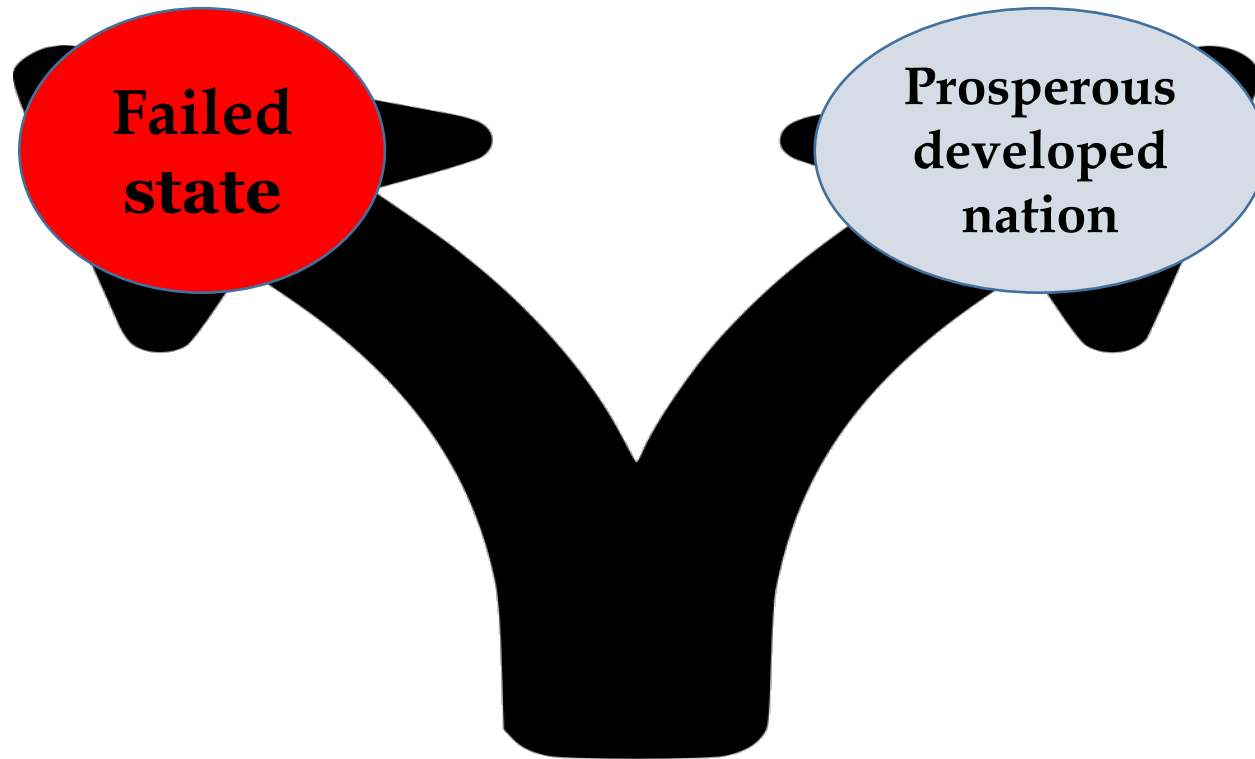




## **Good Governance, Service delivery, Registration & Monitoring of CSOs and FBOs**

- **Monitor compliance** with good governance principles and service delivery across public and private institutions as well as CSOs;
- **Research** :
  - Conduct research on governance
  - Explore citizens' perception with service delivery
  - Disseminate the findings to inform action and policy
- **Register NGOs, FBOs and PPs and** monitor whether their operations comply with the law
- **Media Sector** : to promote the media sector and provide advice on its operations;
- **JADF Coordination**: to coordinate and follow up the Joint Action Development Forum activities

# Rwanda's situation in the Aftermath of the Genocide Against Tutsi



After the Genocide, the country future was at stake, between two paths leading to :  
**Prosperity and Development or Failed state.**

Therefore, the choice to opt for Good Governance became compulsory for the country to be led to the right direction

## Rwanda's Strategic Choices

- **One** — **Unity**: we chose to stay together.
- **Two** — **Accountability**. We chose to be accountable to ourselves.
- **Three** — **Thinking Big**. We chose to think big, politically, socially and economically.



# Some Imperatives

## 1. Consensual Democracy

- ❖ **Power sharing** is a constitutional imperative;
- ❖ **Inclusiveness is KEY:** Women, Youth, Academia/ CSOs and people with disability are **political stakeholders**;
- ❖ **Dialogue and consensus** privileged over confrontation

### Results

**Security and  
Stability**

**National Unity  
and reconciliation**

# National Leadership Retreat (Umwiharero)



- ✓ H.E the President of the Republic, Ministers, Senior Officials from the Executive, Legislature, Judiciary, Leaders of Local Government and Representatives of the Private Sector gather together to discuss **key strategic priorities**
- ✓ Since 2011, these efforts resulted in noticeable improvements in planning, coordination, and accountability; leading to clearer and more concise priorities.

## 2. Fostering Unity

- **Citizens at the center.** Rwanda's constitution provides for representation of all categories of citizens (youth, women, people with disability) in decision-making organs
- **Participatory Governance.** The decentralization policy and other forums of engagement allowed citizens' participation in decision making and management of the development process.



## 3. Holding People Accountable

### Key pillars of accountability

- ❖ Efficient management of public funds
- ❖ Zero tolerance to corruption
- ❖ Strong M&E system (IMIHIGO)
- ❖ Frameworks of accountability: Leaders Code of Conduct, Assets Declaration,



The special role  
of  
transformational  
leadership

A large light-orange oval containing the text 'The special role of transformational leadership' in blue. A blue arrow points from the left side of the oval to the list of key pillars of accountability.

## **Office of the Ombudsman:**

- Leads the fight against corruption
- Leads the fight against injustice
- Enforces assets declaration. The Office of the Ombudsman submits reports to both Chambers of the Parliament.

## **Rwanda Governance Board -RGB:**

- Leads research works on governance;
- Monitors institutional performance, service delivery and governance practices;
- Regulates registration of Political Parties, Civil Society Organisations and faith based Organisations;
- Custodian of Home Grown Solutions

## **Office of the Auditor General - OAG:**

- The OAG annually audits compliance and finance management. OAG submits reports to both Chambers of the Parliament.

## **National Human Right Commission - NHRC:**

- Promotion and protection of human rights
- Monitoring of the respect for human rights .

## **Gender Monitoring Office - GMO:**

- Promotes Gender Equality
- Monitors the respect and compliance of gender related commitments across sectors.
- **Rwanda Public Procurement Authority - RPPA :** Monitor & regulates practices of public tenders.

## 4. Use of Home Grown Solutions

- Home grown Solutions are culturally owned practices translated into sustainable development programs

### Why adopting HGS?

- Manage the myriad of challenges Rwanda faced after the 1994 genocide;
- Inculcate a mindset shift away from dependence towards economic self-reliance
- Integrate citizens as active participants in their own development processes.

# Some Example of Home Grown Solutions

HGS have significantly contributed in national reconstruction, being instrumental in:

- *Uplifting millions of citizens from poverty*
- *Fostering Unity and Reconciliation and social cohesion*
- *Boosting economic growth*



## Gacaca Courts

In total, **1,958,634** *genocide related cases* were tried through Gacaca in 10 years

While ICTR tried only 93 cases in 21 years



## Abunzi\conciliator

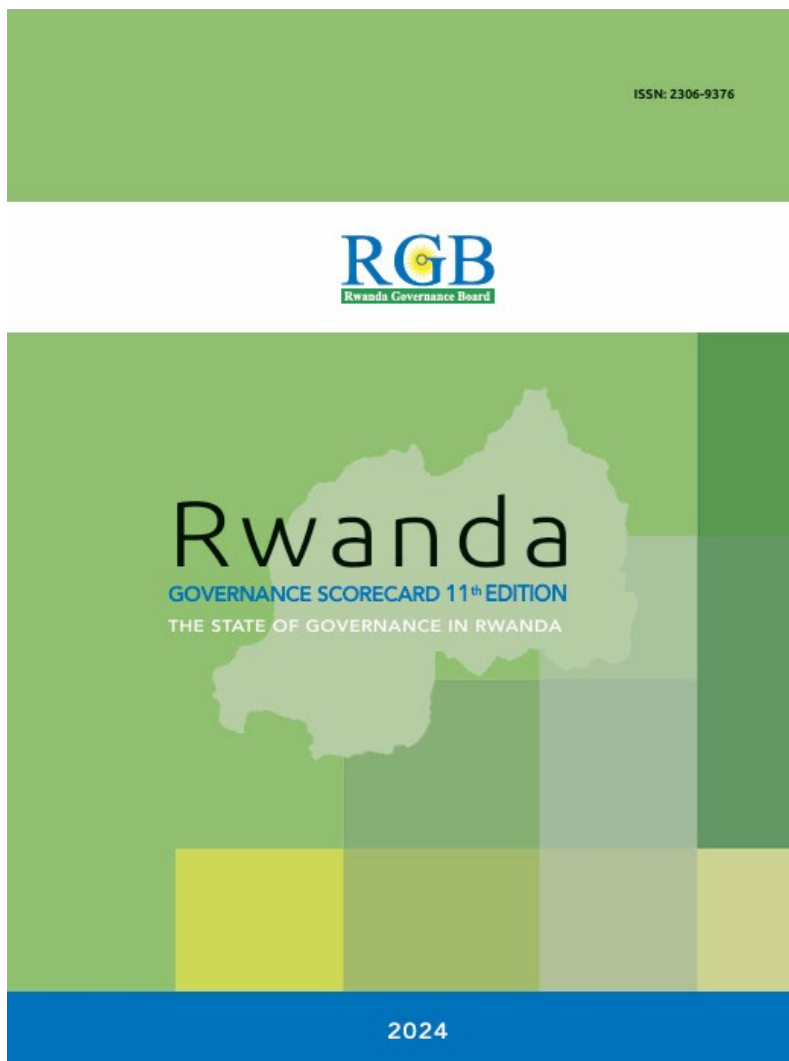
In last three years, **Abunzi covered 87.7%** of the job performed by ordinary Primary Courts



## Umuganda

In Rwanda, citizens gather for monthly community works to build schools, clean roads, rehabilitating wetlands etc

## Assessment tools

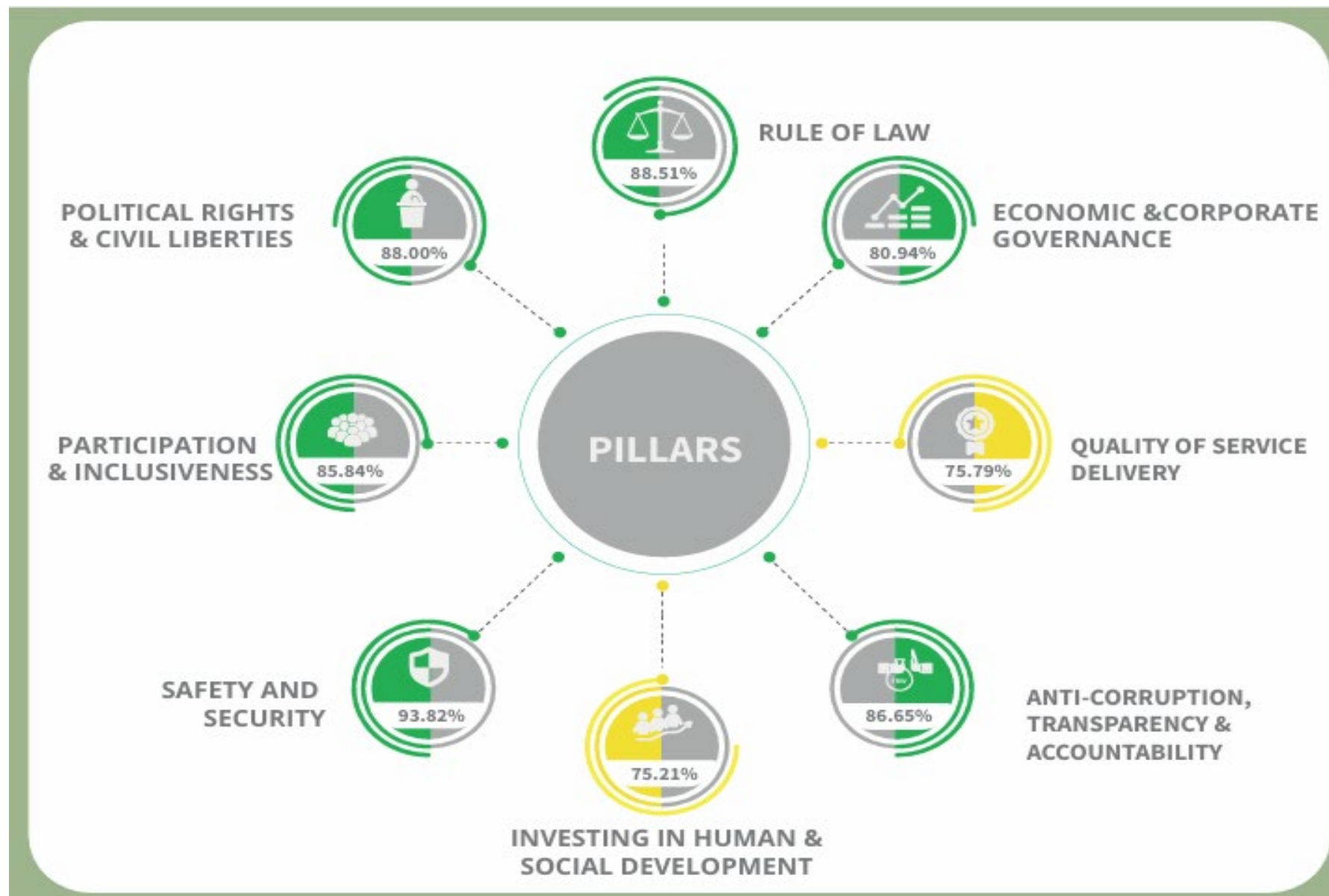


### THE RGS (RWANDA GOVERNANCE SCORECARD)

- The RGS is a quantifiable index that gauges the state of governance in Rwanda.
- It assesses the state of governance against national, regional and global targets.
- Its method reflects global governance standards and home-grown approaches.

### ITS OBJECTIVES:

- To generate credible and reliable data on governance,
- Evidence based to inform policy, decision making and improvements ;
- To Contribute to current and contextualised knowledge about Rwanda.



## Rwanda Government Orientation

- ❖ The Government of Rwanda has prioritized service delivery as one of the key drivers of economic growth towards the achievement of the Country's Vision 2050 and the National Strategy for Transformation( NST2.)
- ❖ The National Strategy for transformation (2024-2029) targets over 90% of citizens' satisfaction with service delivered by 2029;
- ❖ 100% of services in public institutions will be delivered online

Different tools are used for service delivery improvement:

- ❑ **Research**- to generate evidence to inform public policy formulation & implementation. (E.g: Citizen Report Card (CRC));
- ❑ **Service Delivery Assessments**- in public and private sector as well as CSOs;
- ❑ **Engagements**-with stakeholders to tackle gaps that still hinder the quality of service delivery;

## RGB Tools

### Citizen Report Card (CRC)

A product that measures the level of satisfaction of the citizens with services delivered by decentralized entities in the areas of Governance and Justice, economy and social welfare.

### Service delivery assessments

RGB conducts service delivery assessment to track the progress towards meeting national targets related to service delivery and identify gaps that need to be addressed in sectors' performance, government programs, policies and plans in order to provide recommendations for improvement.

## Citizen Report Card (CRC)

Annual survey to measure the level of satisfaction of the citizens with services delivered by public institutions.

- ✓ Its purpose is to provide the feedback from beneficiaries on the quality and accuracy of services rendered to them by public institutions at the grassroots level.
- ✓ Enables citizens to evaluate their leaders: 10% of CRC score is considered into districts' performance evaluation (Imihigo).

### Economy

Agriculture, Livestock, infrastructure, Land, ICT, Private sector

### Social welfare

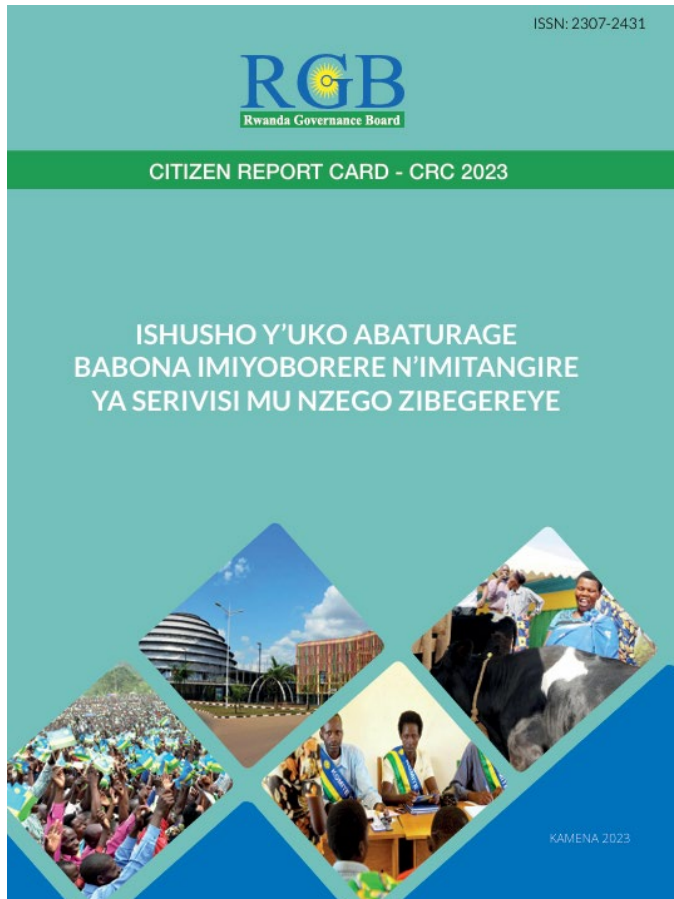
Education, Health, Hygiene and Sanitation, Social protection, family welfare

### Governance and Justice

Local government services, Justice, Respect of principles of good governance and citizens confidence in the leadership, Security, citizen participation

The Citizen Report Card (CRC) is a public audit tool where citizens provide feedback on service delivery; target is over 90% by 2029

## OVERALL CITIZEN SATISFACTION 76.5%



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

# Citizen Satisfaction per Sector / pillar – CRC 2024

## ECONOMIC PILLAR

| N°      | SECTOR               | SCORE 2024 |
|---------|----------------------|------------|
| 1       | Livestock            | 76.8%      |
| 2       | ICT                  | 75.3%      |
| 3       | Private Sector       | 76.6%      |
| 4       | Infrastructure       | 67.7%      |
| 5       | Land and Serttlement | 64.2%      |
| 6       | Agriculture          | 61.5%      |
| Overall |                      | 70.0%      |

## GOVERNANCE PILLAR

| N°      | SECTOR                                  | SCORE 2024 |
|---------|-----------------------------------------|------------|
| 1       | Security                                | 91.3%      |
| 2       | Citizens’ Participation                 | 89.2%      |
| 3       | Good governance and trust in leadership | 90.2%      |
| 5       | Justice                                 | 81.6%      |
| 10      | Local government                        | 74.9%      |
| Overall |                                         | 85.4%      |

## SOCIAL WELFARE PILLAR

| N°      | SECTOR         | SCORE 2024 |
|---------|----------------|------------|
| 7       | Hygiene        | 74.1%      |
| 8       | Family Welfare | 74.9%      |
| 9       | Health         | 76.2%      |
| 10      | Social Welfare | 74.0%      |
| 11      | Education      | 76.0%      |
| Overall |                | 75.0%      |

# Procedures to register and monitor NGOs and FBOs

## **First time registration:**

- Application Letter
- notarized copy of statutes governing the organization;
- a copy of document stating the decision of the supreme organ of the organization from its country of origin authorizing it to operate in Rwanda;
- Particulars and copies of identity cards or passports of its legal representatives
- Proof of funding commitment issued by the donor;
- The budget and its source;
- The annual action plan aligned with the development plan of Rwanda;
- Partnership agreement with the relevant Ministry or another State organ whose responsibilities cover the scope of activities of the organization;
- Proof of payment of the non-refundable registration application fee of 300,000 Rwf

# Registration Requirements for International non Governmental Organizations

## **Renewal of registration:**

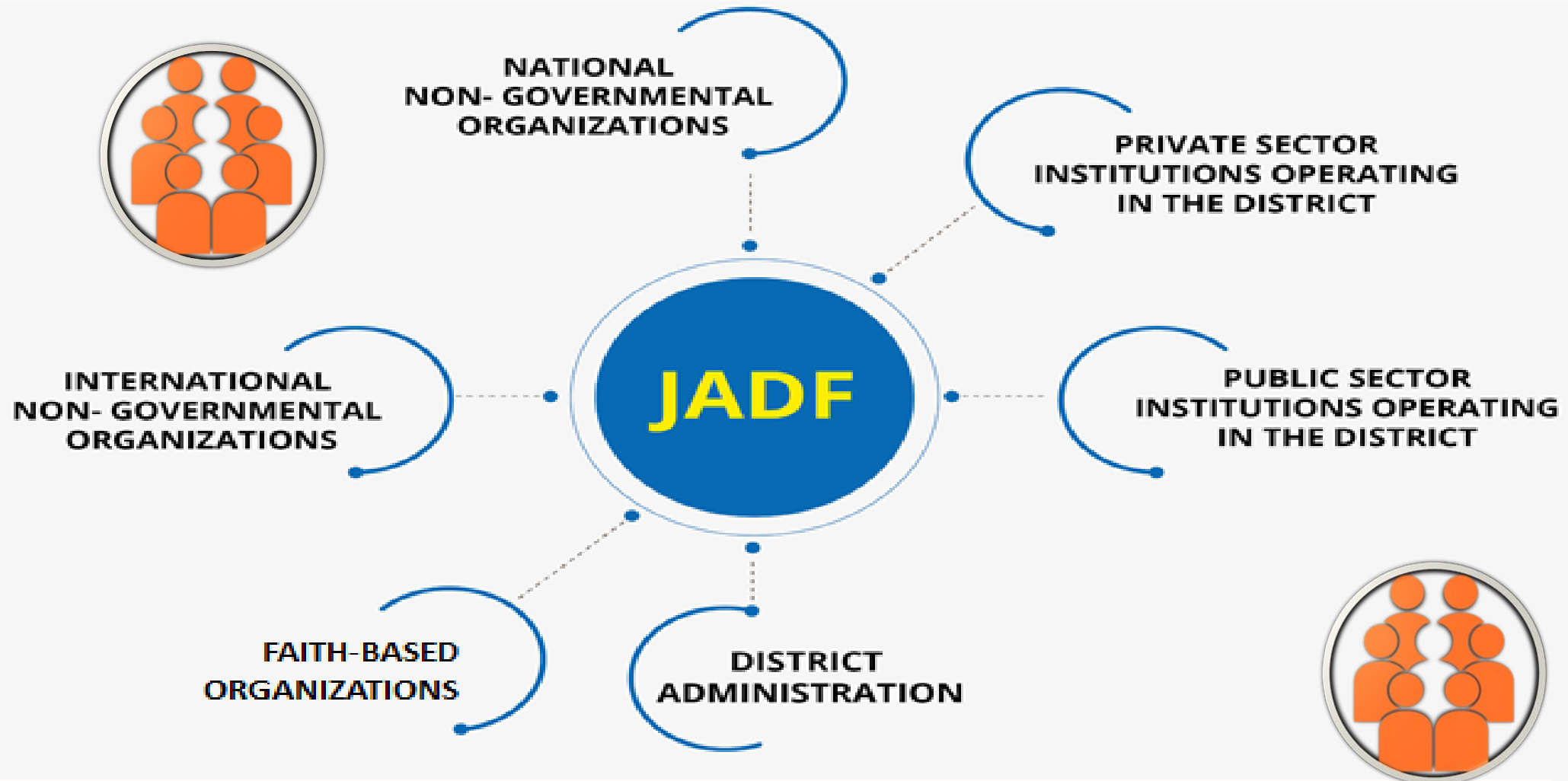
- Application for renewal of the registration certificate;
- Activity report;
- Action plan and budget for the fiscal year (clearly indicate administrative/office expenditures and activities budget)
- A partnership agreement with the relevant ministry or any other State organ indicating the duration of collaboration;
- A proof of funding commitment issued by the donor;
- Previous certificate
- Proof of payment of non-refundable application fee of 200,000 Rwf

- An application for the certificate of legal personality;
- notarized statutes drafted in Ikinyarwanda and in at least one other official language in Rwanda;
- A letter issued by the district authorities agreeing to the collaboration;
- Particulars and copies of identity cards or passport of its legal representatives,
- A criminal record certificate of its legal representatives indicating that they have never been definitively sentenced to the penalty of imprisonment equal to or exceeding six months;
- Notarized declarations of acceptance of responsibilities signed by the legal representative and the deputy legal representative;
- The annual action plan, the budget and the source of funds;
- Proof of payment of a non-refundable service fee of 300,000 Rwf

# Mechanisms of monitoring

1. RGB conducts regular field visits;
2. Analysis of NGO reports;
3. Regular engagements;
4. The JADF Mechanisms

# JADF COMPOSITION



JADF is governed by the Prime Minister's Instructions N° 003/03 of  
03/07/2015

- ❖ JADF is established by Prime Minister's Instructions N° 003/03 of 03/07/2015 determining its responsibilities, organization and functioning;
- ❖ As per National Strategy for transformation, JADF is the platform for joint planning proper implementation and M&E of socio-economic development Programs;
- ❖ It is a forum of active participation, dialogue, accountability, information sharing, and coordination of stakeholders activities as well as M&E of stakeholders' interventions".

- ❖ To ensure whether individual plan of actions of JADF members are aligned to District Development Strategy;
- ❖ To monitor the implementation of approved action plans
- ❖ To ensure registration and regular updating of JADF membership data base;
- ❖ To promote the culture of accountability and transparency;

## CONCLUSION

- Good governance has been the foundation of the socioeconomic progress that Rwanda has achieved after the 1994 Genocide Against Tutsis;
- Good governance has been enabled by Visionary and Transformational leadership that put the citizen at the center of governance and development.

**Thank you**