



**Rwanda Governance Board**  
**Ikigo cy'Igihugu Gishinzwe Imiyoborere**  
**Office Rwandais de la Gouvernance**



# **Governance for Development.**

## ***The case of Rwanda***

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## Introduction

- According to the World Bank, good governance is not only critical to development but also that it is the most important factor in determining whether a country has the capacity to use resources effectively to promote economic growth and reduce poverty.
- Good governance is an essential precondition for sustainable development. Various countries that are quite similar in terms of their natural resources and social structure have shown strikingly different performance in improving the welfare of their people.

# Why Good Governance Matter?

- The manner in which power is exercised in the management of a country's economic and social resources for development.

**World Bank**

- The exercise of economic, political and administrative authority to manage a country's affairs at all levels ... equitable, rule of law, with consensus.

**UNDP**

- Attributes that are most likely to promote development, human rights, justice and peace. Those attributes include: state capability; accountability; responsiveness; inclusiveness; fairness and legitimacy.

**Rwanda (JGA)**

***“Everybody now knows that the quality of governance is vital for development. But how does one measure performance on governance and compare it across countries and over time? The World Bank governance indicators are the definitive answer to these questions.”***

***Martin Wolf, Chief Economics Commentator, Financial Times***



# Governance versus Developmental State

- Fritz and Menocal (2007: 533), “***understand a developmental state to exist when the state possesses the vision, leadership and capacity to bring about a positive transformation of society within a condensed period of time***”.
- Bagchi (2000: 398) defines a developmental state as “***a state that puts economic development as the top priority of government policy and is able to design effective instruments to promote such a goal***”.

# **Governance for Development in Rwandan context:**

*Achievements, Challenges and the way forward*

# Rwanda's Economic Development is based on clear and good defined programs

**EDPRS II**

**MDGs, 2015**

**Vision, 2020**

**Good Governance and a Capable State**

**HRD and Knowledge based Economy**

**A Private sector-led Economy**

**Infrastructure Development**

**Productive and Market oriented Agriculture**

**Regional and International Economic Integration**

Rwanda is contributing in preparation of SDGs

**“The major aspiration of Vision 2020 is to transform Rwanda’s economy into a middle income country..this will not be achieved unless we transform from a subsistence agriculture economy to a knowledge-based society, with high levels of savings and private investment.”**

# EDPRS II is coming to achieve the pending activities of EDPRS I

**Economic Transformation**

**Rural Development**

**Productivity and Youth Employment**

**Accountable Governance**

## ***Example issues to be addressed under the thematic areas:***

Diversification of economic base

Sustainable development of human settlements

Education and skills development

Judiciary reforms

Private Sector Development

Modernization of Agriculture

Job creation focused on Youth

Public Accountability

Infrastructure Development

Natural Resource and Environment Management

Development Communication

Urbanization



# Governance Policies and development issues

- Home grown solutions (*Mediation committees, One Cow per family, Umuganda, Umushyikirano, Umwiherero, Gacaca, Ubudehe, Imihigo, Itorero, etc*)
- Citizen centered ownership
- Transformational leadership
- Sustaining peace and social cohesion
- Dignity and self-reliance

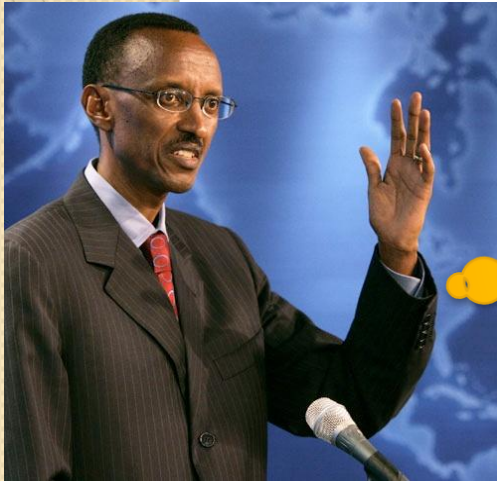
## SUMMARY OF THE RWANDA GOVERNANCE SCORECARD 2012

<b>1</b>	<b>Rule of Law</b>														<b>73.37</b>	
	Separation of Power	75.45	Performance of the Prosecution	75.9	Performance of the Judiciary	74.96	Access to legal aid	67.18								
<b>2</b>	<b>Political rights and Civil Liberties</b>														<b>73.62</b>	
	Quality of democracy	81.03	Vibrancy of Non-State actors in policy formulation	65.51	Political parties Registration and operations	75.83	Access to public information	57.5	Respect for human rights	78.6	Core international human rights conventions	83.27				
<b>3</b>	<b>Participation and Inclusiveness</b>														<b>75.26</b>	
	Decentralization and citizen participation			76.7	Civil society participation			62.57	Gender parity in leadership	78.91	Power sharing	82.84				
<b>4</b>	<b>Safety and Security</b>														<b>91.36</b>	
	Maintaining security	96.25	National security	94.03	Personal and Property Safety			91.68	Reconciliation, social cohesion and Unity			83.46				
<b>5</b>	<b>Investing in People</b>														<b>78.80</b>	
	Education				79.81	Health				77.78						
<b>6</b>	<b>Control of Corruption, Transparency and Accountability</b>														<b>77.10</b>	
	Incidence of corruption		73.46	Control of Corruption			79.65	Transparency and accountability				78.2				
<b>7</b>	<b>Quality of Service delivery</b>														<b>70.44</b>	
	L. Gvt	77.27	Justice Sector	69.95	Health Sector	82.23	Ed. sector	73.75	Land Sector	73.15	Agr. sector	77.7	Water Sector	56.7	Infra. Sector	52.8
<b>8</b>	<b>Economic and Corporate Governance</b>														<b>74.93</b>	
	Macro-economic indicators		74.2	Business Environment Promotion			86.88	SMEs development and cross-border trade			56.42	Private sector promotion			82.25	

## Some Revised indicators and targets for vision 2020

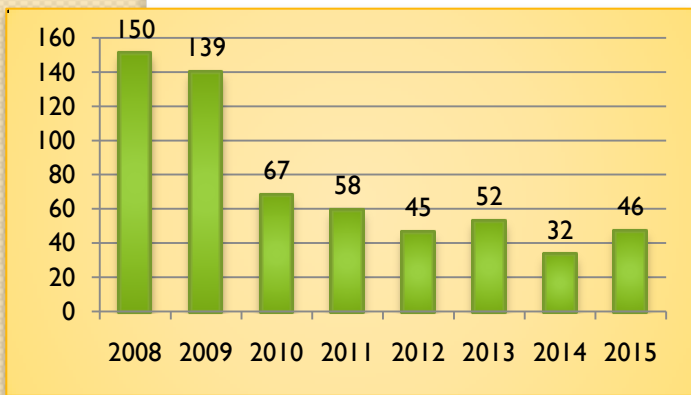
<b>Indicator</b>	<b>Status in 2000</b>	<b>Current status</b>	<b>Vision 2020 target</b>	<b>Proposed target</b>
Average GDP growth rate (%)	6.2	7.6	8	11.5
GDP per capita in US\$	220	693	900	1240
Percentage of population under poverty line	60.4	44.9	30	20
Gini- Coefficient	0.454	0.49	0.35	0.35
Access to clean water (% of population)	52	74.2	100	100
Life expectancy (years)	49	64	58	66
Agricultural population (%)	90	71.6	50	50
Literacy rate (%)	48	83.7	100	100
Urban population (%)	10	14.8	30	35
Access to electricity (% of population)	2	22	35	75

# Strong leadership has created a pro-business, near zero corruption country



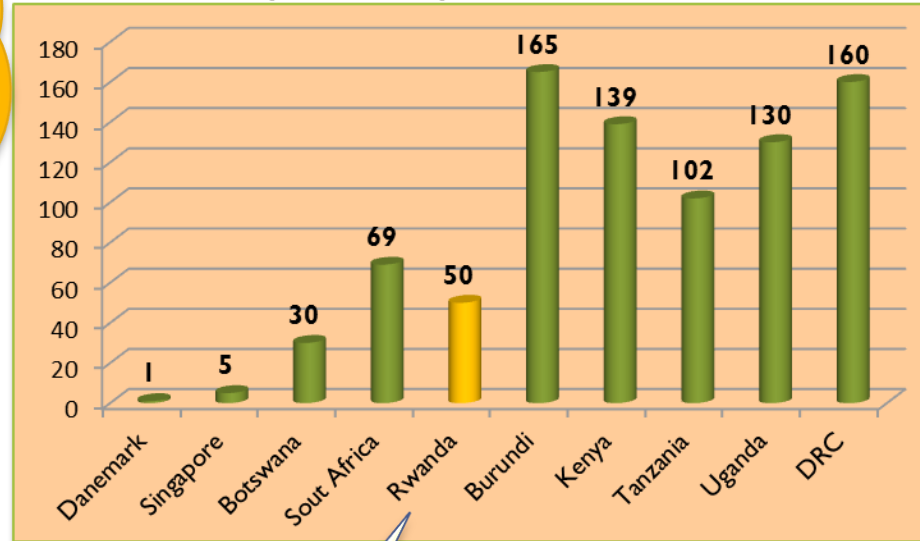
**“In Africa today, we recognize that trade and investment, and not Aid are pillars of Development “**

Ease of Doing Business, 2015



Source: World Bank, 2014

Corruption Perception Index 2012

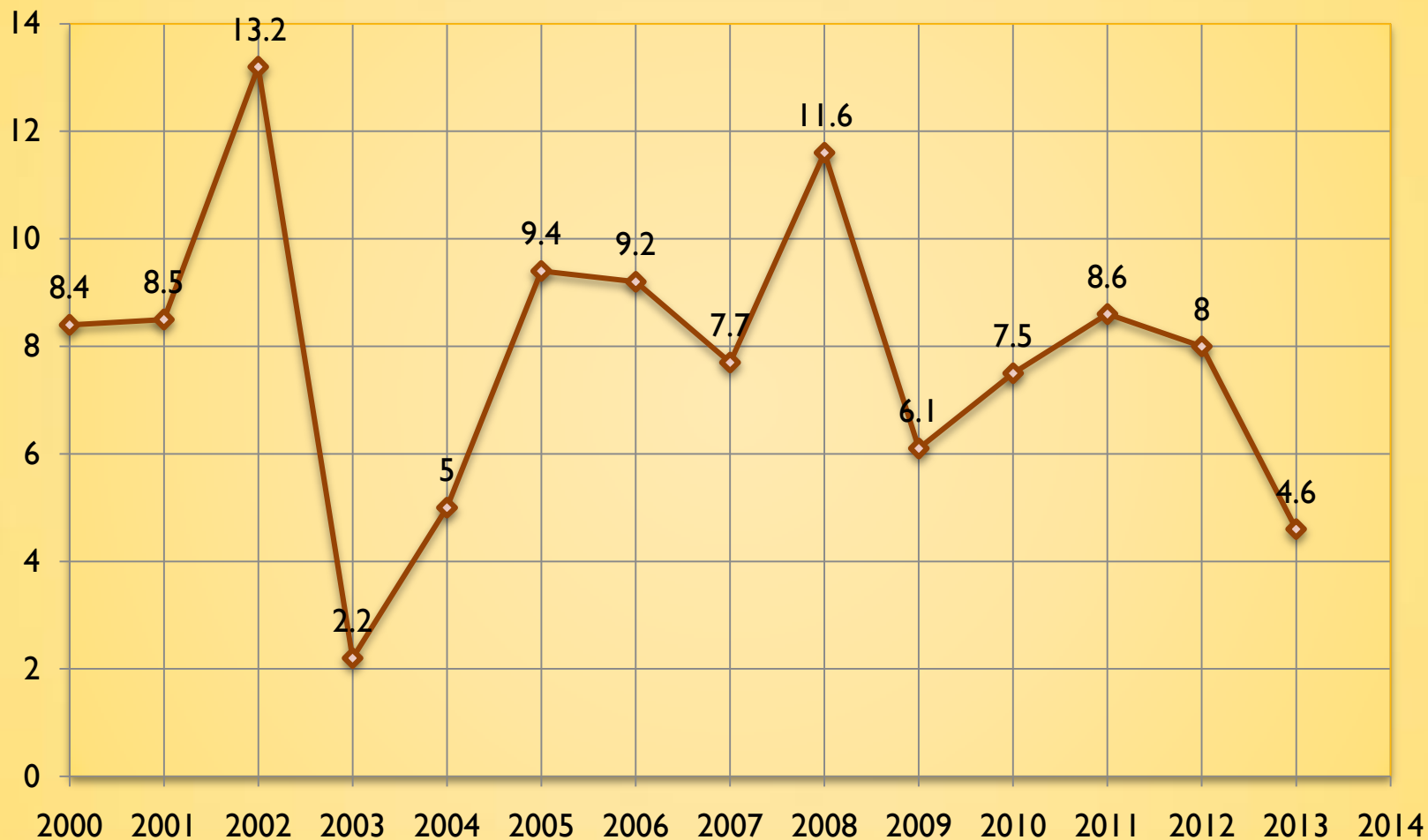


Source: Transparency International Corruption Perceptions index 2012

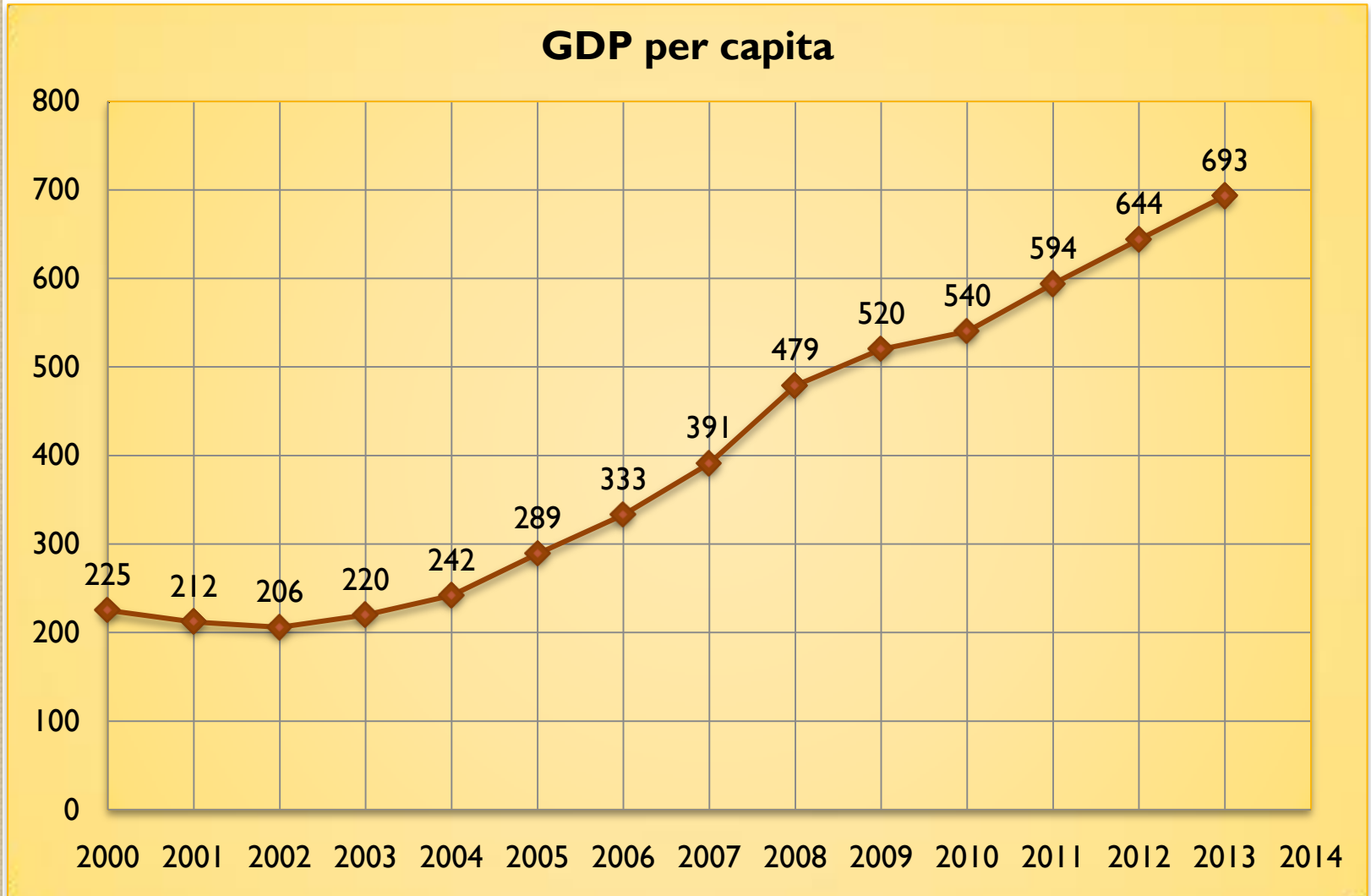
The Kagame administration has a demonstrated commitment to cleaning up corruption and removing the usual barriers to private business investment in post-conflict and developing nations.

# Rwandan Economic Growth is an indicator of Economic Transformation

## Rwanda's Economic Growth 2000 -2013




## Rwandan Economic Growth is an indicator of Economic Transformation



# Governance Policies and development issues

- Home grown solutions (*Mediation committees, One Cow per family, Umuganda, Umushyikirano, Umwiherero, Gacaca, Ubudehe, Imihigo, Itorero, etc*)
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# Homegrown initiatives as a key pillar of Good Governance in Rwanda



# Umuganda

## Emphasizing dialogue and community work to develop practical solutions

### Umuganda

- Umuganda day is intended to build community involvement and strengthen cohesion between persons from different background and levels.



***“Umuganda, has a purpose – to awaken Rwandans to know that there is a lot we can achieve with the abilities we possess.” – H.E President Kagame***

# Umuganda (Cont'd)

## Emphasizing dialogue and community work to develop practical solutions



- Beyond national practices



- The benefits are not merely economic



# Imihigo (Performance Contracts) Enhancing planning and accountability

## Imihigo

- In modern day Rwanda, the Imihigo practice was adopted as a means of planning to accelerate progress towards economic development and poverty reduction.
- Districts set objectives (with measurable indicators) taking into account national priorities as set out in Vision 2020, EDPRS, District Development Plans (DDPs) and Sector Development Plans.
- Mayors and Province Governors also sign the imihigo or performance contracts with H.E the President committing to achieving the set objectives.
- It has a strong focus on results making it an invaluable tool in the planning, accountability and monitoring and evaluation processes.



# ONE COW PER FAMILY, AS STRATEGY FOR POVERTY REDUCTION

## Girinka

A traditional practice consisting of donating cows to a fellow citizen as a sign of deep friendship and cohesion

- **127445 cows have been distributed (July 2012)**
- **More than 257 000 poor families benefited**



## Agaciro

- As the newest home grown initiative AgDF is an avenue where Rwandans have the opportunity to take a more active role in owning the nation's development



## Ubudehe

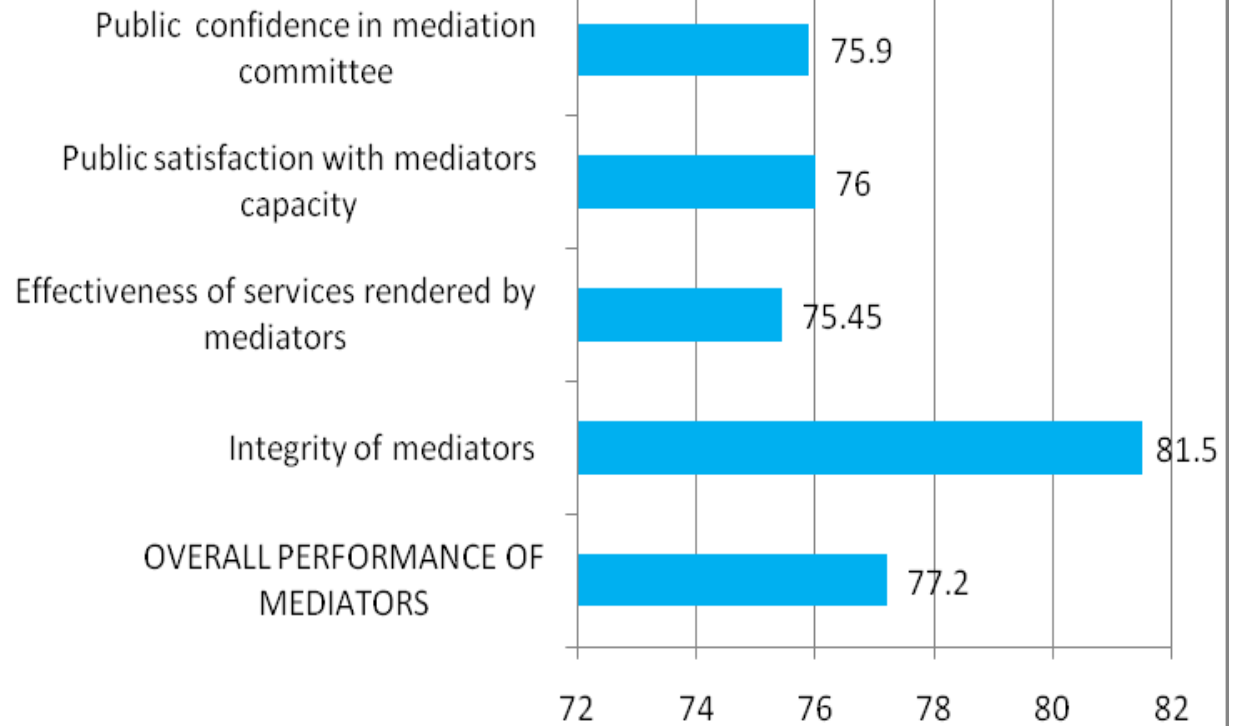
- Ubudehe helps local people create social capital, nurture citizenship and build a strong civil society.
- The process has helped citizens to engage in local problem-solving using their own locally designed institutions





# Mediation Committees (Abunzi) is another local initiate to solve problems among Neighbours

## Overall performance of Mediation Committees



# National Leadership retreat and National Dialogue are forum of holding leaders accountable to the citizens





# **Itorero ry'Igihugu is a school of civic education for all citizens**





# Governance Month as an evidence of Citizen participation



Engaging all governance stakeholders: Governors and governed

Informed transparent decision

Outcome for Citizens

Effectiveness & Efficiency from clear roles

Promoting Values for good governance

# Decentralization

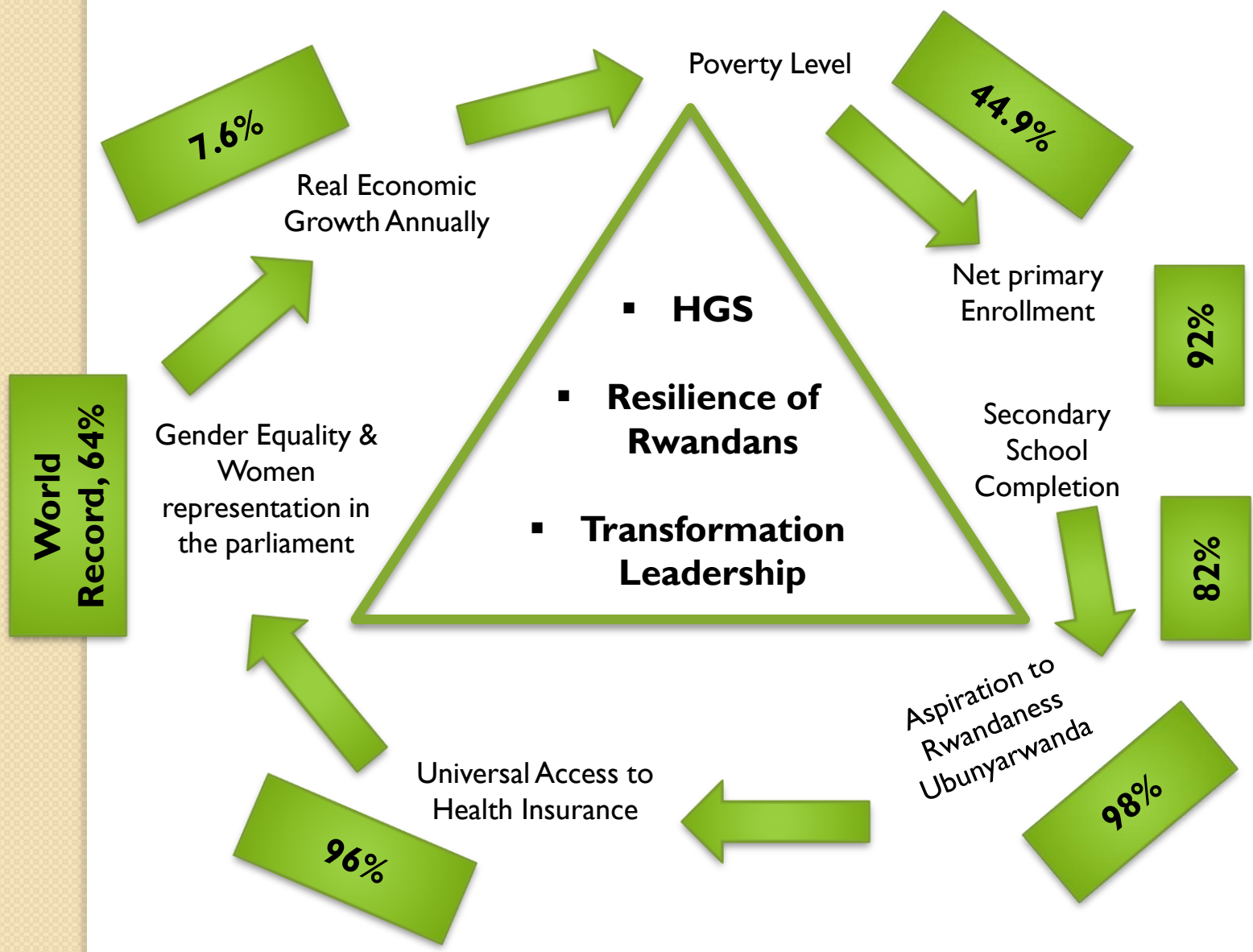
- Decentralization , considered to be the main mechanism in promoting good governance (through improved participation, promotion of transparency and accountability, and setting up responsive and sensitive decentralized structures), enhance local economic development (through efficient and effective implementation of development programs) and bringing quality and accessible services closer to the citizens.
- Rwanda has concurrently implemented all forms of decentralization.

## Key principles

- ▶ local people's participation
- ▶ accountability and transparency
- ▶ sensitivity and responsiveness of public administration
- ▶ develop sustainable economic planning and management capacity
- ▶ effectiveness and efficiency in the planning, monitoring, and delivery of services by reducing the burden from central government



# Rwandan Economy: one of the fastest growing Economies... and this is a results of **Good Governance**





... and some areas need more efforts for better improvement.



***“The poor man is not he who is without a cent, but he who is without a dream.”***

*– Harry Kemp*



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