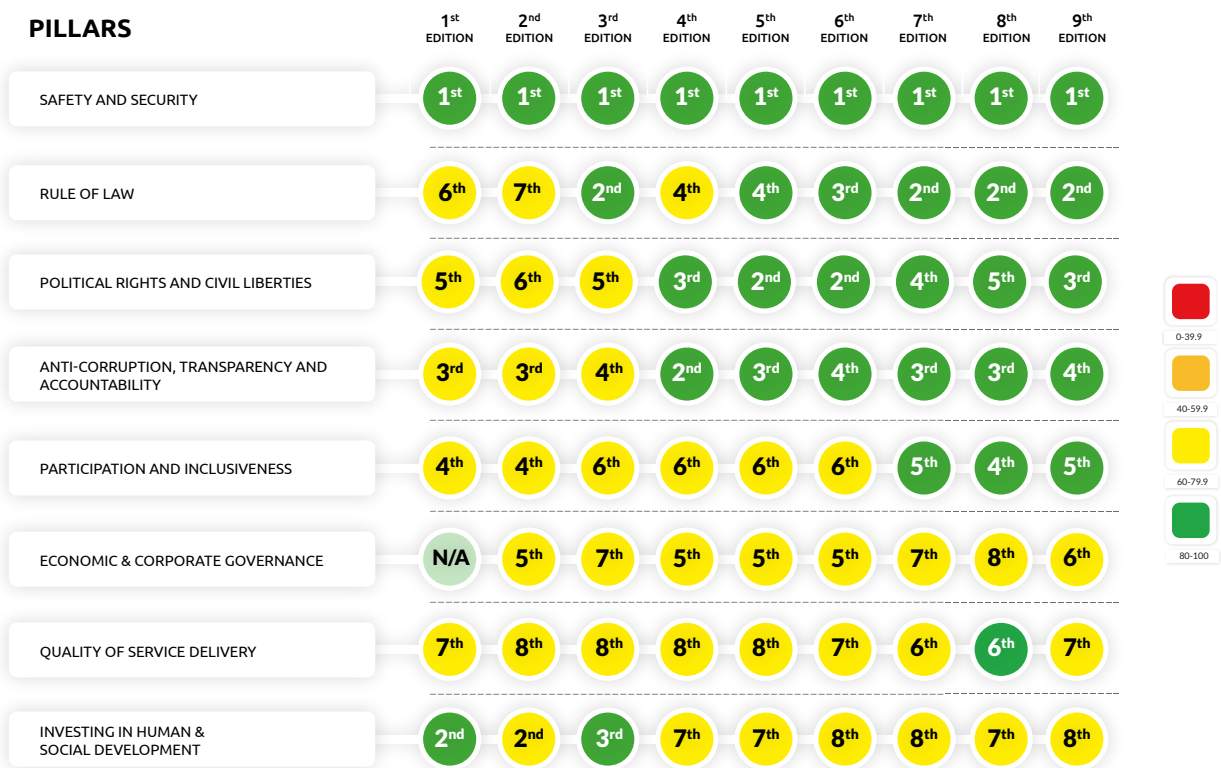
is attributed to the increase in performance of the four indicators comprising this pillar. The most improved indicator is Respect for Human Rights & Core International Conventions with an improvement of 11.59%.

Rule of Law is the second most improved pillar with a score of 90.81% against 87.08% in the previous edition, representing an

increase of 3.73%. This is due to the good performance of its three indicators namely; Performance of the Prosecution, Performance of the Legislature, and Access to Justice which scored 99.17%, 93.90% and 91.99% respectively.

The pillar of Investing in Human and Social Development is the lowest performing pillar as it was in the 7th and 8th RGS editions.

Table 3: The RGS pillar performance (ranking) from the 1st to the 9th edition

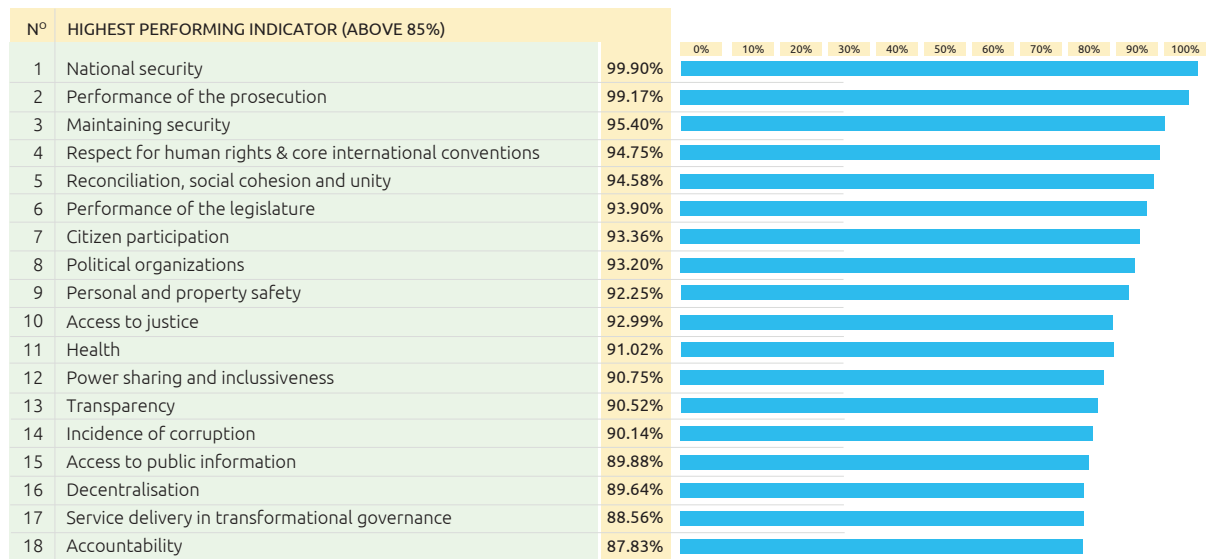


Since the inception of RGS in 2010, Safety and Security remains the highest performing pillar. Rule of Law has recorded consistent improvement in the last three years

with a second position after the pillar of Safety and Security². On the other hand, two pillars: Investing in Human and Social Development as well as Economic and Corporate

Governance have been alternating on the last position for the last three years.

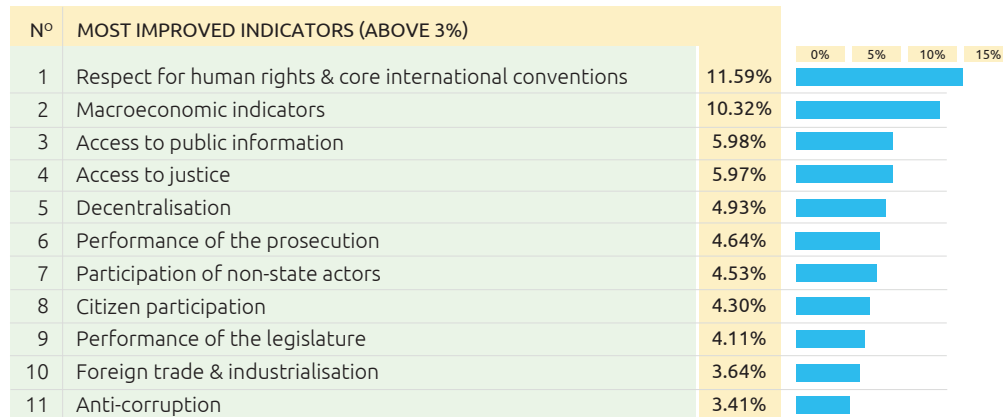
Figure 5: Highest performing indicators (above 85%)



Out of 35 indicators in the current edition, 18 scored 85% and above compared to 17 in the previous edition. The 18 indicators are:

- ▶ Safety and Security: four indicators (National security: 99.90%, Maintaining security: 95.40%, Reconciliation, social cohesion and unity: 94.58%, Personal and property safety: 92.25%);
- ▶ Anti-corruption, Transparency and Accountability: three indicators (Transparency: 90.52%, Incidence of corruption: 90.14%, Accountability: 87.83%);
- ▶ Rule of Law: three indicators (Performance of the prosecution: 99.17%, Performance of the legislature: 93.90%, Access to justice: 91.99%);
- ▶ Political Rights and Civil Liberties: three indicators (Respect for human rights and core international conventions: 94.75%, Political organizations: 93.20%, Access to public information: 89.88%);
- ▶ Participation and Inclusiveness: two indicators (Citizen participation: 93.36%, Power sharing and inclusiveness: 90.75%);
- ▶ Quality of Service Deliver: One indicator (Service delivery in transformational governance: 88.56%)
- ▶ Investing in Human and Social Development: one Indicator (Health: 91.02).

Figure 6: The most improved indicators (above 3%)



There are eleven (11) most improved indicators in the RGS 9th edition against five (5) in previous edition with the indicator of Respect for human rights and core international conventions recording the highest improvement of 11.59% emanating from the improvement in performance of its two variables

namely: Respect for human rights (93.20%) and Implementation of ratified international human rights conventions (96.30%). The second most improved indicator is Macroeconomic indicators with an improvement rate of 10.32% which is due to the good performance of Economic growth which improved

from negative performance of -3.4% in the previous edition to 10.6% in current edition as well as the good performance of Off-farm jobs creation which improved from 57.40% in the RGS 8th edition to 76.62% in current edition.

3.4. Highlights of the variables

Figure 7: Performance of variables

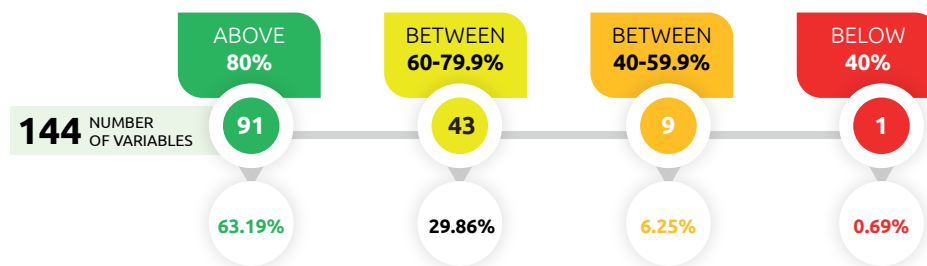
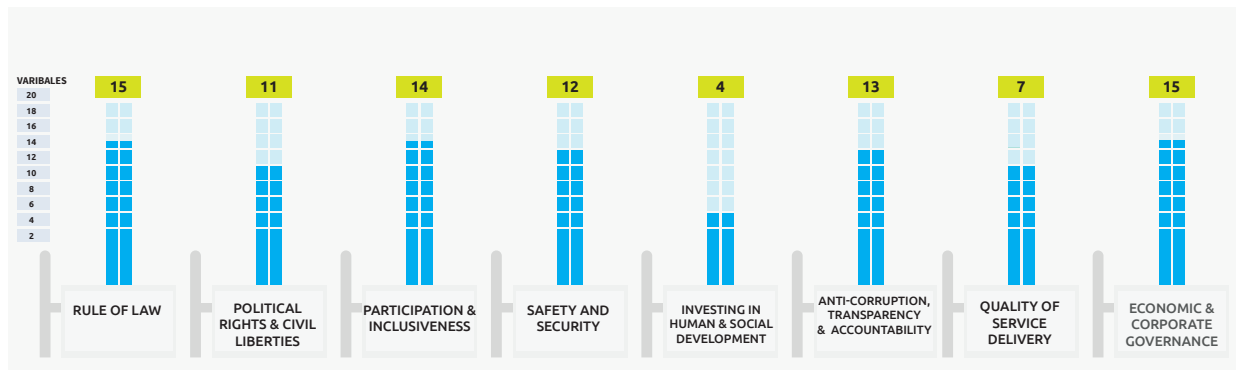


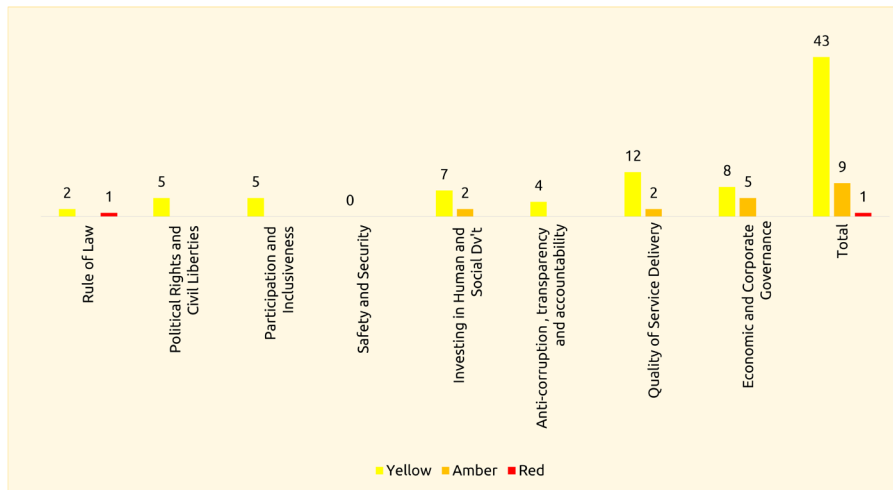
Figure 7 above shows that out of 144 variables 91 are in green; 43 are in yellow; nine are in amber while one is in red.

Figure 8: Number of the highest performing variables per pillar



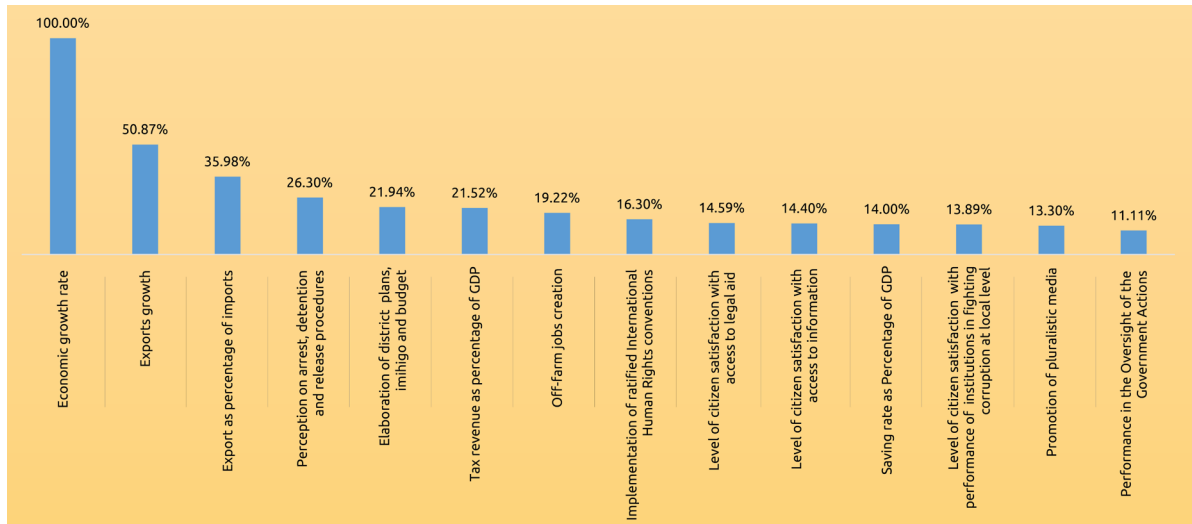
As indicated in figure 8 above, 91 variables are in green with a score of 80% and above. Both the Rule of Law and Economic and Corporate Governance pillars have fifteen (15) variables scoring 80% and above. The pillar of Investing in Human and Social development has only four variables scoring 80% and above. It is important to highlight that the pillar of Safety and Security has all its twelve (12) variables in green.

Figure 9: Number of the lowest performing variables per pillar



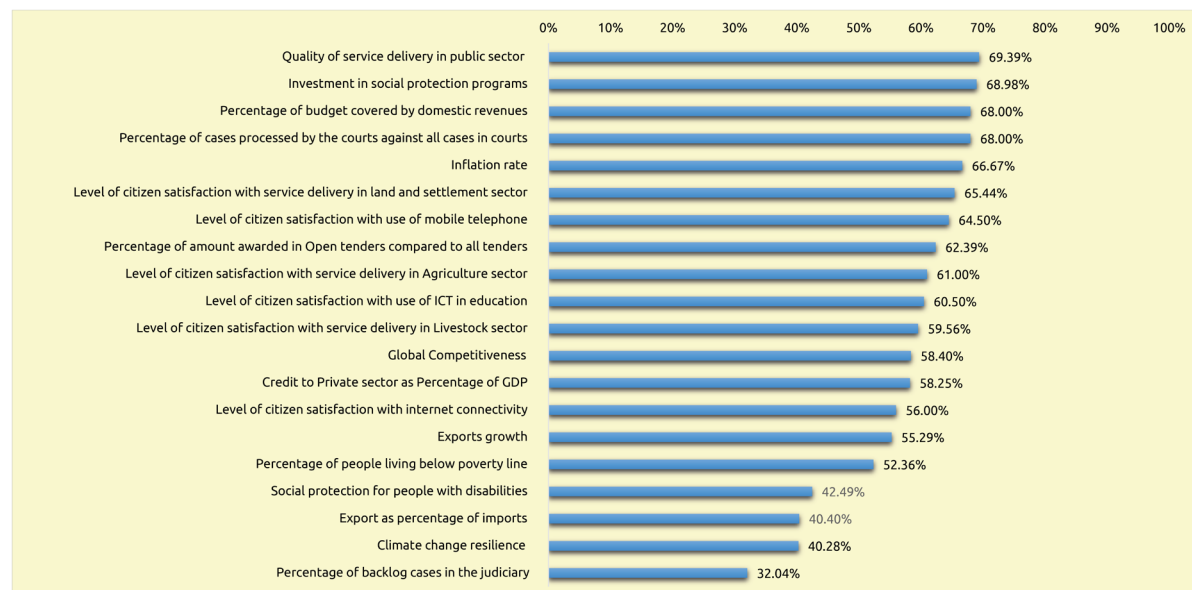
As indicated in figure 9, there are four pillars with the lowest performing variables - that is those that scored below 60%. The four pillars are Economic and Corporate Governance; Investing in Human and Social Development, Quality of service delivery as well as Rule of Law. Economic and Corporate Governance alone has five variables in this category. Investing in Human and Social Development and Quality of Service Delivery each has two variables below 60%. Percentage of backlog cases in judiciary under the pillar of Rule of Law is the only variable in red with a score of 32.04%. Safety and Security is the only pillar without any variable below 80%.

Figure 10: The most improved variables (above 10%)



The most improved variable is Economic growth (under the Economic and Corporate Governance pillar) with an improvement rate of 100% because it recorded a negative performance (-3.4%) in the previous edition. In this edition, the economic growth performed well with a score of 10.6% against the target of 9.10%. Exports growth and Exports as a percentage of imports are other variables under the Economic and Corporate Governance pillar with a high rate of improvement of 50.87% and 35.98% respectively.

Figure 11: Variables with performance below 70%





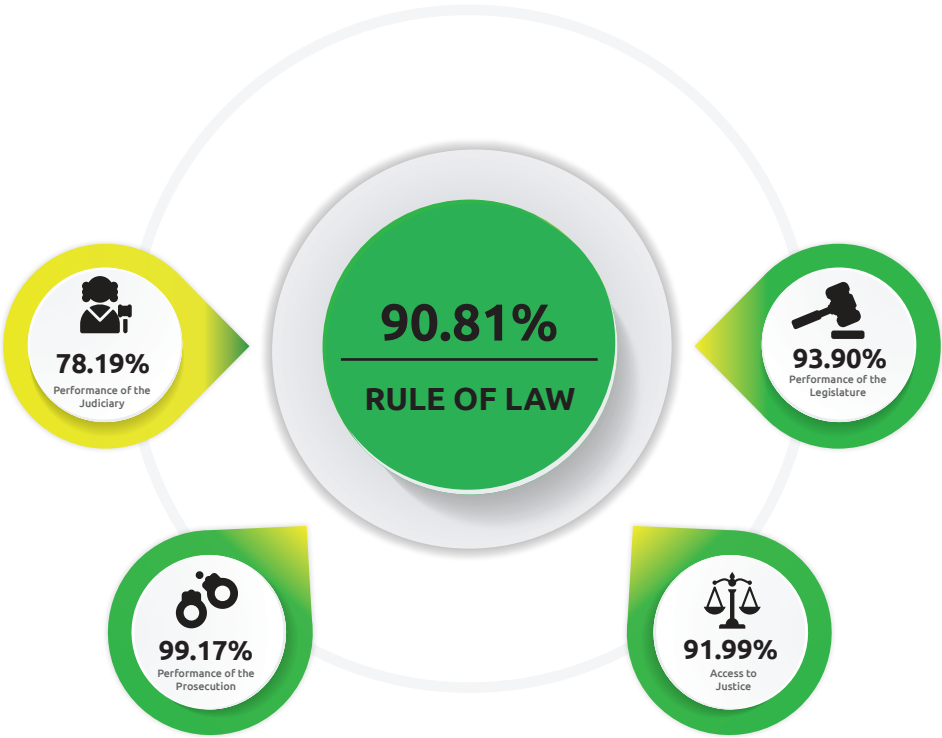
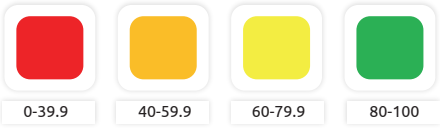
In this edition, 20 variables scored below 70%. The Economic and Corporate Governance and the Quality of Service Delivery pillars have more variables (7 each) in this category. Those that scored below 70% under Corporate Governance pillar are Percentage of budget covered by domestic revenues (68.0%), Inflation rate (66.67%), Global Competitiveness report (58.40%), Credit to private sector as a percentage of GDP (58.25%), Exports growth (55.29), Percentage of people living below poverty line (52.36%) and Exports as a percentage of imports (40.40%) and those under Quality of Service Delivery pillar are service delivery in public sector (69.39), Level of citizen satisfaction with service delivery in land and settlement sector (65.44%), Level of citizen satisfaction with use of mobile telephone (64.50%), Level of citizen satisfaction with service delivery in Agriculture sector (61.0%), Level of citizen satisfaction with service delivery in Livestock sector (59.56%), Level of citizen satisfaction with use of ICT in education (60.50%), and Level of citizen satisfaction with internet connectivity (56.00%). The Human and Social Development pillar has three variables below 70% and these are Investing in social development programs (68.98%), Social protection for people with disabilities (42.49%) and climate change resilience (40.28%).

The following variables under the Rule of Law pillar scored below 70%; Percentage of cases processed by the courts against all cases in courts (68.0%), and Percentage of cases in judiciary (32.04%). And lastly, the Anti-corruption, Transparency and Accountability pillar has one variable below 70%. This is Percentage of amount awarded in Open tenders compared to all tenders (62.39%).





RULE OF LAW



4

Rule of Law

The rule of law is a 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.

The pillar of Rule of Law is composed of four (4) indicators and eighteen (18) variables. A new variable of Percentage of cases filed online in courts shifted from the pillar of Quality of service delivery to this pillar. The four indicators are: Performance of the judiciary; Performance of the

prosecution; Access to justice and Performance of the legislature.

In this edition, the overall performance of the Rule of Law pillar is 90.81% up from 87.08% in the 8th edition showing an improvement of 3.73%.

Table 5: Indicators and variables of the Rule of Law pillar

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
RULE OF LAW	1	Performance of the Judiciary				78.19%	
	1.1	Trust in the Judiciary	89.10%	100%	CRC 2022	89.10%	
	1.2	Percentage of cases processed by the courts against all cases in courts	51.00%	75.00%	Supreme Court, 2022	68.00%	
	1.3	Percentage of backlog cases in the judiciary	54.00%	17.30%	Supreme Court, 2022	32.04%	
	1.4	Independence of courts	94.20%	76.40%	CRC 2022	100.00%	
	1.5	Percentage of cases filed online in courts	100%	100.00%	Supreme Court, 2022	100.00%	
	1.6	Clearance rate	80.00%	100.00%	Supreme Court, 2022	80.00%	
	2	Performance of the Prosecution				99.17%	
	2.1	Percentage of backlogs processed	100.00%	100.00%	NPPA, 2022	100.00%	
	2.2	Percentage of criminal cases processed	99.70%	99.00%	NPPA, 2022	100.00%	
	2.3	Percentage of GBV cases processed	99.70%	99.00%	NPPA, 2022	100.00%	
	2.4	Percentage of convicted cases against cases submitted to courts	90.10%	94.00%	NPPA, 2022	95.85%	
	2.5	Perception on arrest, detention and release procedures	73.80%	72.20%	CRC 2022	100.00%	

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING	
RULE OF LAW	3	Access to Justice				91.99%		
	3.1	Level of citizen satisfaction with execution of judgements	75.70%	79.80%	CRC, 2022	94.86%		
	3.2	Level of citizen satisfaction with access to legal aid	79.60%	73.40%	CRC, 2022	100.00%		
	3.3	Level of citizen satisfaction with MAJ effectiveness	73.10%		CRC, 2022	73.10%		
	3.4	Level of citizen satisfaction with Abunzi performance	85.46%	84.00%	CRC, 2022	100.00%		
	4	Performance of the Legislature				93.90%		
	4.1	Performance in the oversight of the Government actions				85.89%		
	4.1.1	Engagement with citizens as per parliamentary standards	71.0%		Chamber of Deputies, 2022	71.00%		
	4.1.2	Field visit for standing committees and parliamentary network and forum	13	15	Chamber of Deputies, 2022	86.67%		
	4.2.3	Number of analysed reports of institutions as provided by the constitutions, 2018/19	100.0%	100.0%	Chamber of Deputies, 2022	100.00%		
	4.2	Performance in legislative matters	100.00%	100.0%	Chamber of Deputies, 2022	100.00%		
	4.3.	Independence of the parliament	95.80%		CRC, 2022	95.80%		
	Pillar Overall Score						90.81%	



4.1 Summary of indicators and variables

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

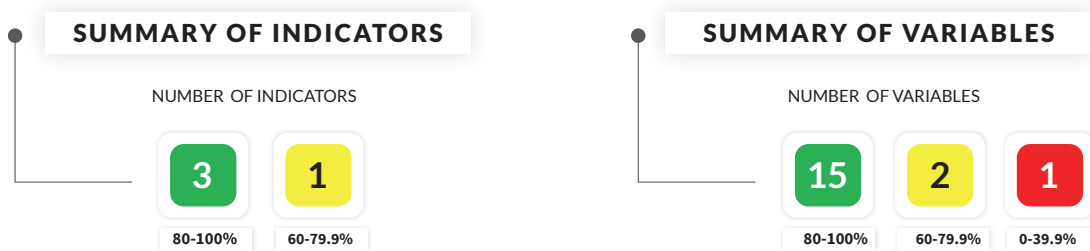
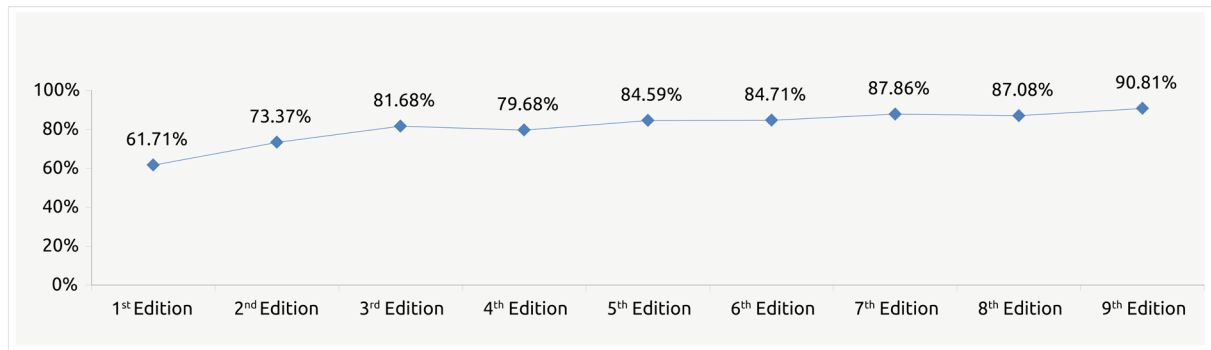


Figure 13: Performance of the Rule of Law since the 1st RGS Edition



The Rule of Law has had a noticeable growth since the introduction of the scorecard in 2010 with a score of 67.71% in the first edition to 90.81% in the current edition. In this edition of RGS, the Rule of law has an improvement of 3.73% with a score of 90.81% compared to 87.08% in the 8th edition.



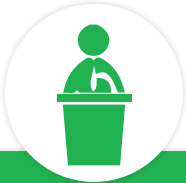
4.2. Recommendations specific to the Pillar

01

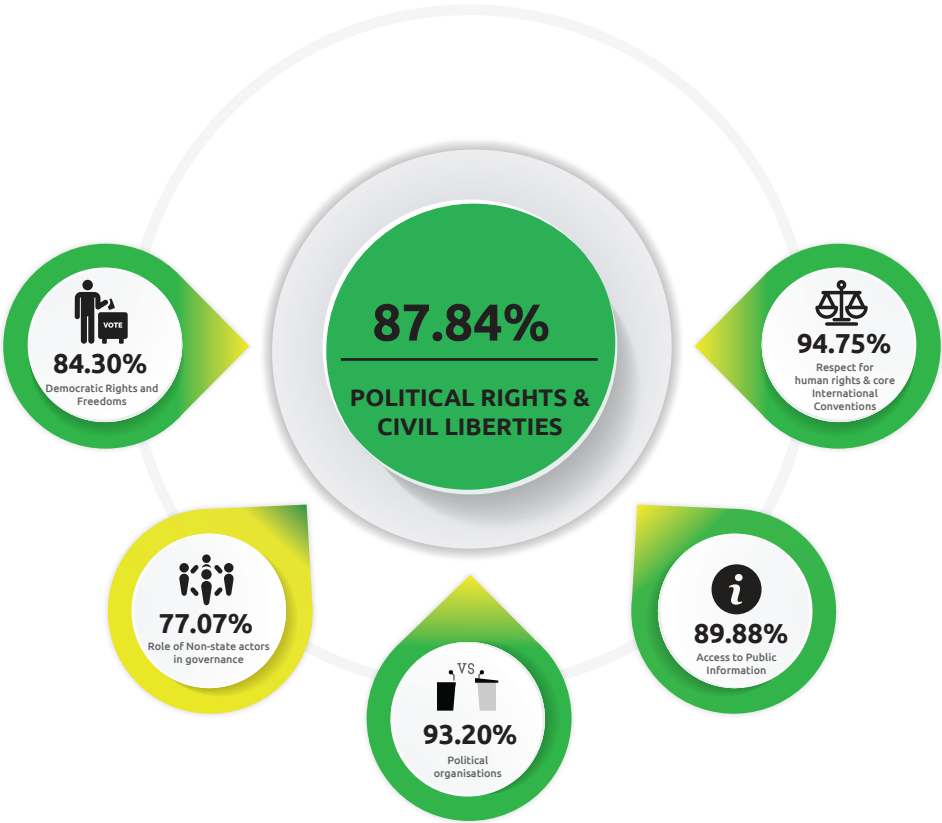
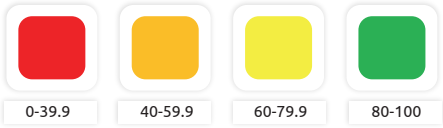
The Judiciary needs to continuously devise strategies to reduce backlog of cases as well as expedite the processing of court cases;

02

Justice sector to develop and implement a mechanism of sustaining the improvement achieved in the last seven editions of RGS.



POLITICAL RIGHTS AND CIVIL LIBERTIES





5 Political Rights and Civil Liberties

Political rights and civil liberties refer to citizenship status where individuals freely take part in the civil and political life of the society and state without any kind of discrimination or subjugation, exercise all kinds of freedoms accorded by the Law.

The pillar of Political Rights and Civil Liberties is composed of five (5) indicators and sixteen (16) variables. Its overall performance is 87.84% from 83.80% in the previous edition indicating an improvement of 4.04%.

Table 6: Indicators and variables of the Political Rights and Civil Liberties pillar

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
POLITICAL RIGHTS AND CIVIL LIBERTIES	1	Democratic Rights and Freedoms				84.30%	
	1.1	Democratic Rights				92.32%	
	1.1.1	Independence of the National Electoral Body (National Electoral Commission-NEC)	93.90%		CRC, 2022	93.90%	
	1.1.2	Universal suffrage				95.57%	
	1.1.2.1	Legislative elections	93.00%		NEC, 2022	93.00%	
	1.1.2.2	Local government elections	93.90%		NEC, 2022	93.90%	
	1.1.2.3	Presidential elections	99.82%		NEC, 2022	99.82%	
	1.1.3	Respect for the principles of democracy	88.10%		CRC, 2022	88.10%	
	1.1.4	Right to free and fair elections	91.70%		CRC, 2022	91.70%	
	1.2	Democratic Freedoms				85.15%	
	1.2.1	Freedom of speech	83.90%		CRC, 2022	83.90%	
	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	Journalists' right to confidentiality of their sources	93.30%		RMB, 2021	93.30%	
2	Role of Non-state actors in governance				77.07%		
2.1	CSO	71.00%		CRC, 2022	71.00%		
2.2	Media	88.00%		RMB, 2021	88.00%		
2.3	Academia	72.20%		CRC, 2022	72.20%		
3	Political organisations				93.20%		
3.1	Compliance with laws	100.00%		Ombudsman, 2022	100.00%		
3.2	Level of citizen satisfaction with political organizations in promoting governance	72.80%		CRC, 2022	72.80%		
3.3	Representation of political organizations in Parliament	11/11		NEC, 2022	100.00%		
3.4	Financial accountability of political organizations	100.00%		Ombudsman, 2022	100.00%		

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING	
POLITICAL RIGHTS AND CIVIL LIBERTIES	4	Access to public information				89.88%		
	4.1	Level of citizen satisfaction with access to information	88.50%	85.00%	CRC, 2022	100.00%		
	4.2	Existence of legal framework on access to information	100.00%		Access to information law, 2013, penal code, 2018	100.00%		
	4.3	Promotion of pluralistic media	86.40%		RMB, 2021	86.40%		
	4.4	Media as a source of information of the public (media coverage)	73.10%		RMB, 2021	73.10%		
	5	Respect for human rights and Core international conventions				94.75%		
	5.1	Respect for human rights				93.20%		
	5.1.1	Complaints processed by NHRC against those reported	100.00%	100.00%	NHRC, 2022	100.00%		
	5.1.2	Complaints investigated by NHRC against those processed	92.00%	100.00%	NHRC, 2022	92.00%		
	5.1.3	Level of citizen satisfaction with respect of human rights	88.10%	95.00%	CRC, 2022	92.74%		
	5.1.4	Level of citizen satisfaction with performance of NHRC	83.50%	90.00%	CRC, 2022	92.78%		
	5.1.5	Proportion of children aged 1-17 years who experienced physical punishment and/or psychological aggression by caregivers in the past 12 months	16.90%		CRC, 2022	83.10%		
	5.1.6	Proportion of persons victim of physical or sexual harassment by sex, age, disability status and place of occurrence in the previous 12 months	3.10%		CRC, 2022	96.90%		
	5.1.7	Proportion of victims of violence in the previous 12 months who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms	7.50%		CRC, 2022	92.50%		
	5.1.8	Proportion of young women and men aged 18-29 years who experienced sexual violence by age 18				94.90%		
	5.1.8.1	Young women	7.70%		CRC, 2022	92.30%		
	5.1.8.2	Young men	2.50%		CRC, 2022	97.50%		
	5.2	Implementation of ratified International Human Rights conventions				96.30%		
	5.2.1	Core international human rights conventions domesticated against those ratified	8	9	NHRC, 2022	88.89%		
	5.2.2	AU Human rights Conventions ratified against total number of conventions to be ratified	5	5	NHRC, 2022	100.00%		
	5.2.3	AU human rights conventions domesticated against those ratified	5	5	NHRC, 2022	100.00%		
	Pillar Overall Score						87.84%	



5.1 Summary of indicators and variables

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

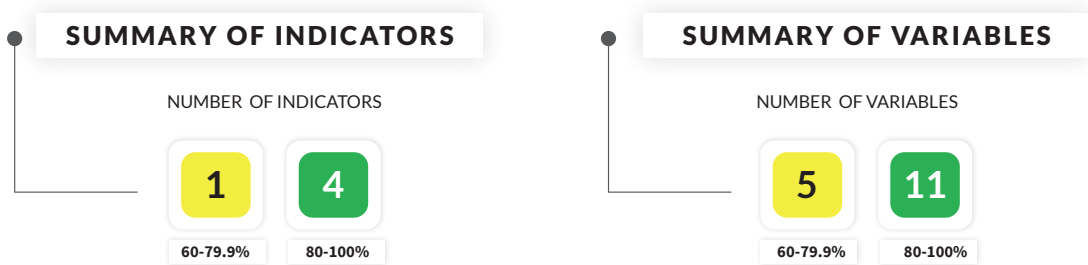
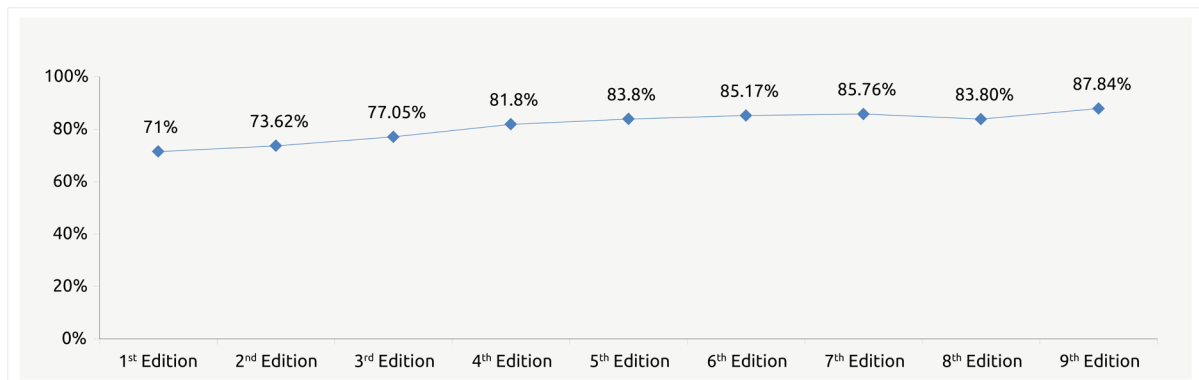


Figure 15: Performance of the Political Rights and Civil Liberties pillar since the 1st RGS Edition



The pillar of Political Rights and Civil Liberties has recorded a positive trend since its inception with a score of 71% in the first edition to 87.84% in the current edition.



5.2. Recommendations specific to the pillar

01

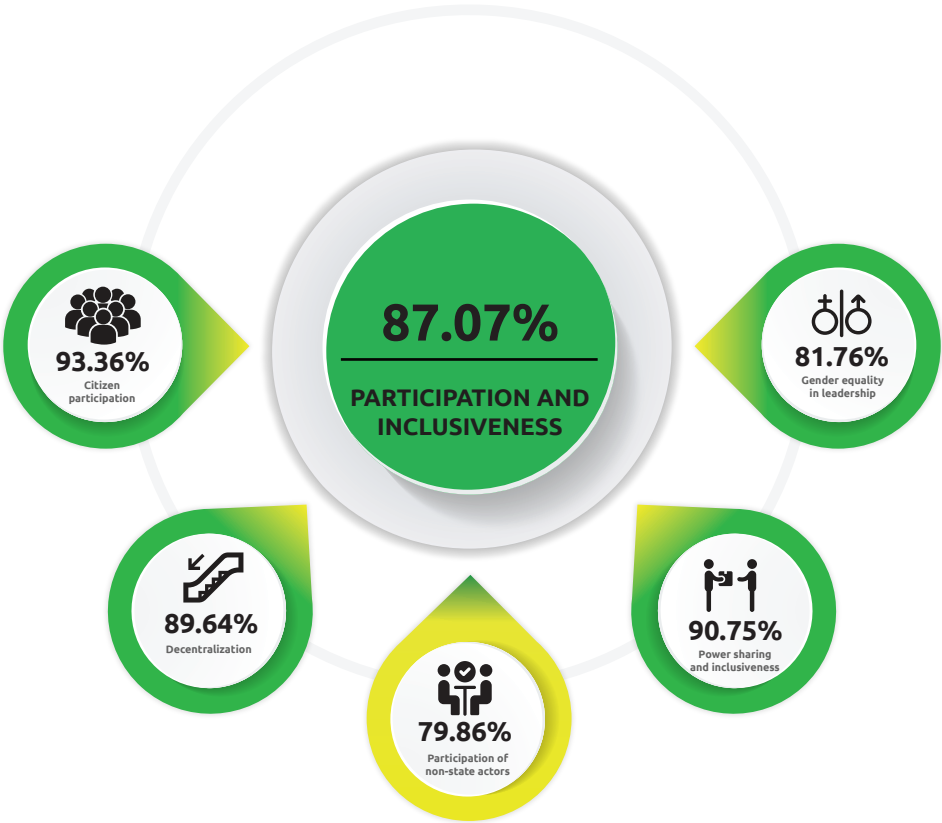
Enhance role of non-state actors especially the Civil Society and academia in governance and other initiatives that contribute to national transformation;

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

02



PARTICIPATION AND INCLUSIVENESS



6 Participation and Inclusiveness

Participation and Inclusiveness refers to citizens' involvement in public decision-making at the same time ensuring that, no one is left behind in the national social, political and economic development.

The pillar of Participation and Inclusiveness is composed of five

(5) indicators and nineteen (19) variables. The indicators are: Citizen participation; Decentralization; Participation of non-state actors; Power sharing and inclusiveness; Gender Equality in leadership.

The overall performance of this pillar is 87.07% in the RGS 9th Edition up

from 84.19% in the previous edition indicating improvement of 2.88%. A small change was made on this pillar where the number of variables changed from 18 to 19 as a result of the introduction of a new variable of Level of citizen satisfaction in Community Policing Committees (CPCs).

Table 7: Indicators and variables of the Participation and Inclusiveness pillar

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
PARTICIPATION AND INCLUSIVENESS	1	Citizen participation				93.36%	
	1.1	Elaboration of district plans, imihigo and budget	66.80%	80.00%	CRC, 2022	83.50%	
	1.2	Participation in elections	94.30%		CRC, 2022	94.30%	
	1.3	Participation in community security	96.70%		CRC, 2022	96.70%	
	1.4	Participation in citizen Forums	94.60%		CRC, 2022	94.60%	
	1.5	Participation in community works (Umu-ganda)	97.30%		CRC, 2022	97.30%	
	1.6	Participation in problem solving	93.70%	95.00%	CRC, 2022	98.63%	
	1.7	Participation in volunteerism	95.40%		CRC, 2022	95.40%	
	1.8	Participation in social protection programs	79.80%		CRC, 2022	79.80%	
	1.9	Participation in decision making	85.10%	80.00%	CRC, 2022	100.00%	
	1.10	Level of citizen satisfaction with Community Policing Committees (CPCs)	76.70%		CRC, 2022	76.70%	
	2	Decentralisation				89.64%	
	2.1	Performance of local government				84.98%	
	2.2.1	Performance of decentralized entities (District - Village)	77.67%		CRC, 2022	77.67%	
	2.2.2	Level of citizen satisfaction with service delivery in decentralized entities	79.70%	88.5%	CRC, 2022	90.06%	
2.2.3	Level of citizen satisfaction with local leaders' sensitization on government programs	87.20%		CRC, 2022	87.20%		
2.2	Districts own revenues	77.8 billion	82.5 billion	RRA, 2022	94.30%		



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
PARTICIPATION AND INCLUSIVENESS	3	Participation of non state actors				79.86%	
	3.1	CSOs and FBO participation				77.88%	
	3.1.1	CSOs in governance	71.00%		CRC, 2022	71.00%	
	3.1.2	CSOs against corruption	65.40%		CRC, 2022	65.40%	
	3.1.3	FBOs in governance	89.10%		CRC, 2022	89.10%	
	3.1.4	FBOs against corruption	86.00%		CRC, 2022	86.00%	
	3.1.5	Media participation				81.84%	
	3.2	Advocacy for respect of human rights	95.40%		RMB, 2021	95.40%	
	3.2.1	Promotion of anti-corruption practices	64.10%		RMB, 2021	64.10%	
	3.2.2	Promotion of good governance	91.40%		CRC, 2022	91.40%	
	3.2.3	Promotion of gender equality	60.60%		RMB, 2021	60.60%	
	3.2.4	Promotion of wealth and social welfare	97.70%		RMB, 2021	97.70%	
	3.2.5	Promotion of wealth and social welfare	97.70%		RMB, 2021	97.70%	
	4	Power sharing and inclusiveness				90.75%	
	4.1	Compliance with constitutional requirements of power sharing				100.00%	
	4.1.1	The President of the Republic and Speaker of the Chamber of Deputies are from different political organizations	100%		Parliament, 2019	100.00%	
	4.1.2	Representation of various categories in the 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	Level of citizen satisfaction with power sharing	81.50%		CRC, 2022	81.50%	
	5	Gender Equality in leadership				81.76%	
5.1	The Executive				74.84%		
5.1.1	Percentage of women in ministerial positions	50.00%	50.00%	GoR, 2022	100.00%		
5.1.2	Percentage of women heading public institutions	30.30%	50.00%	GMO, 2022	60.60%		
5.1.3	Percentage of women Permanent Secretaries	33.30%	50.00%	GMO, 2022	66.60%		

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING	
PARTICIPATION AND INCLUSIVENESS	5.1.4	Percentage of women in Local Government leadership				72.15%		
	5.1.4.1	Percentage of Mayors	33.30%	50.0%	MINALOC, 2022	66.60%		
	5.1.4.2	Percentage of Vice Mayors social affairs	78.00%	50.0%	MINALOC, 2022	100.00%		
	5.1.4.3	Percentage of Vice Mayors economic affairs	15.00%	50.0%	MINALOC, 2022	30.00%		
	5.1.4.4	Percentage of women district councilors	46.00%	50.0%	MINALOC, 2022	92.00%		
	5.2	The Legislature				92.30%		
	5.2.1	Percentage of women Senators	34.60%	50.0%	Senate, 2022	69.20%		
	5.2.2	Percentage of women in Senate Bureau	2/3	50.0%	Senate, 2022	100.00%		
	5.2.3	Percentage of women in the Chamber of Deputies	61.00%	50.0%	Chamber of Deputies, 2022	100.00%		
	5.2.4	Percentage of women in Bureau of Chamber of Deputies	66.00%	50.0%	Chamber of Deputies, 2022	100.00%		
	5.3	The Judiciary				78.15%		
	5.3.1	Percentage of women in the Judiciary Leadership				94.20%		
	5.3.1.1	Supreme Court	50.0%	50.0%	Supreme Court, 2022	100.00%		
	5.3.1.2	Court of Appeal	50.0%	50.0%	Supreme Court, 2022	100.00%		
	5.3.1.3	High Court	50%	50.0%	Supreme Court, 2022	100.00%		
	5.3.1.4	Intermediate Courts	33.3%	50.0%	Supreme Court, 2022	66.60%		
	5.3.1.5	Primary Courts	46.4%	50.0%	Supreme Court, 2022	92.80%		
	5.3.1.6	Commercial High Court	50%	50.0%	Supreme Court, 2022	100.00%		
	5.3.1.7	Commercial Court	50%	50.0%	Supreme Court, 2022	100.00%		
	5.3.2	Percentage of women judges in the Supreme court	42.9%	50.0%	Supreme Court, 2022	85.71%		
	5.3.3	Percentage of women judges in the court of Appeal	46.2%	50.0%	Supreme Court, 2022	92.31%		
	5.3.4	Percentage of women judges in the High Court (HC)	28.1%	50.0%	Supreme Court, 2022	56.25%		
	5.3.5	Percentage of women judges in Intermediate Courts	41.2%	50.0%	Supreme Court, 2022	82.47%		
	5.3.6	Percentage of women judges in primary courts (TB)	56.9%	50.0%	Supreme Court, 2022	100.00%		
	5.3.7	Percentage of women judges in the Commercial High Court	28.6%	50.0%	Supreme Court, 2022	57.14%		
	5.3.8	Percentage of women judges in Commercial Court (CC)	28.6%	50.0%	Supreme Court, 2022	57.14%		
	Pillar Overall score						87.07%	



6.1 Summary of indicators and variables

Figure 16 shows that the Participation and inclusiveness pillar has four indicators in green and one in yellow. The pillar also has 14 variables in green while five others are in yellow.

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

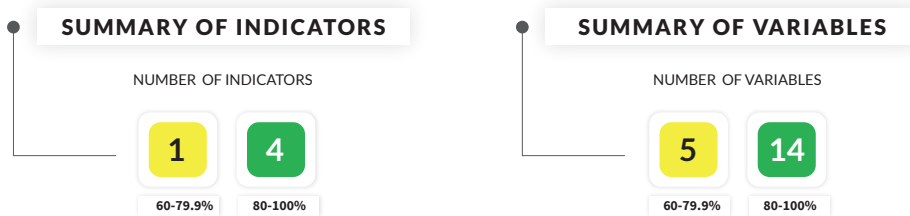
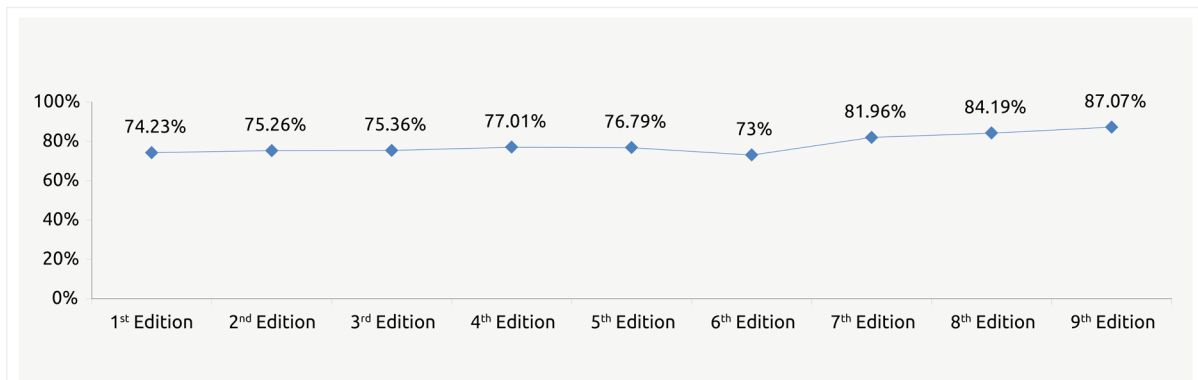


Figure 17: Performance of Participation and Inclusiveness since the RGS 1st Edition



The Participation and Inclusiveness pillar has had a positive trend since its inception with a score of 74.23% in the first edition to 87.07% in the current edition.



6.2. Recommendations specific to the pillar

01

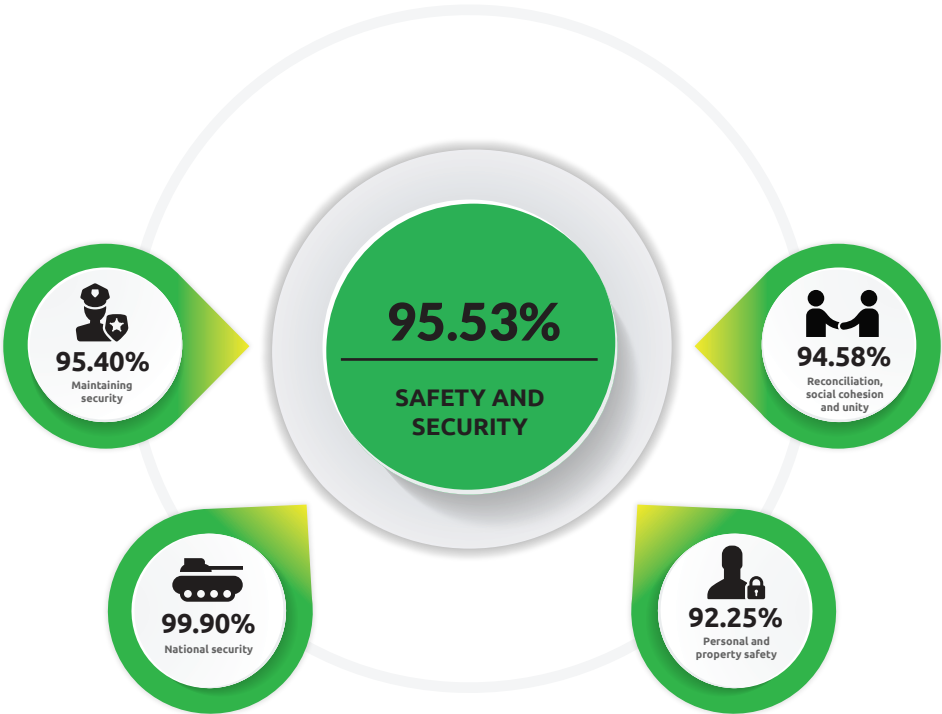
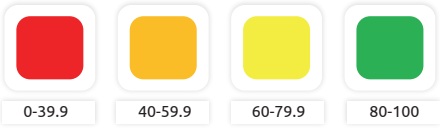
Continue devising strategies to increase the number of women in decision making organs in specific areas scoring low to entrench gender equality across sectors;

Increase efforts to improve the role of the media and CSOs in promoting governance and gender equality.

02



SAFETY AND SECURITY



7

Safety and Security

Safety and security refers to personal and property security, reconciliation, social cohesion and national unity as well as how national security is safeguarded.

This pillar is composed of 4 indicators and 12 variables. The indicators are: maintaining security; National security; Personal and property safety; Reconciliation, social cohesion and unity.

The overall performance of this pillar in the RGS 9th edition is 95.53% from 95.47% in the previous edition.

Table 8: Indicators and variables of Safety and Security pillar

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
SAFETY AND SECURITY	1	Maintaining security				95.40%	
	1.1	Confidence level in Rwanda Defence Force	99.60%		CRC, 2022	99.60%	
	1.2	Confidence and reliability of Rwanda National Police				91.20%	
	1.2.1	Confidence level in Rwanda National Police	96.60%		CRC, 2022	96.60%	
	1.2.2	Reliability of police services	77.00%		WEF (Global Competitiveness Report, 2019)	77.00%	
	1.2.3	Ratio of police/ persons	1/687	1/730	RNP, 2022	100.00%	
	2	National security				99.90%	
	2.1	Number of Internally Displaced People(IDP)	0	0	MINEMA, 2022	100.00%	
	2.2	Terrorism incidence	99.70%		WEF (Global Competitiveness Report, 2019)	99.70%	
	2.3	Level of citizen satisfaction with security at the national level	99.10%	96.62%	CRC, 2022	100.00%	
	3	Personal and property safety				92.25%	
	3.1	Homicides rates (per 100,000)	3	0	RIB, 2022	99.99%	
3.2	Percentage of population who feel safe walking alone at night in the city or area where they live	80.00%	92.00%	Sustainable development report (SDSN) , 2022	87.28%		
3.3	Level of citizen satisfaction with property security	78.90%	91.10%	CRC, 2022	86.61%		
3.4	Level of citizen satisfaction with personal security	93.80%	98.60%	CRC, 2022	95.13%		

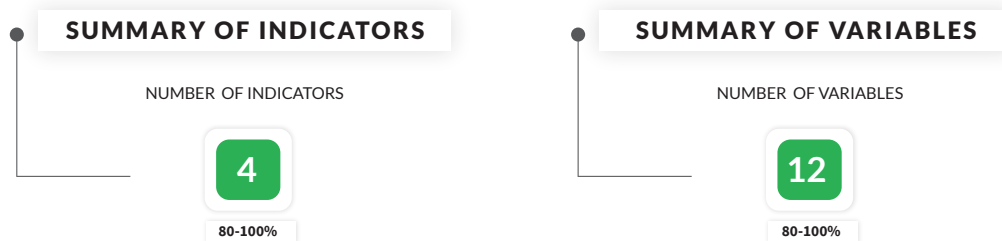


PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
SAFETY AND SECURITY	4	Reconciliation, social cohesion and unity				94.58%	
	4.1	Citizens' trust in the Country's leadership				93.67%	
	4.1.1	Presidency	99.80%		CRC, 2022	99.80%	
	4.1.2	Parliament	92.10%		CRC, 2022	92.10%	
	4.1.3	Judiciary	89.10%		CRC, 2022	89.10%	
	4.2	Cohesion and mutual trust			RRB, 2020	97.77%	
	4.2.1	Level of mutual trust among Rwandans	95.60%	98.00%	RRB, 2020	97.55%	
	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 (Ndi Umunyarwanda)	92.30%		CRC, 2022	92.30%	
Pillar Overall score						95.53%	



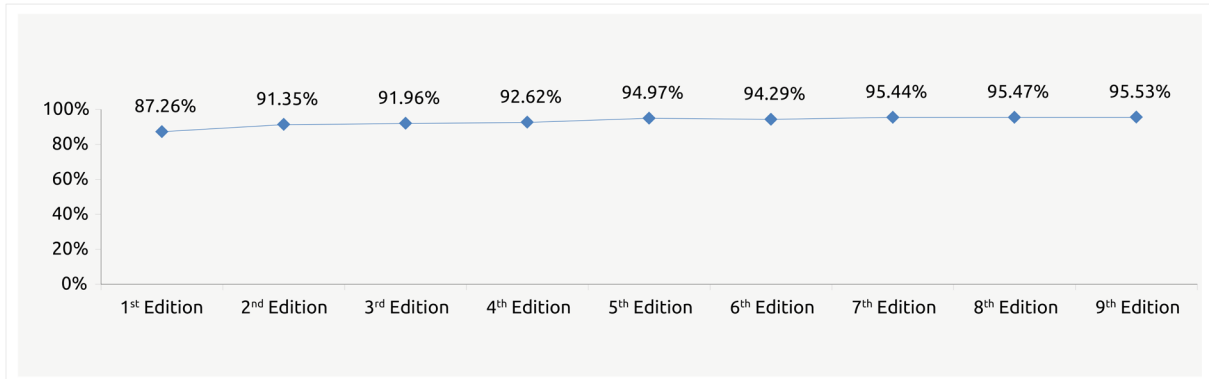
7.1 Summary of indicators and variables

Figure 18: Summary of Indicators and variables of the Safety and Security pillar



The Safety and Security pillar remains the highest performing pillar since the introduction of the RGS. In the 9th edition, safety and security registered a slight improvement of 0.06% with a score of 95.53% compared to 95.47% in the 8th edition. As in the previous editions, the indicator of national security scored higher than all the other indicators at 99.90%. In the 9th edition, all the twelve variables recorded an improvement in comparison with the 8th edition.

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



The pillar of Safety and Security shows a consistent trend from the first edition with a score of 87.26% to the current edition with a score of 95.53%.



7.2. Recommendations specific to the Pillar

01

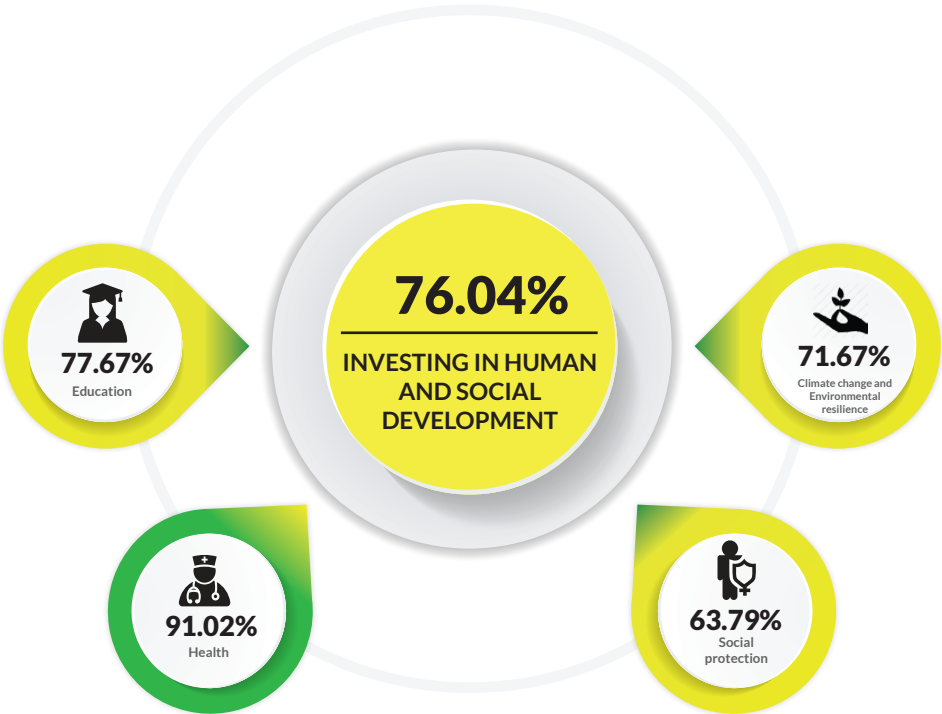
Sustain good collaboration between citizens and security organs in promoting safety and security;

Continue promoting unity and reconciliation among Rwandans and strengthen the institutionalization of “Ndi Umunyarwanda and Abarinzi b’Igihango” across all sectors especially at Local government levels.

02



INVESTING IN HUMAN AND SOCIAL DEVELOPMENT



8

Investing in Human and Social Development

According to the United Nations Development Programme (UNDP), human development is the process of enlarging people's choices that allow them to lead a long and healthy life, be educated, enjoy a decent standard of living and political freedom, various ingredients of self-respect as well as other guaranteed human rights.

In the context of RGS, the pillar of Investing in Human and Social Development measures the level of achievement in fundamental aspects of human development which are Education; Health; Social protection, and Climate change as well as Environmental resilience.

This pillar is composed of four indicators and 13 variables. The overall score of this pillar is 75.81% with a slight improvement of 0.58% from the 8th edition. It is the lowest performing pillar in this RGS edition.

Table 9: Indicators and variables of Investing in the Human and Social Development pillar

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	1	Education				76.76%	
	1.1	Access to Education				79.00%	
	1.1.1	Net enrolment rate				80.68%	
	1.1.1.1	Pre-primary	25.9%	34.5%	MINEDUC, 2022	75.07%	
	1.1.1.2	Primary Education	98.9%	98.6%	MINEDUC, 2022	100.00%	
	1.1.1.3	Secondary Education			MINEDUC, 2022	66.97%	
	1.1.1.3.1	Secondary (Lower)	31.3%	42.60%	MINEDUC, 2022	73.47%	
	1.1.1.3.2	Secondary (Upper)	13.7%	42.40%	MINEDUC, 2022	32.31%	
	1.1.1.3.3	Percentage of learners enrolled in STEM subjects (upper secondary)	55.1%	59.90%	MINEDUC, 2022	91.99%	
	1.1.1.3.4	Percentage of students enrolled in TVET in relation to total students (in basic education)	30.5%	43.50%	MINEDUC, 2022	70.11%	
	1.1.1.4	Gender parity index in education				100.00%	
	1.1.1.4.1	Primary education (Net enrolment rate)	1.07	0.99	MINEDUC, 2022	100.00%	
	1.1.1.4.2	Secondary education (Net enrolment rate)	1.00	1.04	MINEDUC, 2022	100.00%	
1.1.1.4.3	TVET (enrolment)	1.17	1.04	MINEDUC, 2022	100.00%		
1.1.1.4.4	Tertiary (enrolment)	1.17	1.04	MINEDUC, 2022	100.00%		
1.1.2	Dropout rate				35.41%		
1.1.2.1	Primary	9.5%	3.7%	MINEDUC, 2022	38.95%		
1.1.2.2	Secondary (Lower)	11.0%	4.3%	MINEDUC, 2022	39.09%		
1.1.2.3	Secondary (Upper)	7.8%	2.2%	MINEDUC, 2022	28.21%		
1.1.3	Gross intake rate in the last grade				93.71%		
1.1.3.1	Primary education (P6)	95.7%	85.4%	MINEDUC, 2022	100.00%		



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	1.1.3.2	Secondary (S3)	41.7%	47.7%	MINEDUC, 2022	87.42%	
	1.1.4.	Net intake rate				96.89%	
	1.1.4.1	Primary (P1)	81.5%	86.9%	MINEDUC, 2022	93.79%	
	1.1.4.2	Secondary (S1)	66.4%	24.6%	MINEDUC, 2022	100.00%	
	1.1.5	Transition rate				89.02%	
	1.1.5.1	Primary (Primary to lower secondary)	66.0%	82.1%	MINEDUC, 2022	80.39%	
	1.1.5.2	Secondary (Lower to Upper)	77.4%	89.3%	MINEDUC, 2022	86.67%	
	1.1.5.3	Tertiary (Upper secondary to tertiary)	63.0%	53.6%	MINEDUC, 2022	100.00%	
	1.1.6	Percentage of learners enrolled in STEM related courses in relation to all students in higher education and TVETs	49.00%	62.6%	MINEDUC, 2022	78.27%	
	1.2.	Education system strengthening				78.15%	
	1.2.1	Infrastructure				93.06%	
	1.2.1.1	Percentage of schools with water				94.34%	
	1.2.1.1.1	Primary	60.3%	68.0%	MINEDUC, 2022	88.68%	
	1.2.1.1.2	Secondary	72.6%	71.0%	MINEDUC, 2022	100.00%	
	1.2.1.2	Percentage of schools with electricity				91.79%	
	1.2.1.2.1	Primary	66.6%	76.2%	MINEDUC, 2022	87.40%	
	1.2.1.2.2	Secondary	80.6%	83.8%	MINEDUC, 2022	96.18%	
	1.2.2	Percentage of secondary schools with computers and internet connectivity				81.77%	
	1.2.2.1	Secondary schools with computers	84.3%	86.1%	MINICT 2019	97.91%	
	1.2.2.2	Secondary schools with internet connectivity	52.9%	80.6%	MINICT 2019	65.63%	
	1.2.3	Level of citizen satisfaction with school feeding program	59.60%		CRC,2022	59.60%	
	1.3.	Quality of education				73.13%	
	1.3.1	Pupils, student/trained teacher Ratio				95.98%	
	1.3.1.1	Primary	59:1	56:1	MINEDUC, 2022	94.91%	
	1.3.1.2	Secondary	34:1	33:1	MINEDUC, 2022	97.05%	
	1.3.2	Repetition rate				75.36%	
	1.3.2.1	Primary	10.9%	10.6%	MINEDUC, 2022	97.25%	
	1.3.2.2	Secondary				53.46%	
	1.3.2.2.1	Secondary(Lower)	8.9%	5.6%	MINEDUC, 2022	62.92%	
	1.3.2.2.2	Secondary (Upper)	5.0%	2.2%	MINEDUC, 2022	44.00%	



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	1.3.3	Harmonized test scores	358	625	WB, HCI 2018	57.28%	
	1.3.4	Years of schooling adjusted to years of quality of learning	3.80	6.60	WB, HCI 2018	57.58%	
	1.3.5	Level of citizen satisfaction with the role of parents in education	67.40%		CRC, 2022	67.40%	
	1.3.6	Literacy rate (people aged between 15-24 years)	85.20%		NISR, 2022	85.20%	
	2	Health				91.02%	
	2.1.	Maternal and Child Health				94.16%	
	2.1.1	Percentage of women aged 15-45 using modern contraceptives	58.00%	60.0%	DHS, 2019/20	96.67%	
	2.1.2	Immunization rate (full coverage)	96.00%	>93%	DHS, 2019/20	96.00%	
	2.1.3	Under 5 mortality rate (per 1,000 live births)	45.00%	48.00%	DHS, 2019/20	100.0%	
	2.1.4	Maternal mortality rate (deaths per 100,000 live births)	203/100,000	168/100,000	DHS, 2019/20	82.76%	
	2.1.5	Percentage of assisted delivery in health facilities	94.0%	>95%	DHS, 2019/20	98.95%	
	2.1.6	Stunting rate (Children under 5 years)	33.0%	29.90%	DHS, 2019/20	90.61%	
	2.2.	Diseases prevention and Control				88.88%	
	2.2.1	Patients under antiretroviral treatment	92.5	85.00%	HSSP4 MTR, 2021	100.00%	
	2.2.2	Malaria prevalence (women)	5.00%	4.10%	RDHS 5	82.00%	
	2.2.3	Malaria prevalence (Children under 5 years)	7.00%	6.10%	RDHS 5	87.14%	
	2.2.4	Percentage of households with at least one insecticide treated net (ITN)	66.00%	84.00%	HSSP4 MTR, 2021	78.57%	
	2.2.5	HIV prevalence rate	3.00%	<3%	DHS, 2019/20	96.67%	
	2.3.	Health system strengthening				90.03%	
	2.3.1	Life expectancy at birth (years)	68.6	66	NISR, 2022	100.00%	
	2.3.2	Percentage of population who are covered by health insurance schemes	85.60%	>95%	HSSP4 MTR, 2021	90.10%	
	2.3.3	Ratio of nurses per population (per 1,000 inhabitants)	1/1094	1/900	HSSP4 MTR, 2021	82.26%	
	2.3.4	Ratio of Medical doctor per population (per 10,000 inhabitants)	1/8247	1/9000	HSSP4 MTR, 2021	91.63%	
	2.3.5	Level of citizen satisfaction with Community based health insurance (CBHI)	83.30%	90.00%	CRC, 2022	92.56%	
	2.3.6	Level of citizen satisfaction with Community Health Workers (CHWs)	88.40%	90.00%	CRC, 2022	98.22%	
	2.3.7	Number of health posts in all cells	1222	1620	MoH, 2022	75.43%	



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	3	Social protection				63.79%	
	3.1	Investment in social protection programs				68.98%	
	3.1.1	Percentage of social protection beneficiary households demonstrating an improvement in socioeconomic status	68.90%	80%	LODA, 2022	86.13%	
	3.1.2	Number of under-five children with acute and chronic malnutrition supported with milk	3854	6975	NCDA, 2022	55.25%	
	3.1.3	Number of extremely poor mothers and infants in the first 1000 days benefiting from nutrition-sensitive direct support	129,813	92,000	LODA, 2022	100.00%	
	3.1.4	Number of formal partnerships between districts and CSOs on social protection	11	30	LODA, 2022	36.67%	
	3.1.5	Percentage of extremely poor households who are members of a community savings group/VSLA	12.42%	20%	LODA, 2022	62.11%	
	3.1.6	Percentage of people living in extreme poverty	16.00%	5.70%	EICV5	35.6%	
	3.1.7	Number of beneficiaries (Households) of GIRINKA Program	420,657	539,000	RAB, 2022	78.04%	
	3.1.8	Efficiency level of payment for VUP program				98.00%	
	3.1.8.1	Classic public works	97.00%	100%	LODA, 2022	97.00%	
	3.1.8.2	Extended public works	98.00%	100%	LODA, 2022	98.00%	
	3.1.8.3	Direct support	99.00%	100%	LODA, 2022	99.00%	
	3.2	Social protection for people with disabilities				42.49%	
	3.2.1	Number of PwDs covered by social protection	20867	40000	NCPD, 2022	52.17%	
	3.2.2	Number of PwD categorized	154236	446453	NCPD, 2022	34.5%	
	3.2.3	Number of PwD with access to inclusive education	17255	42325	NCPD, 2022	40.77%	
	3.3	Level of citizens satisfaction with Social Protection programs				79.89%	
	3.3.1	Level of citizen satisfaction with VUP program	75.40%	90.00%	CRC, 2022	83.78%	
	3.3.2	Level of citizen satisfaction with GIRINKA program	69.50%	90.00%	CRC, 2022	77.22%	
	3.3.3	Level of citizen satisfaction with Shelter program	70.80%	90.00%	CRC, 2022	78.67%	



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
INVESTING IN HUMAN AND SOCIAL DEVELOPMENT	4	Climate change and Environmental resilience				71.67%	
	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 (ha)	134657	130000	MINAGRI, 2022	100.00%	
	4.1.1.2	New progressive terraces constructed (ha)	985634	979604	MINAGRI, 2022	100.00%	
	4.1.2	Percentage of area covered by forest	30.40%	30.00%	MoE, 2022	100.00%	
	4.1.3	Number of connected districts to Land Administration Information System (LAIS)	30	30	RLMA, 2022	100.00%	
	4.2.	Climate change resilience				40.28%	
	4.2.1	Adaptive capacity(index of coping measures)	0.4028		REMA,2022	40.28%	
	4.2.1.1	City of Kigali	0.3910		REMA, 2022	39.10%	
	4.2.1.2	Southern Province	0.3540		REMA, 2022	35.40%	
	4.2.1.3	Western Province	0.4090		REMA, 2022	40.90%	
	4.2.1.4	Northern Province	0.4720		REMA, 2022	47.20%	
	4.2.1.5	Eastern Province	0.3880		REMA, 2022	38.80%	
	4.3.	Environmentally sustainable settlement and use of energy				72.47%	
	4.3.1.	Sustainable use of energy				70.33%	
	4.3.1.1.	Percentage of households using firewood for cooking	77.70%	58.40%	MININFRA, 2022	75.16%	
	4.3.1.2.	Percentage of households using charcoal for cooking	17.50%	42.00%	MININFRA, 2022	41.67%	
	4.3.1.3.	Percentage of households with access to electricity	69.69%	74.00%	MININFRA, 2022	94.18%	
	4.3.2	Sustainable settlement				74.60%	
	4.3.2.1	Percentage of households living in planned rural settlement	61.7%	80.0%	MININFRA, 2022	77.13%	
	4.3.2.2	Percentage of households living in urban area	18.40%	35.00%	EICV5	52.57%	
	4.3.2.3	Level of citizen satisfaction with living in planned rural settlement	84.70%	90.00%	CRC, 2022	94.11%	
	4.4	Environment protection and mainstreaming				73.95%	
	4.4.1	Percentage of area of land protected to maintain biological diversity	9.13%	10.30%	MoE, 2022	88.64%	



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
	4.4.2	Level of prohibition of non-biodegradable polythene bags (Plastic Bags)	100%		MoE, change policy, 2022	100.00%	Green
	4.4.3	Percentage of implementation of environment and climate change indicators in different sectors	52.50%		REMA, 2022	52.50%	Yellow
	4.4.4	Percentage of implementation of environment and climate change indicators in Local Government performance contracts	28.60%		REMA, 2022	28.60%	Red
	4.4.5	Number of inspections	267	130	REMA, 2022	100.00%	Green
Pillar overall score						75.81%	Yellow



8.1 Summary of indicators and variables

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

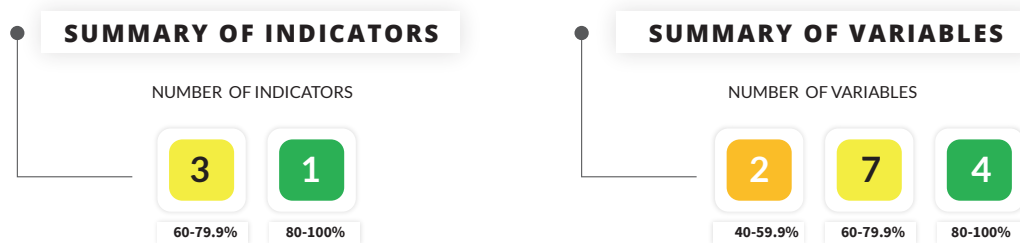
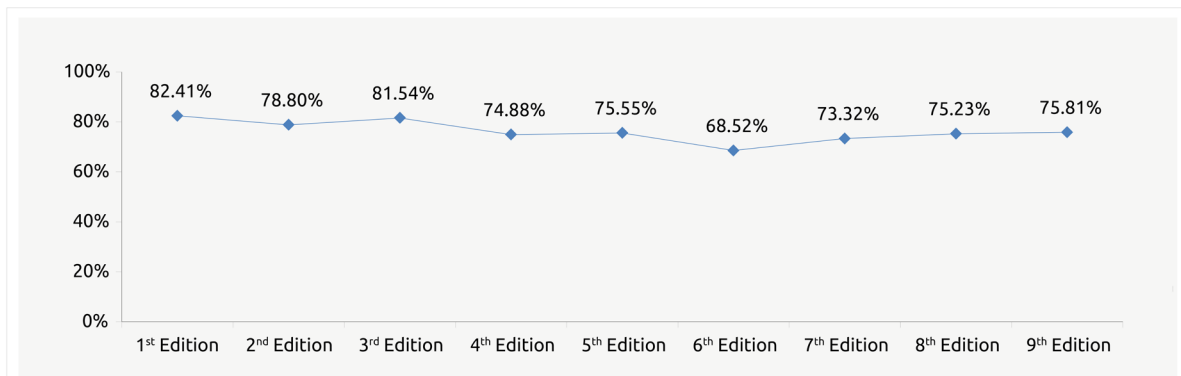


Figure 21: Performance of Investing in Human and Social Development since the RGS 1st Edition



As indicated in figure 21 above, the pillar of Investing in Human and Social Development showed a negative trend in performance from the 1st edition up to the 6th edition. From the 7th edition to the current edition, the performance trend has been positive.



8.2. Recommendations specific to the Pillar

01

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

02

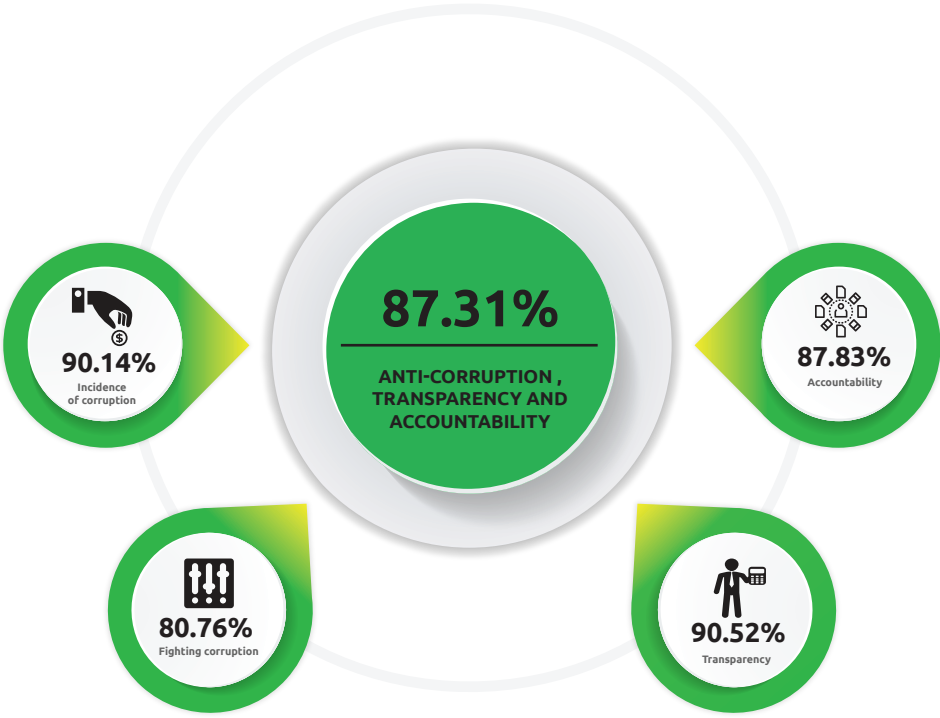
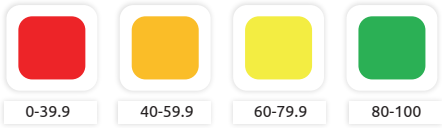
Fast track the completion of categorization of people with disabilities to increase their access to essential services such as health, education etc;

03

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



ANTI-CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY



9

Anti-Corruption, Transparency and Accountability

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 they are answerable for their decisions and actions.

This pillar is comprised of four (4) indicators and seventeen (17) variables. Its overall performance is 87.31% up from 86.77% in the eighth edition representing a slight improvement of 0.54%. An adjustment was made on this pillar where the number of variables changed from 14 to 17 and this is due to the introduction of new variables specifically related to SDGs indicators. The new variables are: Percentage of citizens reporting personal experience of corruption with public officials, proportion of bribe demand and paid bribe among the business community in Rwanda during the 12 previous months, and Percentage of tenders awarded in open tenders compared to all tenders awarded.

Table 10: Indicators and variables of the Anti-corruption, Transparency and Accountability pillar

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
ANTI-CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY	1	Incidence of corruption				90.14%	
	1.1	Percentage of citizens reporting personal experience of corruption	10.60%		RBI, 2021	89.40%	
	1.2	Percentage of citizens who have encountered corruption while interacting with service providers	22.90%		RBI, 2021	77.10%	
	1.3	Percentage of citizens reporting personal experience of corruption with public officials	2.30%		CRC, 2022	97.70%	
	1.4	Proportion of bribe demand and paid among the business community in Rwanda during the 12 previous months	9.80%		RBI, 2021	90.20%	
	1.5	Percentage of citizens who experienced corruption in last twelve months	3.70%		CRC, 2022	96.30%	
	2	Fighting corruption				80.76%	
	2.1	Level of citizen satisfaction with fighting corruption and injustice	82.40%		CRC, 2022	82.40%	
	2.2	Level of citizen satisfaction with Government commitment to fight corruption	76.00%		RBI, 2021	76.00%	
	2.3	Level of citizen satisfaction with performance of institutions in fighting corruption at local level	75.50%	90.00%	CRC, 2022	83.89%	
	3	Transparency				90.52%	
	3.1	Percentage of amount awarded in open tenders compared to all tenders	62.39%		RPPA, 2022	62.39%	
	3.2	Percentage of awarded tenders in open tenders compared to all tenders awarded	83.24%		RPPA, 2022	83.24%	
	3.3	Application of e-recruitment	100.00%		MIFOTRA, 2022	100.00%	
	3.4	Application of e-procurement	100.00%	100.00%	RPPA, 2022	100.00%	
	3.5	Percentage of high ranked officials and civil servants who declared their assets in time against those required to declare to the Office of Ombudsman	99.70%	100.00%	Ombudsman, 2022	99.70%	



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
ANTI-CORRUPTION, TRANSPARENCY AND ACCOUNTABILITY	4	Accountability				87.83%	
	4.1	Percentage of cases recommended by OAG processed by PAC	100.00%		Chamber of Deputies, 2022	100.00%	
	4.2	Percentage of annual national budget audited by Office of Auditor General	87.60%	86.00%	OAG, 2022	100.00%	
	4.3	Percentage of entities that obtained unqualified audit opinion				70.18%	
	4.3.1	Percentage of entities with unqualified financial statement	55.80%	80.00%	OAG, 2022	69.75%	
	4.3.2	Percentage of entities with unqualified compliance with laws and regulations	35.30%	50.00%	OAG, 2022	70.60%	
	4.4	Local administration accountability to the citizens	77.10%	95.00%	CRC, 2022	81.16%	
	Pillar Overall score						87.31%

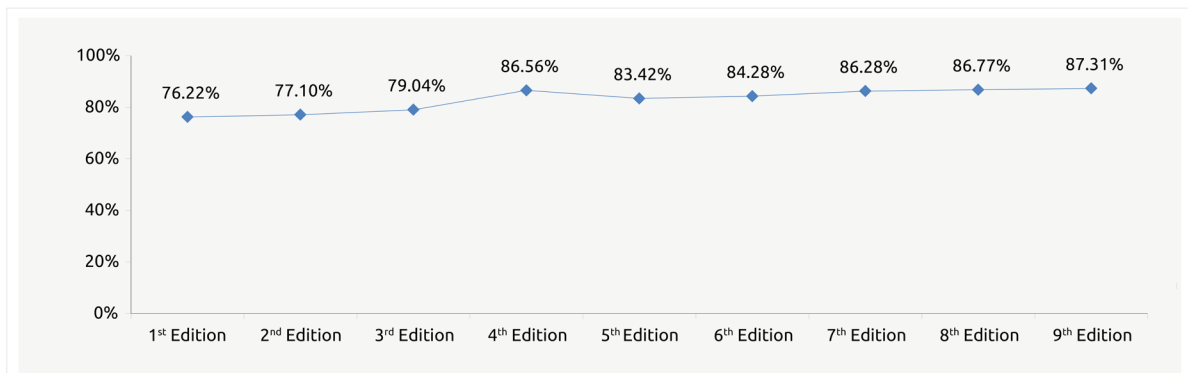


9.1 Summary of indicators and variables

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



Figure 23: Performance of Anti-corruption, Transparency and Accountability since the RGS 1st Edition





The pillar of Anti-corruption, Transparency and Accountability shows a positive trend from its first edition with a score of 76.22% in the 1st edition to 87.31% in the 9th edition.



9.2. Recommendations specific to the Pillar

01

Increase efforts to mobilize citizens and all institutions to play their role in the fight against corruption;

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

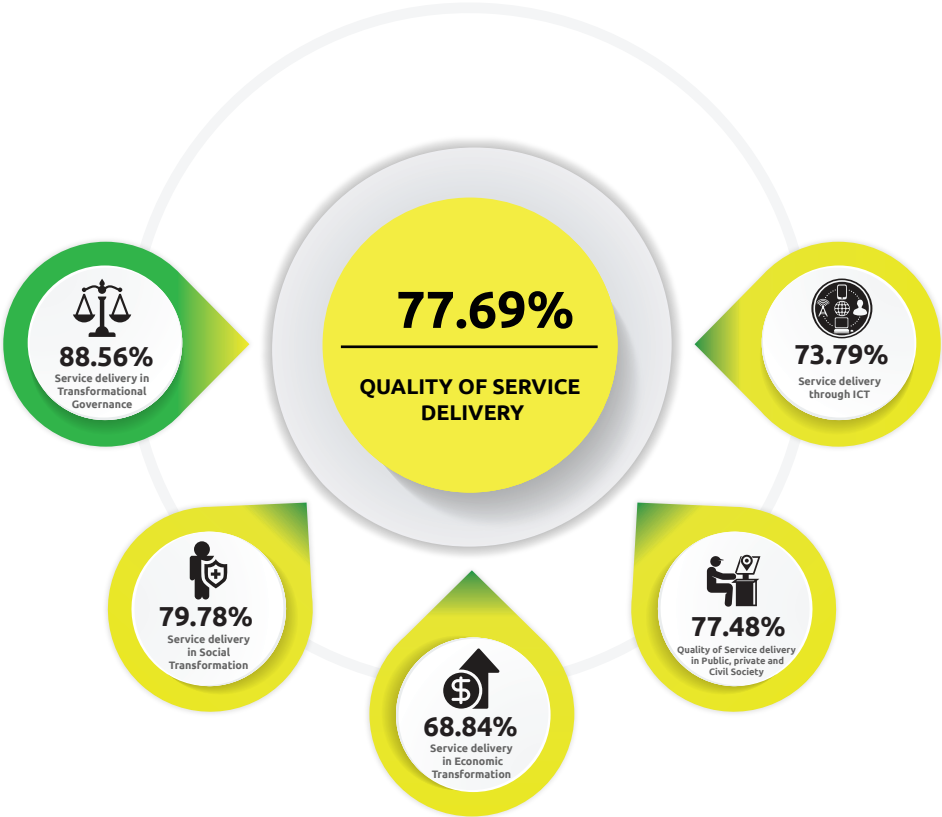
02

03

Devise strategies within all institutions and the general public to strengthen the culture of transparency and accountability.



QUALITY OF SERVICE DELIVERY



10 Quality of Service Delivery

The Quality of service quality refers to a customer's comparison of service expectations as it relates to actual performance. Institutions that offer high quality services endeavour to match or exceed expectations. The pillar of the quality of service delivery emphasizes the need for efficiency and effectiveness in meeting the needs of citizens. Ensuring effective service delivery is a fundamental obligation of all service providers. The national strategy for transformation (NST1) targets the level of citizen satisfaction to be 90% by 2024.

The quality of service delivery pillar is composed of five (5) indicators and twenty-one (21) variables. A change of seven new variables was introduced, those are: Level of citizen satisfaction with IREMBO services, Level of citizen satisfaction with online cases filed in courts, Level of citizen satisfaction with use of mobile telephone, Level of citizen satisfaction with use of ICT in education, Level of citizen satisfaction in electronic payment through Mobile Money, Airtel Money, and Internet banking, Level of citizen satisfaction with

radio communication, and Level of citizen satisfaction with internet connectivity.

In particular, the performance of four out of five indicators namely: service delivery in transformational governance, service delivery in social transformation, service delivery in economic transformation as well as service delivery through ICT resulted from citizen perception on services and service providers. The overall performance of the pillar is 77.69%.

Table 11: Indicators and variables of the pillar of Quality of service delivery pillar

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
QUALITY OF SERVICE DELIVERY	1	Service delivery in Transformational Governance				88.56%	
	1.1	Level of citizen satisfaction with service delivery in Local Administration	79.70%	90.00%	CRC, 2022	88.56%	
	1.2	Level of citizen satisfaction with service delivery in the Justice sector	79.70%	90.00%	CRC, 2022	88.56%	
	2	Service delivery in Social Transformation				79.78%	
	2.1	Level of citizen satisfaction with service delivery in Health sector	77.20%	90.00%	CRC, 2022	85.78%	
	2.2	Level of citizen satisfaction with service delivery in Education sector	69.70%	90.00%	CRC, 2022	77.44%	
	2.3	Level of citizen satisfaction with service delivery in Social Welfare sector	71.30%	90.00%	CRC, 2022	79.22%	
	2.4	Level of citizen satisfaction with service delivery in Hygiene and Sanitation sector	69.00%	90.00%	CRC, 2022	76.67%	
	3	Service delivery in Economic Transformation				68.84%	
	3.1	Level of citizen satisfaction with service delivery in Agriculture sector	54.90%	90.00%	CRC, 2022	61.00%	
	3.2	Level of citizen satisfaction with service delivery in Livestock sector	53.60%	90.00%	CRC, 2022	59.56%	
	3.3	Level of citizen satisfaction with service delivery in infrastructure sector	65.30%	90.00%	CRC, 2022	72.56%	



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
QUALITY OF SERVICE DELIVERY	3.4	Level of citizen satisfaction with service delivery in land and settlement sector	58.90%	90.00%	CRC, 2022	65.44%	Yellow
	3.5	Level of citizen satisfaction with service delivery in Private sector	77.10%	90.00%	CRC, 2022	85.67%	Green
	4	Quality of Service delivery in Public, private and Civil Society				77.48%	Yellow
	4.1	Quality of service delivery in public sector	69.39%		RGB, 2021	69.39%	Yellow
	4.2	Quality of service delivery in private sector	89.42%		RGB, 2021	89.42%	Green
	4.3	Quality of service delivery in civil society sector	73.64%		RGB, 2021	73.64%	Yellow
	5	Service delivery through ICT				73.79%	Yellow
	5.1	Level of citizen satisfaction with IREMBO services	90.60%	100.00%	CRC, 2022	90.60%	Green
	5.2	Level of citizen satisfaction with online cases filed in courts	76.10%	100.00%	CRC, 2022	76.10%	Yellow
	5.3	Level of citizen satisfaction with use of mobile telephone	64.50%	100.00%	CRC, 2022	64.50%	Yellow
	5.4	Level of citizen satisfaction with use of ICT in education	60.50%	100.00%	CRC, 2022	60.50%	Yellow
	5.5	Level of citizen satisfaction in electronic payment through Mobile Money, Airtel Money, and Internet banking	93.10%	100.00%	CRC, 2022	93.10%	Green
	5.6	Level of citizen satisfaction with radio communication	75.70%	100.00%	CRC, 2022	75.70%	Yellow
	5.7	Level of citizen satisfaction with internet connectivity	56.00%	100.00%	CRC, 2022	56.00%	Orange
Pillar overall score						77.69%	Yellow



10.1. Summary of indicators and variables

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

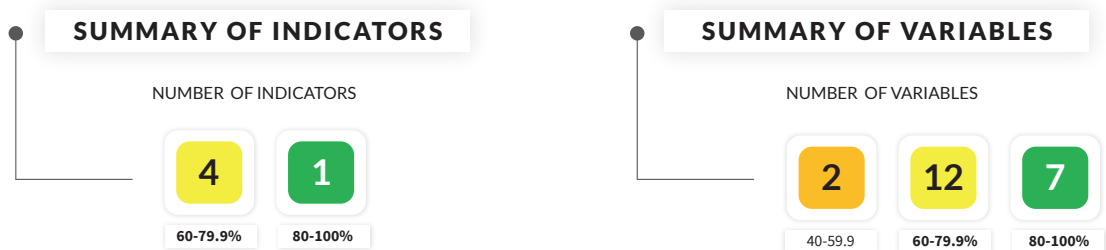
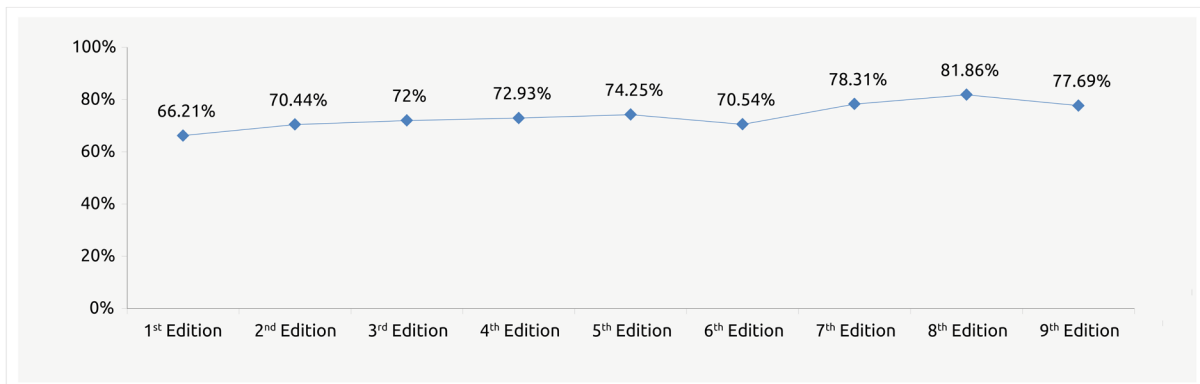


Figure 25: Performance of Quality of Service Delivery since the RGS 1st Edition



From RGS 1st to the 5th edition, Quality of service delivery pillar has maintained a positive trend but experienced a slight drop in performance in the 6th and 9th editions. This had the highest score of 81.86% in the 8th edition of RGS.



10.2. Recommendations specific to the Pillar

01

Improve service delivery in the Agriculture sector to satisfy the needs of citizens particularly focusing on post-harvest management and distribution chain;

Improve the quality of land services in the sector and streamline settlement system.

02

03

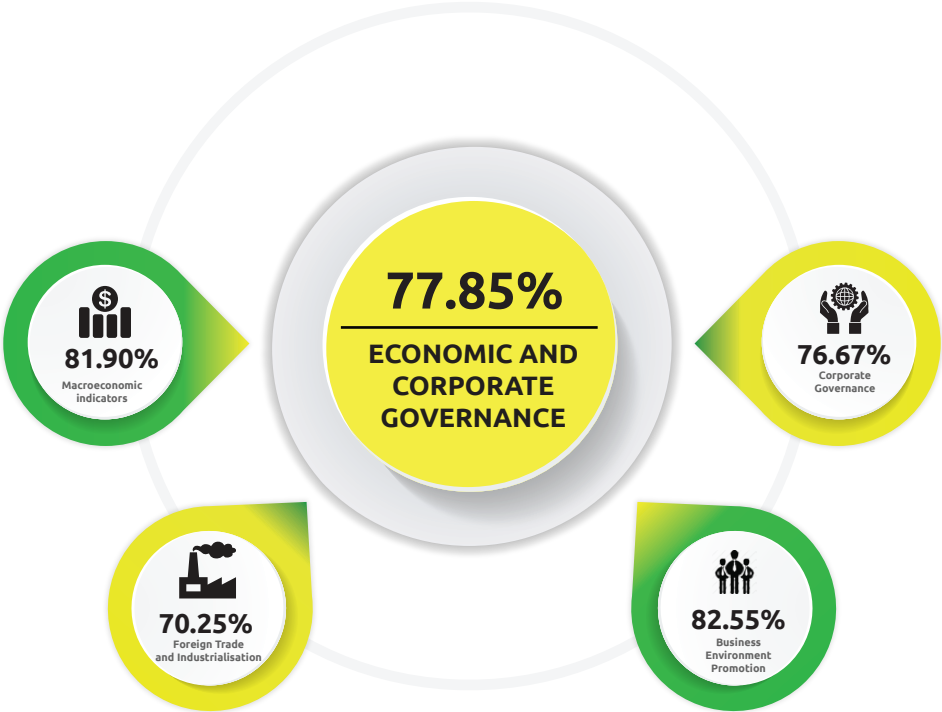
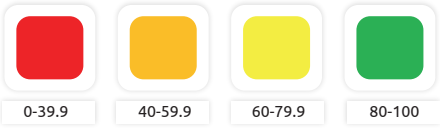
Improve service delivery through ICT by enhancing internet connectivity and network of mobile telephone;

Enhance ICT literacy for teachers to facilitate the use of ICT in schools particularly secondary schools.

04



ECONOMIC AND CORPORATE GOVERNANCE





11 Economic and Corporate Governance

Economic and Corporate Governance refers to the systems, structures and procedures institutions put in place to guide and direct their leadership and operations with the aim of achieving effectiveness, efficiency, accountability and economic benefits ensuing from their operations.

The Economic and Corporate Governance measures the macroeconomic stability, business environment and corporate governance that are prerequisites for sustainable socio-economic development.

This pillar is composed of four (4) indicators and twenty-eight (28) variables. The indicators are: Macroeconomic Indicators, Foreign trade and industrialisation, Business Environment Promotion as well as Corporate governance. A slight change made to this pillar is the introduction of a new variable of Business environment through ICT.

The overall performance of the pillar is 77.85% from 74.65% in the RGS 8th edition representing an improvement of 3.20% in this edition.

Table 12: Indicators and variables of Economic and Corporate Governance pillar

PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
ECONOMIC AND CORPORATE GOVERNANCE	1	Macroeconomic Indicators				81.90%	
	1.1	Economic growth rate	10.60%	9.10%	NISR, 2022	100.0%	
	1.2	Inflation rate	7.50%	5.00%	BNR, March 2022	66.67%	
	1.3	GDP per capita (in USD)	854	1200	NISR, 2022	71.17%	
	1.4	Percentage of budget covered by domestic revenues	68.00%		MINECOFIN, 2022	68.00%	
	1.5	Income Distribution (Gini Coefficient)	0.429	0.35	NISR, EICV5	81.58%	
	1.6	Percentage of people living below poverty line	38.20%	20%	NISR, EICV5	52.36%	
	1.7	Tax revenue as percentage of GDP	16.30%	16.10%	RRA, 2022	100.00%	
	1.8	Saving rate as percentage of GDP	14.00%	14.00%	MINECOFIN, 2022	100.00%	
	1.9	National investment as percentage of GDP	26.00%	30.00%	MINECOFIN, 2022	86.67%	
	1.10.	Off-farm jobs creation	164,189	214,300	NISR, RLFS, 2021	76.62%	
	1.11.	Financial inclusion	93.00%	95.0%	MINECOFIN, Finscope survey, 2020	97.89%	
	2	Foreign trade and industrialisation				70.25%	
	2.1	Export as percentage of imports	40.40%		BNR, 2022	40.40%	
	2.2	Exports growth	9.40%	17.00%	BNR, 2022	55.29%	
	2.3	Industry as a share of GDP	20.00%	21.70%	NISR, 2022	92.17%	
	2.4	Informal CBT Balance (Exports as percentage of imports)	88.41%	100.00%	BNR, 2022	88.41%	
	2.5	Trading Across Borders	Rwanda scores 75.0% worldwide	100.00%	World Bank's 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				82.55%	
	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	86.80%	1	AfDB, Africa Visa Openness Index 2021	86.80%	
	3.3	Time for processing Visitors visa	1 Day	1 day	Rwanda Directorate General of Immigration and Emigration, 2021	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 2020	58.40%	
	3.8	Business environment through ICT				91.51%	
	3.8.1	Payment transaction done electronically as percentage of GDP	102.90%	80.00%	BNR, December 2021	100.00%	
	3.8.2	Percentage of VAT registered taxpayers/ Taxpayers registered to EBM	98.00%	95.00%	RRA, 2022	100.00%	
	3.8.3	Online business registration	100.00%		RDB, 2022	100.00%	
	3.8.4	Mobile phone penetration rate	81.70%	95.00%	RURA 2022	86.00%	
	3.8.5	Internet penetration rate	64.40%	90.00%	RURA 2022	71.56%	
	3.9	Credit to Private sector as percentage of GDP	23.30%	40.0%	BNR, 2022	58.25%	
	4	Corporate governance				76.67%	
	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 the private sector leadership				77.02%	
	4.3.1	Percentage of women in Executive committee at National Level	33.30%	50%	Private Sector Structures Elections Executive Report, 2018	66.60%	



PILLAR	S/N	INDICATOR	DATA	TARGET	SOURCE OF DATA	SCORES	RATING
	4.3.2	Percentage of women in Executive committee at Provincial Level	55.60%	50%	GMO, monitoring report, 2022	100.00%	
	4.3.3	Percentage of women in Executive committee at District Level	32.23%	50%	Private Sector Structures Elections Executive Report, 2018	64.46%	
Pillar Overall score						77.85%	



11.1. Summary of indicators and variables

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

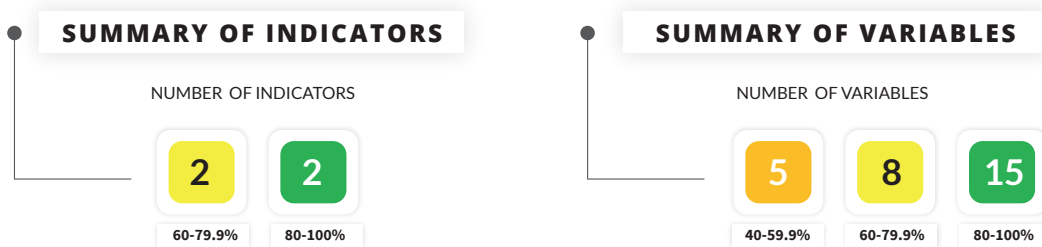
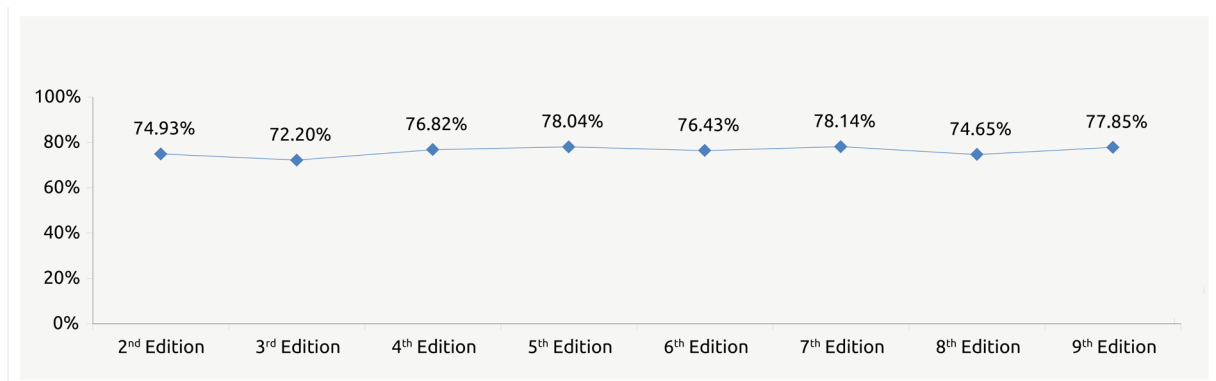


Figure 27: Performance of Economic and Corporate Governance since the RGS 2nd Edition



The assessment of Economic and Corporate Governance started with second edition of RGS. The performance of this pillar is sensitive to the climate and economic factors. The trend of this pillar is characterized by fluctuations resulting from national and global economic variations.



11.2. Recommendations specific to the pillar

01

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

02

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

03

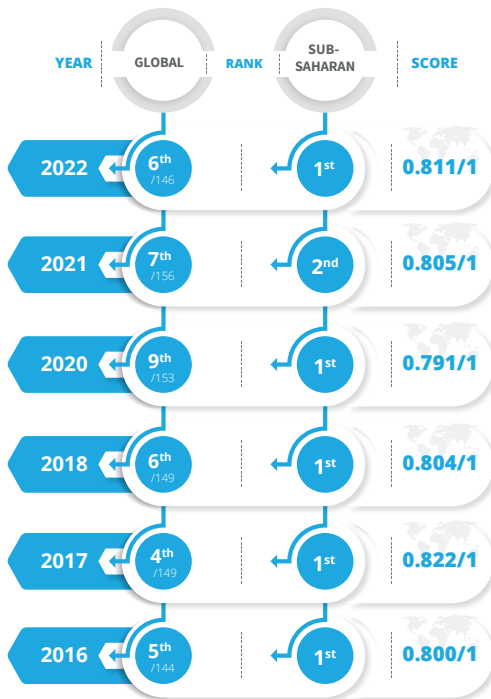
Enhance strategies aimed at increasing credit to the private sector.

12 An overview of Rwanda's ranking in Global indices

In the fiscal year 2021/2022, six global indices were analyzed to indicate Rwanda's regional and global trends in key areas of governance. They include the Global Gender Report, Global Peace Index, Corruption Perception Index, Africa Visa Openness Index, Rule of Law Index and Chandler Good Government Index.

I. GLOBAL GENDER GAP REPORT

Rwanda's overall ranking in Global Gender Report

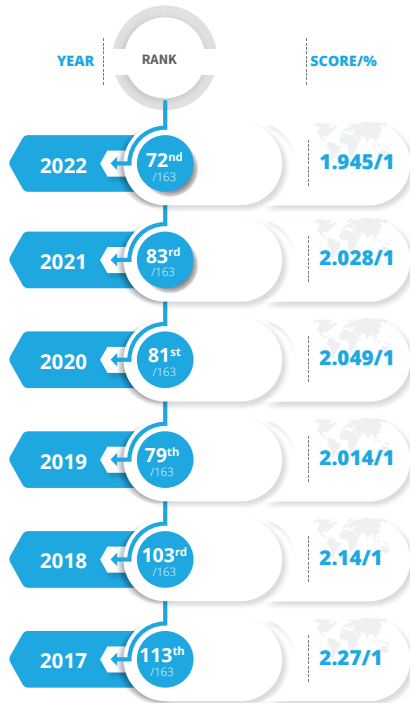


It is a framework for capturing the magnitude of gender based disparities and tracking their progress over time. It is a product of world economic forum.

Source: World economic forum

II. GLOBAL PEACE INDEX

Rwanda's overall ranking in Africa SDGs Index

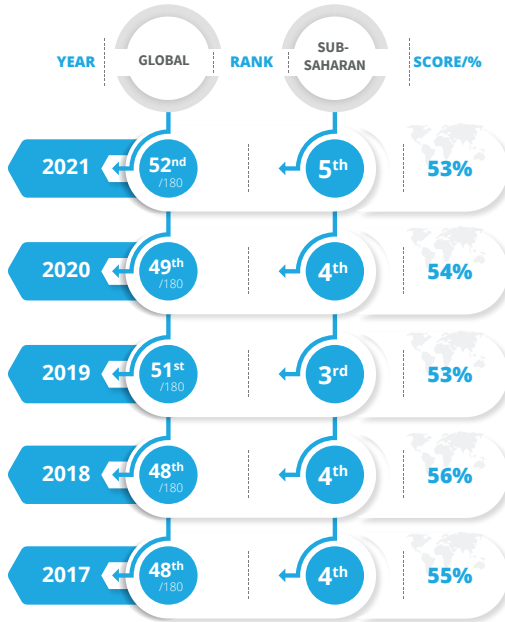


Source: Institute for Economics and Peace (IEP)

Global Peace Index measures the levels of peacefulness in 163 countries across the globe. It is a composite index measuring peacefulness of countries made up of 23 quantitative and qualitative indicators, each weighted on a scale of 1-5. The lower the score, the more peaceful the country. This index is produced by the Institute for Economics & Peace (IEP).

III. CORRUPTION PERCEPTION INDEX

Rwanda's performance on Corruption Perception Index

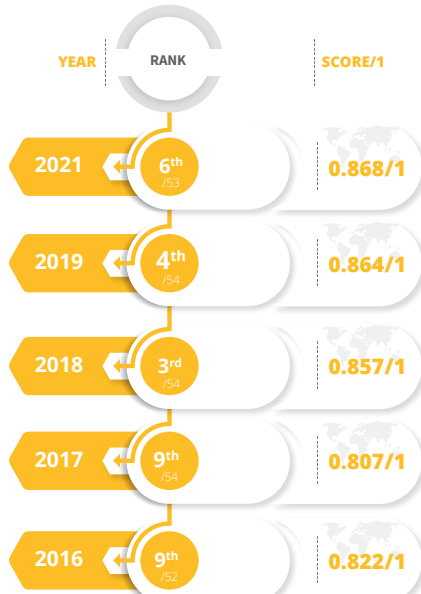


Source: Transparency International

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

IV. AFRICA VISA OPENNESS REPORT

Rwanda's overall ranking in Africa Visa Openness report

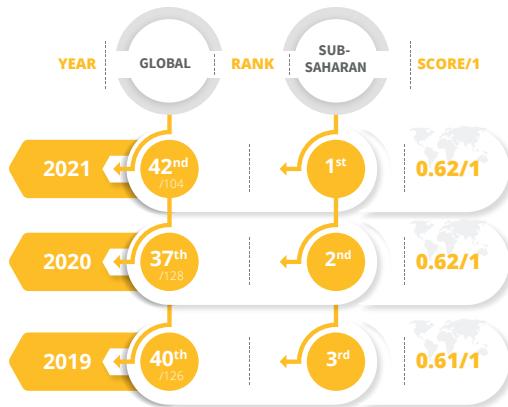


Source: African Development Bank.

The Africa Visa Openness Index measures the extent to which each country in Africa is open to visitors from other African country.

V. RULE OF LAW INDEX

Rwanda's Performance on Rule of Law Index

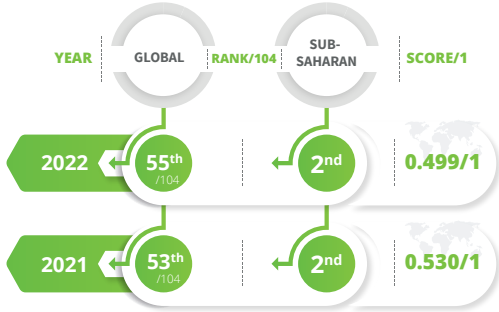


Source: World Justice Project

Rule of Law 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.

VI . CHANDLER GOOD GOVERNMENT INDEX

Rwanda's Performance on Chandler Good Government Index



The Chandler Good Governance Index measures effectiveness and capabilities in 104 countries around the world.

Source: Chandler Institute of Governance

13

Implementation status of the policy recommendations for RGS 8th Edition

N°	POLICY RECOMMENDATION	POLICY FRAMEWORK	CURRENT STATUS OF IMPLEMENTATION
1	Ensure quality of education to support the attainment of a knowledge-based economy	NST1, Priority 4 of Social Transformation: Enhancing the demographic dividend through improved access to quality education.	<p>MINEDUC: In the fiscal year 2021/2022, the following key interventions have been implemented in the process of improving the quality of Education:</p> <ul style="list-style-type: none"> ▶ The National and Districts steering committee were established to eliminate student drop out in schools. A National campaign against school dropout was organized and conducted in partnership with the Ministry of Local government; ▶ Implementation of school feeding in all schools from pre-primary to Secondary education where 3,335,766 students are benefiting from the program as opposed to only 640,000 students in 2019; ▶ 28,576 new teachers for pre-primary(580), primary(19874), secondary(7754) and TVET(368) schools were recruited. ▶ 1,247 teachers were trained on inclusive education including 603 women and 644 men; ▶ 2,483,132 textbooks were distributed in public and government aided schools to improve pupil to textbook ratio; ▶ 24,085 teacher's copies for professional and effective leadership standards were distributed to all schools countrywide; ▶ 9,160 booklets of basic education norms and standards for general education printed and delivered; ▶ 296 master trainers were trained on modules for primary examinable subjects; ▶ 1350 laptops were provided to primary schools, 4,150 laptops to secondary schools, 69 projectors to secondary schools and, 1,067 projectors. ▶ 2459 laptops were provided to the teachers of 120 secondary schools countrywide; ▶ 1,404 Laptop computers (Lenovo i3) and other related equipment like 30 screen projectors and 30 speakers and multi-sockets, 1,530 chairs and 300 tables were provided to schools.



N°	POLICY RECOMMENDATION	POLICY FRAMEWORK	CURRENT STATUS OF IMPLEMENTATION
2	Enhance efficiency and effectiveness in the management of social protection programs for persons with disabilities.	NST1, Priority 6 of Transformational Governance: Increase citizens' participation, engagement and partnerships in Development	<p>MINALOC, NCPD</p> <ul style="list-style-type: none"> ▶ The Policy of Persons with Disabilities was revised to foster their inclusion across sectors for them to access social security and income support programs, inclusive education and health care services among others. This policy was adopted by the cabinet on 31st May 2021; ▶ The Disability Management Information System (DMIS) development was completed and is in the process of being operationalized for evidence-based planning,. ▶ Social Protection Policy was revised and adopted by the cabinet on 31st May 2021. It incorporates disability grant provision in accordance with disability categories; ▶ The integrated Social Protection MIS was also developed to ensure effectiveness in various social protection programs for effective targeting, data management and duplication prevention; ▶ The Coordination of Disability Mainstreaming across sectors was reinforced, Disability Mainstreaming and Social Inclusion Planning instruments incorporated in the Planning and Budgeting Call Circular for consideration by all institutions (cfr PBCCI Guidelines issued by MINECOFIN on 29/10/2021) and for further regular monitoring; ▶ The Ministry of Local Government conducted an inspection on support to Persons with Disabilities from 15th September- 02nd October 2021, findings discussed in Local Government Inspection Coordination Platform and with all concerned stakeholders and recommendations adopted to improve the efficiency of the programs.
3	Enhance human security and sustain transparency and accountability for socio economic transformation	NST1, Priority 6 of Transformational Governance: Increase citizens' participation, engagement and partnerships in development.	<p>MINALOC:</p> <ul style="list-style-type: none"> ▶ The human security task force was operationalized: 5,865 houses constructed, 23,103 houses rehabilitated, 4,401 toilets constructed and 79,799 toilets rehabilitated under human security. ▶ Community assemblies, outreaches resumed, inspections of programs conducted, e-citizen feedback system operationalized and continuous awareness on quality services as well as capacity development mechanisms put in place.

N°	POLICY RECOMMENDATION	POLICY FRAMEWORK	CURRENT STATUS OF IMPLEMENTATION
4	Design and operationalize a multi-year nationwide strategy for mainstreaming climate change into development planning	NST1, Priority 7 of Economic Transformation: Sustainable Management of natural resources and environment to transition Rwanda towards a carbon Neutral Economy	<p>MoE:</p> <ul style="list-style-type: none"> ▶ Rwanda’s Green Growth and Climate Resilience Strategy 2050, a Multi-year mainstreaming strategy was revised and aligned with the Vision 2050. ▶ Environment Checklist: Every year, the environment and climate change check list is designed, approved, and then shared as a separate annex during the 1st planning and budgeting call circular. The next step is for development sectors and local Government (Districts) to be trained on its integration and adoption in their sectoral plans and programs. ▶ Monitoring and evaluation: This is followed by environmental inspections to find out the level of implementation of these activities in these sectoral & district plans and recommendations on issues that require special attention are provided and followed up. ▶ Environment and climate change monitoring statement: This is a criteria form, of which the Ministries’, Districts’ and Agency’s submissions will base on for Annual monitoring and evaluation. It has been shared with sectors and Districts. The sectors and Districts are required to populate the template (capture ECC indicators) then submit it to the Ministry of Finance and Economic Planning (MINECOFIN) and the Ministry of Environment (MoE) for further steps. ▶ For the effective monitoring of how sectors consider environment and climate change issues into their plans, the Ministry of Finance and Economic Planning (MINECOFIN) and the Ministry of Environment (MoE) working with other key stakeholders together agreed to introduce the use of environment and climate change monitoring statement for the fiscal year 2022/2023. The environment and climate monitoring statement was introduced through consultative process and shared to sectors and local government (Districts) as mentioned earlier to mainstream environment and climate change priorities into their Single Action Plans. Nation-wide training to the sectors and Districts on the use of this statement was conducted in joint collaboration with MINECOFIN; ▶ Climate Budget Tagging (CBT): The feasibility study was completed. The concept consists of capturing the National Accounting System to start tracking climate related spending in public finance systems, Private sector and CSOs. CBT includes the process of attaching a climate budget marker, such as a tag or account code, to budget lines or groups of budget lines into the National Accounting System.



N°	POLICY RECOMMENDATION	POLICY FRAMEWORK	CURRENT STATUS OF IMPLEMENTATION
			<p>REMA :</p> <p>The achievements made are grouped under the following areas of Environment and Climate Change (ECC) mainstreaming strategy for Rwanda (2018-2024):</p> <ul style="list-style-type: none"> ▶ Awareness and advocacy: <ul style="list-style-type: none"> • REMA conducted many awareness campaigns on ECC mainstreaming including among others; <ul style="list-style-type: none"> a) High Level discussion session with District Stakeholders from Western Province on Environmental Compliance and Enforcement. • The Ministry of Environment and affiliated institutions conducted different awareness campaigns and advocacy for ECC mainstreaming through the celebration of International environmental event such as World Wetlands Day (celebrated on 2nd February), World Water Day (22nd March), World Environment Day (5th June), Ozone Layer Day (16th September) among others, • Engagement of different media platforms (Radio, TV, socio-media) in raising public awareness of the linkages between Environment Natural Resources (ENR) and Climate Change (CC), sustainable development and poverty reduction, • Engagement of universities and research institutions to integrate ECC in concepts in the education system at all levels including Competence based Curricula for primary and secondary schools, TVET, 12YBE and Higher Learning Institutions; • In partnership with RNP staff based at REMA, the MoE/REMA enhanced law enforcement through different inspections and on the use of plastics, land use with focus on wetlands, rivers' buffer zones and lakeshores and forest preservation; • Launched of Long-term Research Programme on Climate Change Adaptation; • Monitoring of the implementation of Environmental Management Plans (EMPs) for projects and Strategic Environment Assessment (SEA) recommendations for Agriculture, Mining and Energy policies and Plans, ▶ Capacity development for ENR and CC mainstreaming: <ul style="list-style-type: none"> • a) Sector training of Ministries and District Officials on Mainstreaming Environment and Climate Change into Plans and Budgets for fiscal year 2022-2023; • b) Training of mining companies on enforcement and compliance for the Environmental Laws and guidelines; • c) Workshop for raising awareness on Strategic Environment Assessment (SEA) ministerial order and review of SEA Guideline; • d) Training of Agrochemical Advisory Council, District Community Liaison Officers from Rwanda National Police, and Crime investigators from Rwanda Investigation Bureau on the implementation of Basel and Rotterdam Conventions and on National Environmental Law and Policy.

N°	POLICY RECOMMENDATION	POLICY FRAMEWORK	CURRENT STATUS OF IMPLEMENTATION
5	Revitalize economic growth and export promotion to achieve NST1 target.	NST1, Priority 4 of Economic Transformation: Promote Industrialization and Attain a Structural Shift in the Export Base to High-value Goods and Services with the aim of growing exports by 17% Annually.	<p>MINICOM:</p> <ul style="list-style-type: none"> ▶ Monitor export performance and Coordinate the Export Joint Imihigo: <p>On quarterly basis, MINICOM monitors and coordinates export related initiatives and track their performance including the Joint IMIHIGO on Export. As per the 2021 trade performance report, the following as key highlights:</p> <ul style="list-style-type: none"> ▶ Rwanda’s merchandise export receipts increased by 53.4% to USD 1167.8 million from USD 761.3 million a year ago, mainly driven by revenues from non-traditional exports and re-exports due to the increase of trade with neighbouring countries combined with the improvement of domestic manufacturing activities, but also traditional exports due to the recovery of global economic activities and rising commodity prices. ▶ General merchandise imports increased by 16.5% to USD 3,201.0 million from USD 2,746.7 million. The year 2021 recorded a higher imports of consumer goods (+14.1%) on increased imports of food products (+15.7%), intermediary goods (+15.7%), capital goods (+11.6%) and imports of energy & lubricant (+13.9%). Inversely, imports of gold decreased by 41.2%. ▶ Rwanda’s trade balance deficit with EAC countries increased by 3.1% standing at USD -449.3 million in the period under review, from USD -435.7 million registered a year earlier on increase of both imports (+6.4%) and exports (+33.0%). ▶ Rwanda remains a net exporter in informal cross border trade (ICBT), recording an export surplus of USD 92.5 million in the period under review, higher than USD 36.6 million recorded in the same period of the previous year. Here, ICBT refers to imports and exports of legal goods, which are unrecorded in official trade statistics. <p>Progress:100%</p> <ul style="list-style-type: none"> ▶ Revise the National Export Strategy: <p>The draft of National Export Strategy has been produced, discussed at MINICOM Senior Management Level, and validated by Stakeholders. It is expected to be tabled and validated by the economic cluster and later on submitted for cabinet consideration.</p> <p>Progress: 80%</p>



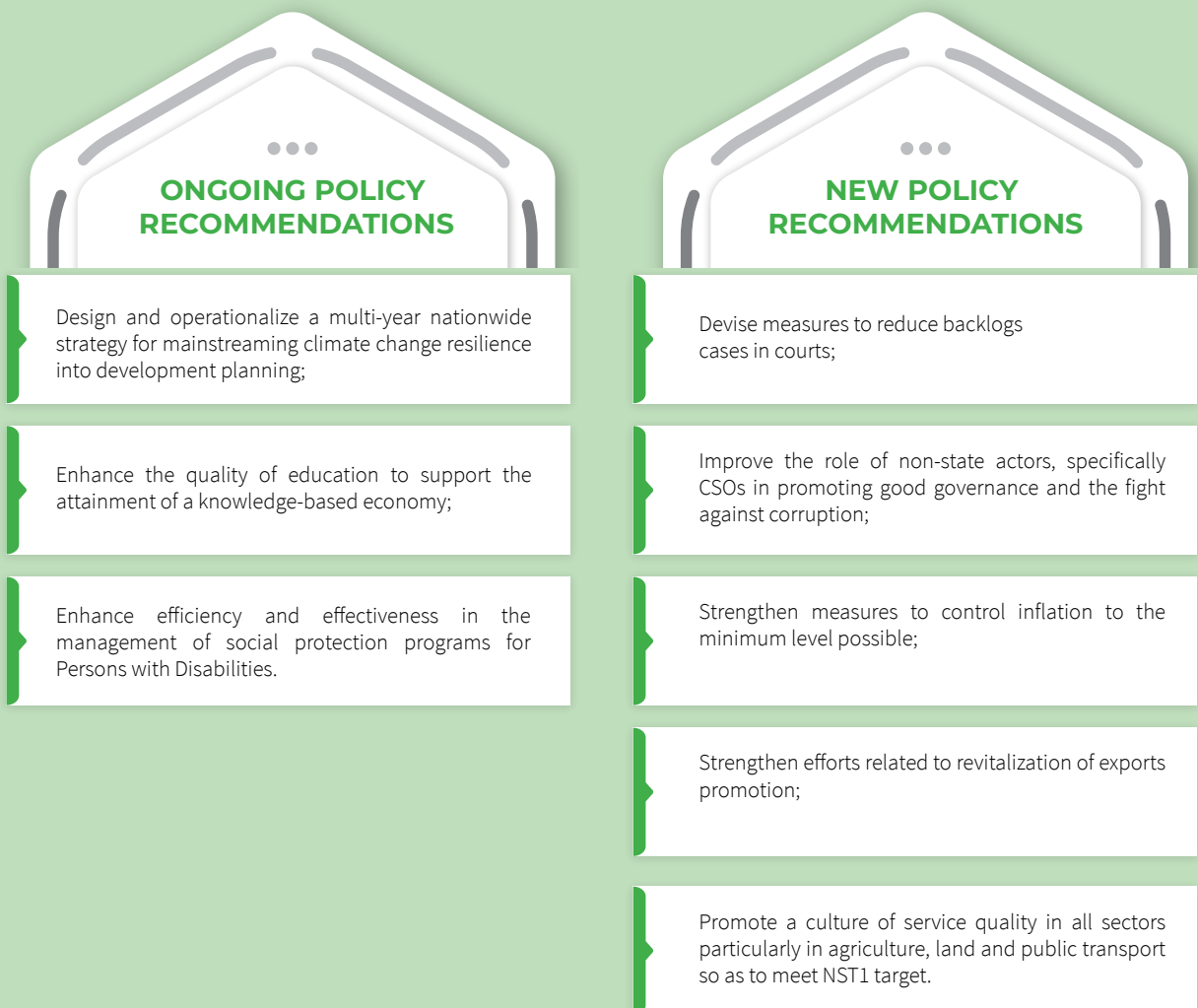
N°	POLICY RECOMMENDATION	POLICY FRAMEWORK	CURRENT STATUS OF IMPLEMENTATION
			<ul style="list-style-type: none"> ▶ National Strategy for African Continental Free Trade Area (AfCFTA): <p>The draft of the National Strategy for African Continental Free Trade Area has been developed, discussed at MINICOM Senior Management Level, and validated by Stakeholders including the Private Sector Development and Youth Employment Sector Working Group. It is expected to be tabled and validated by the economic cluster and later submitted for cabinet consideration. This strategy looks at what products and what market in Africa Rwanda could tap into given opportunities presented under the African Continental Free Trade Area.</p> <p>Progress: 80%</p> MINECOFIN: <ul style="list-style-type: none"> ▶ Implementation of the socio-economic recovery initiatives for sustaining its economy post covid-19: <ul style="list-style-type: none"> ▶ Following the Covid-19 pandemic outbreak, GDP growth dropped by -3.4% in 2020 from 9.5% in 2019 which affected most of the productive economic sectors such as service and industry. ▶ To recover from covid-19 pandemic socio-economic impacts, GoR adopted the economic recovery plans aimed at guiding the Government on required key interventions across sectors that would provide support in economic growth towards recovery. This has picked up Economic growth and GDP increased from -3.4% in 2020 to 10.9% in 2021. ▶ Business affected by Covid-19 financed through the Economic Recovery Fund: <p>The Economic Recovery Fund (ERF) disbursed 104,738,996,375 Frw by May 2022 (cumulatively) in different windows as per the details below:</p> <ul style="list-style-type: none"> ▶ Hotel Refinancing: 42,719,311,886 Frw ▶ Working Capital: 11,510,339,496 Frw ▶ Public Transport: 7,717,962,891 Frw ▶ Additional Hotels and MICE Venue Refinancing: 9,952,122,501 Frw ▶ Education: 12,643,661,484 Frw ▶ Public Transport Subsidy: 11,895,598,117 Frw ▶ Micro-businesses: 8,300,000,000 Frw <p>The second phase of Economic Recovery Fund (ERF2) was launched on 18th May 2022 with USD 250 Million to increase access to finance to further support the economic recovery.</p>

N°	POLICY RECOMMENDATION	POLICY FRAMEWORK	CURRENT STATUS OF IMPLEMENTATION
			<p>► Implement the Manufacture and Build to Recover Program (MBRP):</p> <p>The Manufacture and Build to Recover Program (MBRP) was adopted by the cabinet in December 2020 to fast-track private sector investments in the manufacturing and construction sectors and boost economic recovery efforts with specific incentives and key performance indicators.</p> <p>As of April 2022, Projects approved for MBRP incentives are worth 1,299,461,501 USD investments and are expected to create 29,042 jobs. Among the approved projects, twenty-eight (28) are in the construction sector, twenty-six (26) are in manufacturing, and twenty-two (22) are in the agro-processing.</p>
6	Spearhead citizens' ICT literacy in order to leverage ICT investments for service delivery as per NST1	NST1, Priority Area 3: Establish Rwanda as a Globally Competitive Knowledge-based Economy	<p>MINICT:</p> <ul style="list-style-type: none"> ► MINICT has designed Digital Ambassadors Program (DAP), a program that aims at training citizens in digital literacy and access to e-services through Services Access Points (SAPs). This program is currently implemented by Rwanda Information Society Authority (RISA). ► Currently, 100 Digital Ambassadors are deployed in all 30 districts to train citizens in digital literacy. ► To-date, 124,731 citizens have been trained in digital literacy. ► MINICT and RISA have mobilized partners (World bank and KOICA) to fund Digital Ambassadors Program for training of around 500 Digital Ambassadors next financial year who will be deployed to train citizens. <p>RISA:</p> <ul style="list-style-type: none"> ► In collaboration with the Ministry of ICT and Innovation, development partners, and the private sector, RISA follows up on a number of initiatives to increase ICT literacy among citizens, with the aim at equipping them with necessary skills they need to use digital tools and services. ► From June 2020 to February 2021, around 40,000 citizens were trained through the Digital Ambassadors Program, Service Access Points, and virtual trainings that were organized in collaboration with youth centres in various districts.

14. Conclusion and policy recommendations

The RGS 9th 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 Investing in Human and Social Development comes the last in this edition.

In this edition of RGS, some policy recommendations are continuous from the previous edition in the framework of NST1 while others are new as presented below:



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 on improving 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. [...].

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 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.[...].

Dr. Fodé Ndiaye, Former United Nations Resident Coordinator, Rwanda.

[...] An enabling inclusive governance system with involved, well-informed citizens' participation is 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 Rwanda Governance Scorecard is holding us accountable for efficient and inclusive actions for all the people principally for the most vulnerable ones [...].

15

Abbreviations and acronyms

TYGP	Seven Years Government Program
ACT&A	Anti-Corruption, Transparency and Accountability
AfCFTA	African Continental Free Trade Area
ANC	Ante Natal Care
ARVs	Antiretrovirals
AU	African Union
BNR	Banque Nationale du Rwanda
CBT	Cross Border Trade
CBT	Climate Budget Tagging
CC	Climate Change
CPCs	Community Policing Committees
CRC	Citizen Report Card
CSDB	Civil Society Development Barometer
CSOs	Civil Society Organizations
DAC	District Account Committees
DAP	Digital Ambassadors Program
DASSO	District Administration Security Support Organ
DMIS	Disability Management Information System
ECC	Environment and climate change
ECE	Early Childhood Education
E&CG	Economic and Corporate Governance
EDPRS	Economic Development & Poverty Reduction Strategy
EICV	Integrated Household Living Conditions Survey
EMPs	Environmental Management Plan
ENR	Environment Natural Resources
ERF	Economic Recovery Fund
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
ICBT	Informal cross border trade
ICT	Information and Communications Technology
IDPs	International Displaced Persons
IEP	Institute for Economics and Peace
IFC	International Finance Corporation
IH&SD	Investing in Human and Social Development
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
KOICA	Korea International Cooperation Agency
MAJ	Maison d'Accès à la Justice/ Access to Justice Bureau
MBRP	Manufacture and Build to Recover Program
MDGs	Millennium Development Goals
MICE	Meeting Incentives Conference/Conventions and Events/Exhibition
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
MINICT	Ministry of Information Technology and Communication and Innovation
MINICOM	Ministry of Trade and Industry
MINIJUST	Ministry of Justice
MININFRA	Ministry of Infrastructure
MIS	Management Information System
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
PBCCI	Planning Budgeting Call Circular for consideration by all institutions
P&I	Participation and Inclusiveness
PMO	Prime Minister's Office
PR&CL	Political Rights and Civil Liberties
PSF	Private Sector Federation
QoS	Quality of Service delivery
RAB	Rwanda Agriculture Board
RAMA	La Rwandaise d'Assurance Maladie
RBI	Rwanda Bribery Index
RDB	Rwanda Development Board
RDF	Rwanda Defence Force
RDHS	Rwanda Demographic and Health Survey



REMA	Rwanda Environment Management Authority
RGB	Rwanda Governance Board
RGS	Rwanda Governance Scorecard
RIB	Rwanda Investigation Bureau
RISA	Rwanda Information Society Authority
RLFS	Rwanda Labour Force Survey
RLMA	Rwanda Land Management and Use Authority
RMB	Rwanda Media Barometer
RNP	Rwanda National Police
RoL	Rule of Law
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
SAPs	Services Access Points
SDGs	Sustainable Development Goals
SEA	Strategic Environment Assessment
SMEs	Small and Medium Enterprises
STEM	Science, Technology, Engineering and Mathematics
S&S	Safety and Security
TGI	Tribunal de Grande Instance or Intermediate Courts
TI-RW	Transparency International/ Rwanda
TVET	Technical and Vocational Education and Training
UN	United Nations
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commission for Refugees
USD	US Dollars
VAT	Value Added Tax
VUP	Vision 2020 Umurenge Program
WEF	World Economic Forum

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