



INAMA
Y'IGIHUGU
Y'UMUSHYIKIRANO



National Umushyikirano Council:

A Decade of Delivering Democracy and
Development to Rwandans. 2003 - 2014.

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List of Abbreviations and Acronyms

| | |
|------------------|---|
| 12YBE | : Twelve Years Basic Education |
| 9YBE | : Nine Years Basic Education |
| BDC | : Business Development Center |
| BPs | : Best Practices |
| CNLG | : Commission Nationale de Lutte contre le Génocide |
| EARP | : Electricity Access Rollout Program |
| EDPRS | : Economic Development and Poverty Reduction Strategy |
| EICV | : Enquête Intégrale sur les Conditions de Vie des ménages |
| FGD | : Focus Group Discussion |
| GDP | : Gross Domestic Product |
| GoR | : Government of Rwanda |
| HGSs | : Home Grown Solutions |
| HIMO | : Haute Intensité de Main d'Œuvre |
| ICT | : Information Communication Technology |
| ICTR | : International Criminal Tribunal for Rwanda |
| IMR | : Infant Mortality Rate |
| JADF | : Joint Action Development Forum |
| KII | : Key Informant Interview |
| LB | : Live Births |
| MAJ | : Maison d'Accès à la Justice |
| MDGs | : Millennium Development Goals |
| MIFOTRA | : Ministry of Public Service and Labor |
| MINAFFET | : Ministry of Foreign Affairs |
| MINAGRI | : Ministry of Agriculture |
| MINALOC | : Ministry of Local Government |
| MINECOFIN | : Ministry of Finance and Economic Planning |
| MINEDUC | : Ministry of Education |
| MINICOM | : Ministry of Trade and Industry |
| MINIJUST | : Ministry of Justice |
| MINISANTE | : Ministry of Health |
| MINISPOC | : Ministry of Sports and Culture |
| MMR | : Maternal Mortality Rate |
| NDC/NUC | : National Dialogue Council/ National Umushyikirano Council |
| NGO | : Non-Government Organization |
| NISR | : National Institute of Statistics of Rwanda |
| NURC | : National Unity and Reconciliation Commission |
| OAG | : Office of the Auditor General |

| | |
|-------------------|--|
| PRSP | : Poverty Reduction Strategy Paper |
| PSF | : Private Sector Federation |
| PSU | : Primary Sampling Unit |
| RAAQC | : Rwanda Agency for Quality Control |
| RADA | : Rural Agriculture Development Authority |
| RALDA | : Rwanda Livestock Development Agency |
| RBA | : Rwanda Broadcasting Agency |
| RDB | : Rwanda Development Board |
| RDHS | : Rwanda Demographic Health Survey |
| REG | : Rwanda Energy Group |
| RGB | : Rwanda Governance Board |
| RIF | : Rural Infrastructure Facilities |
| RPHC | : Rwanda Population and Household Census |
| RSE | : Rwanda Stock Exchange |
| RSSP | : Rural Sector Support Project |
| SACCO | : Saving and Credit Cooperative |
| SDGs | : Sustainable Development Goals |
| SESMEC Ltd | : Social Economic, Surveys, Monitoring Consult Limited |
| SMEs | : Small and Medium Enterprises |
| TIG | : Travaux d'Intérêt Général |
| TTC | : Teachers Training Center |
| TVET | : Technical and Vocational Education and Training |
| U5MR | : Under Five Mortality Rate |
| PMO | : Prime Minister's Office |

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INTRODUCTION

Rwanda Governance Board (RGB) is pleased to present “**National Umushyikirano Council: A decade of delivering Democracy and Development to the People, 2003-2014**”.

National Umushyikirano Council (NUC), formerly called National Dialogue Council, is one of Rwanda’s Homegrown Solutions. It is a forum that brings together the President of the Republic and citizens’ representatives to debate issues that affect the citizenry and the nation at large.

In 2011, the Government of Rwanda designated the Rwanda Governance Board as the custodian of Homegrown Solutions - HGSs. RGB’s responsibilities in regard to HGSs include: research and impact assessment, documentation and preservation, promotion and productive use. Rwanda’s Homegrown Solutions are development innovations that provide unconventional responses to societal challenges unlikely to be addressed through conventional means.

These innovations have offered a firm foundation for national transformation through unwavering political and developmental space which has allowed citizens to impact their destiny.

The philosophy and origin of Homegrown Solutions (HGS) are best reflected in President Paul Kagame’s remarks while lecturing a delegation from St Andrews University (USA), in March 2015. He said: “We have very high ambitions and scarce resources. Before we go out begging for things we may never get, we have to ask ourselves: have we exhausted the resources around us? This is how homegrown solutions start.”

Although the emphasis of this report is on NUC, it contains much more. The assessment demonstrates clearly how HGS have been enablers for stability and accountability but also drivers of socio-economic transformation in Rwanda. It provides insights on development innovations that were initiated during NUC meetings over the last decade.

These include; Girinka, Umwalimu SACCO, Nine Years Basic Education (9YBE), Abunzi Committees, and the Electricity Access Rollout Program (EARP). The report also assesses the status of implementation of Umushyikirano resolutions, its overall impact and the extent to which the citizens have been engaged and were satisfied with NUC outcomes in the last decade. Research work for this report deployed both qualitative and

quantitative methods. Reports from the office of the Prime Minister spanning the last 10 years were analysed. Furthermore, in recognition of the citizenry as the authoritative voice on issues that affect them, a survey was conducted in 500 households distributed equally in four Provinces and the City of Kigali. Findings of the assessment show an overwhelming convergence between findings from qualitative and quantitative research.

This study is not exhaustive. Nevertheless, its results are valid and relevant. It is our hope that the analysis and policy recommendations herewith detailed will help refine the NUC process and enhance its impact. Rwanda Governance Board commits to continue providing insights on NUC and other HGS to catalyse rapid national advancement.

Prof Anastase Shyaka
CEO, Rwanda Governance Board

1

Home Grown Solutions

**Enablers for Stability and
Accountability**

**Drivers of Socio-economic
Transformation**

Home Grown Solutions - HGSs are culturally owned approaches translated into sustainable development programs to manage challenges that Rwanda faced after the 1994 genocide against the Tutsi. HGSs are based on national heritage, historical consciousness and strive for self-reliance.

Partly based on deeply ingrained cultural values and influenced by the debate about the aid efficiency and potential harm of aid in the long-term; HGSs are Rwandan responses to the need for home-owned policies based on positive experiences from the past and easy-to-articulate in the present¹. Rwanda’s HGSs and Best Practices (BPs) are classified into four main categories as illustrated in the table below.

The above HGSs are informed by the ideals outlined in the foundation of the post-genocide transformational leadership of the Republic of Rwanda. Rwanda’s Home Grown Solutions aim at enhancing the spirit of self-reliance. This spirit has been inculcated in citizens to envision themselves as part of the solution to the challenges encountered in their communities².

Table 1 : Home Grown Solutions per cluster

| Governance Cluster | Social Cluster | Economic Cluster | Justice Cluster |
|--|--|--|---|
| <ol style="list-style-type: none"> 1 Umwiherero 2 Umushyikirano 3 Governance Month 4 National Forum Political Parties (NFPO) 5 Itorero 6 Imihigo | <ol style="list-style-type: none"> 1 Girinka 2 Ubudehe 3 VUP 4 Universal Health Insurance Scheme 5 9 & 12 Years Basic Education | <ol style="list-style-type: none"> 1 Umuganda 2 Agaciro Development Fund 3 Land Use Consolidation | <ol style="list-style-type: none"> 1 Gacaca 2 Abunzi 3 MAJ |

Source: (Shyaka et al., 2016) The list is not exhaustive

Home Grown Solutions: Enablers of Stability and Accountability

In governance and justice clusters, the drive towards HGSs has allowed the development of national policies and programs geared rapid transformation; they include but not limited to Imihigo (Performance contracts), Gacaca and the National Consultative Forum of Political Organizations (NFPO); as well Decentralization was adopted. Each of these HGS has left an imprint on national life and its predictability.

Imihigo

In 2001, a shift in the responsibilities of all levels of government as a result of a decentralisation program required a new approach to monitoring and evaluation. Local levels of government are now responsible for implementing development programs which meant that the central government and people of Rwanda needed a way to ensure accountability.

Imihigo have been credited with improving accountability and quickening the pace of development

In 2006, Imihigo were introduced to address this need. They were fully adopted as a critical tool to create efficiency in EDPRS implementation and to improve the quality of public service delivery. Imihigo is the plural Kinyarwanda word of Umuhigo, which means a vow to deliver. Imihigo also includes the concept of guhiganwa, which means to compete among one another. It describes the practice in Rwanda where an individual sets targets or goals to be achieved within a specific period of time. The person must complete these objectives by following guiding principles and be determined to overcome any possible challenges that arise³.

Since its introduction, Imihigo have been credited with improving accountability and quickening the pace of citizen-centered development programs and activities. For instance, the population covered by health insurance schemes increased from 70% to 89% between 2006 and 2011. Regarding participation in local decision making, 74.2% of citizens feel that they are actively involved and that the Local Government (LG) is listening and addressing their priority concerns, from the baseline of 65% in 2006.

According to the Institute for Policy Analysis and Research (IPAR), Imihigo provided positive results. For example, in the fiscal year 2014/2015, more than 100,000 short term off-farm jobs have been created and more than 690,000 people have been provided with clean water within a range of 500 meters. Also, more than 45,000 households accessed electricity, about 161 km of new roads have been constructed and 1,253 km rehabilitated. As well, land of about 809,573 Ha (season A: September-February 2014) and 571,350 Ha (season B: March-June 2015) have been consolidated which led to increased agricultural production, access to education, health facilities and improved nutrition.



Picture 1: District Mayors receiving trophies after Imihigo evaluation exercise 2015-2016

More than 250,000 cows were distributed through Girinka program, and financial support was provided to women and youth cooperatives through small business loans⁵.

Imihigo planning system has permitted better planning, budgeting and policy review at the local level. Districts plans are now designed and implemented according to the available resources, hence ensuring the alignment of expenditure to expected outputs/outcomes. The practice of Imihigo has now been extended to legislative power, executive and judiciary powers' staff as recommended by the Resolution 6 of the 9th NDC of December 2012⁶.

The National Consultative Forum of Political Organizations (NFPO)

After the aftermath of the 1994 genocide against the Tutsi, Rwanda has rejected confrontational politics and embraced consensual democracy as opposed to. The genesis and evolution of the current consensual democracy in Rwanda is deeply rooted in two fundamental and interlinked aspects. The first aspect refers to the political bankruptcy that characterised Rwanda before 1994.

The second aspect refers to the post-1994 leadership commitment to meet the challenge and to set up the foundation for national reconciliation and reconstruction. The combination of both aspects led to the search for homegrown approaches to the very dramatic challenges facing Rwanda in the aftermath of Genocide. And this has further configured the Rwanda's political system by making it context based and consensus driven⁷; the political system is based on premises of power sharing and the primacy of stability and peace in the political dispensation.

The NFPO is an institution established by the Constitution of the Republic of Rwanda of 4th June 2003 and revised in 2015, in its article 59. The NFPO started its operations on July 25th,

2003. As per its mandate, it brings together political organisations for the purposes of political dialogue and building consensus and national cohesion⁸.

Since its establishment, the NFPO has been guided by the principle of promoting permanent consultations among political parties. Currently, Rwanda counts 11 political parties which are grouped in the National Consultative Forum of Political Organizations. These are:

1. **Centrist Democratic Party (PDC)**
2. **Democratic Green Party of Rwanda (DGPR),**
3. **Democratic Union of the Rwandan People (UDPR),**
4. **Ideal Democratic Party (PDI)**
5. **Liberal Party (PL)**
6. **Party for Progress and Concord (PPC)**
7. **Party for Solidarity and Progress (PSP)**
8. **Rwandan Patriotic Front (RPF)**
9. **Rwandan Socialist Party (PSR)**
10. **Social Democratic Party (PSD)**
11. **Social Party Imberakuri (PS IMBERAKURI⁹)**

The NFPO provides a permanent framework for capacity building for members of political organisations in the development of political activities and political service provision. It also serves as a framework for conflict mediation between political parties and promotes the code of conduct which guides political parties' leadership in Rwanda. The forum works with the National Electoral Commission, different government bodies, the parliament, the Senate and other national and international partners to develop and sustain consensual democracy and sustainable development.

Gacaca

In the Justice Sector, one of the most remarkable HGS in Rwanda are the Gacaca courts. As noted by the Center for Conflict Management (CCM) based at the University of Rwanda (UR), "*The institution of participatory justice system – the Gacaca, was the subject of discussions initiated*

in 1998 as part of the meetings held in the “Village Urugwiro”. Indeed, the problem of how to handle genocide cases was one of the main topics that attracted the attention of participants at these meetings. It was the opinion of all, that there was a need for a justice system that allowed not only to punish the guilty but above all to restore social dialogue to rebuild society on a solid foundation¹⁰.

The Gacaca Courts started operating in 2002 and closed its activities a decade later in 2012. Gacaca courts provided an immediate basis for conflict settlement emphasising the importance of crime confession and forgiveness.

Statistics on Gacaca courts show that from June 2002 to June 2012, there were 12,103 courts countrywide with a total number of 16,442 judges/Inyangamugayo - 34.3% of women and 65.7% of men¹¹. In total, 1,951,388 cases were tried under Gacaca. Among these cases, 11.5% were of the 1st category; 61.6% represented the second category and 26.9% of the 3rd category¹².

The first category comprised planners, organisers, instigators, supervisors and ringleaders of the genocide or crimes against humanity as well as those who committed rape or sexual torture. The second category included perpetrators, co-perpetrators or accomplices of murder or serious violence against individuals, causing death together with his or her accomplices and a person who injured others or committed other acts of serious violence with the intention to kill, but who did not attain his or her objective. The third

category involved those who committed other acts of serious violence without the intention to kill¹³.

A lot of work was done by the Gacaca courts, spread across all administrative sectors of the country. Among the defendants in the second category, 28% pleaded guilty, 41% were convicted even though they refused to go through the process of voluntary confessions, while 30% were acquitted¹⁴.

In 2011-2012, The Centre for Conflict Management at the National University of Rwanda carried out a study (citizens’ survey) to determine the extent to which Rwandans believe that Gacaca had attained its five objectives. The following are the results for each of the five objectives¹⁵: Finding out and disclosure of the truth about the Genocide (83.5%); Speeding up of genocide trials (87%); Putting an end to the culture of impunity (86.4%); Strengthening unity and reconciliation (87.3%); Demonstrating the capacity of Rwandans to resolve their own problems (95%).

The legacy of community justice has been taken up through the establishment of Abunzi committees (mediators committees) at all cell and sector levels of the local government administration; thus reducing the backlog of court cases and making justice more affordable and accessible for citizens.

All in all, the programs served as the basis of Rwandans’ unity and reconciliation; but also as the foundation for a more productive society and a conducive environment for socio-economic development.

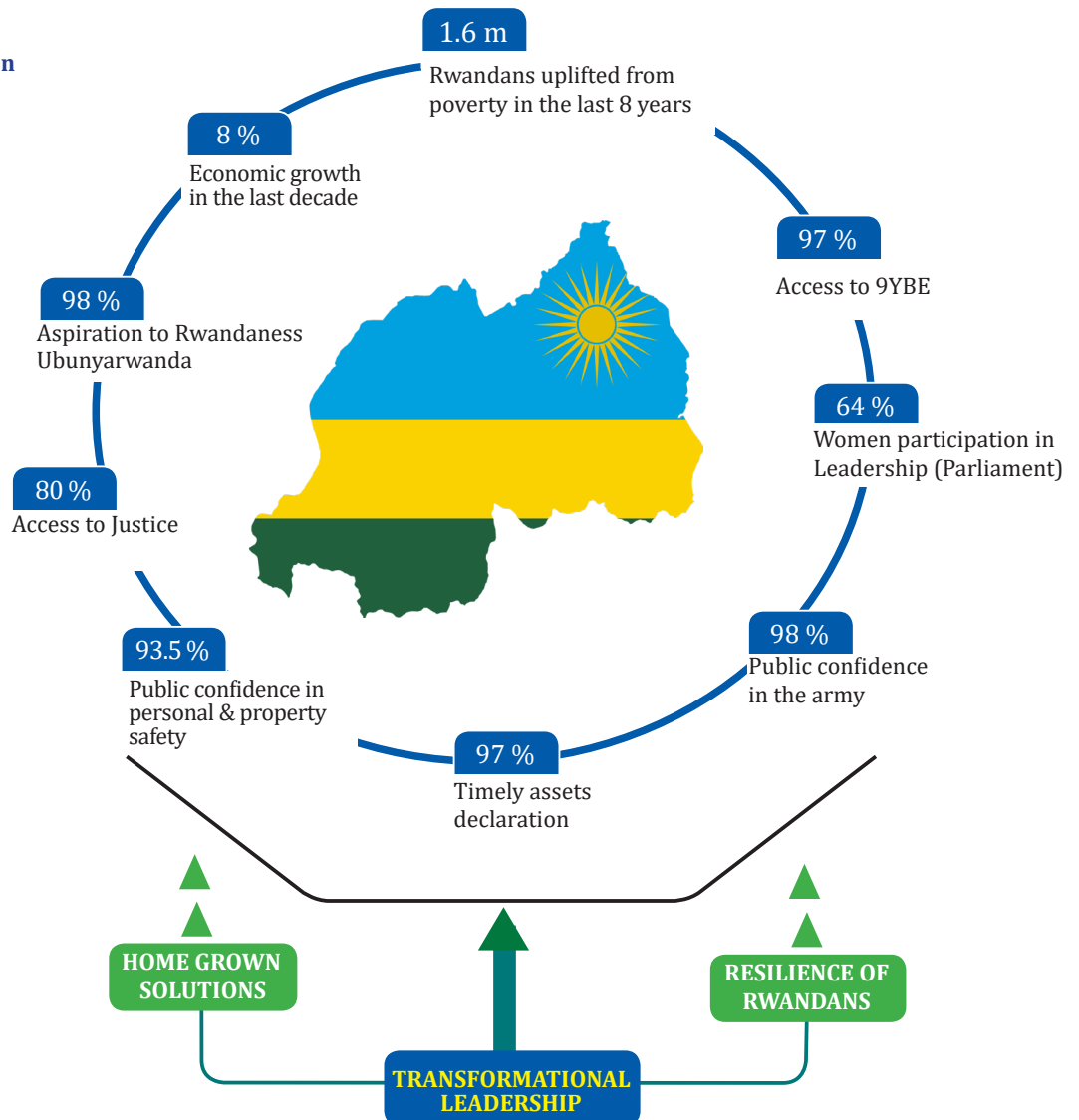
In total, 1,951,388 cases were tried under Gacaca... Among defendants in the second category, 30% were acquitted while 28% pleaded guilty.

Home Grown Solutions: Drivers of Economic Transformation

Home Grown Solutions (HGSs) have significantly contributed to the country's progress. They have promoted social cohesion and boosted economic development. By integrating citizens as active participants in the development of their country, HGSs have helped to ensure improved lives of Rwandans and people-centered governance; reduced poverty; increased equal opportunities and access to health services and education. The figure below provides details.

Inspired by a visionary leadership and building on resilience of the people, Home Grown Solutions have spurred Rwanda's transformation.

Figure 1:
HGSs as drivers of socio-economic transformation in Rwanda



Source: A. Shyaka, unpublished document

As illustrated in the figure above, Rwanda achieved remarkable socio-economic progress during the last decade. On the economic front, Rwanda's economic growth attained the average of 8% and 1.6 million of Rwandans uplifted from poverty in the last 8 years. In the social sector, access to education expanded up to 97% thanks to the 9&12YBE programs.

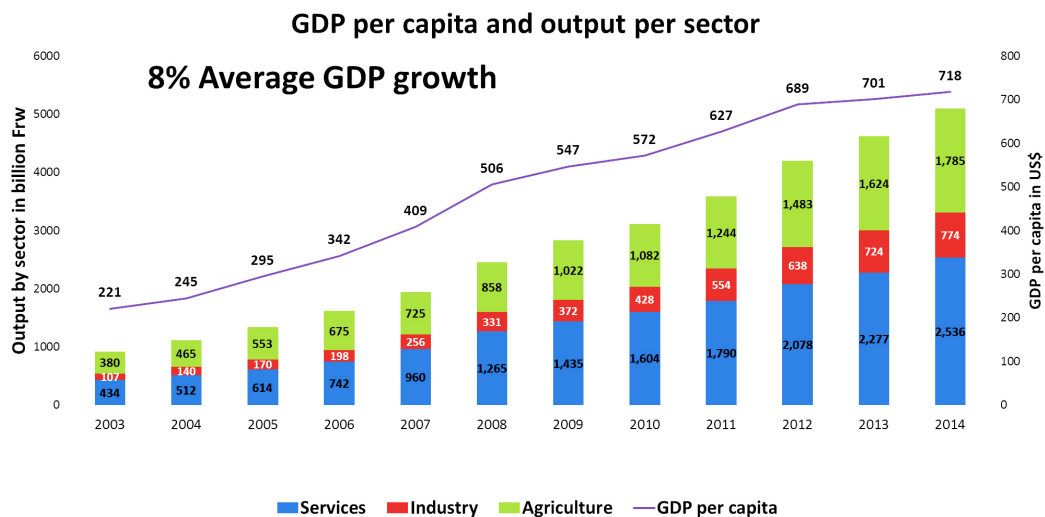
The uniqueness of the Rwandan governance system lies on 3 key pillars namely Resilience of the people, Home Grown Solutions and Transformational Leadership. Transformational Leadership is the core; because it instills HGS as an avenue for self-reliance and inspires citizens' resilience. Home Grown Solutions came as a response to socio-economic challenges for which usual mechanisms for resource mobilisation could not be wholly relied upon, most particularly in a situation where the government was establishing strategies geared towards

self-reliance. In this regard, HGSs brought positive changes in the social, economic and political transformation of the Rwandan society.

The unconventional measures adopted by the Government of Rwanda have achieved the most sensational and fastest growth and economic progress in its history. It was the 10th fastest growing economy in the world from 2000 to 2009 and the 6th with the Fastest Growing Economy in Africa in 2016¹⁶. Similarly, Rwanda's Gross Domestic Product (GDP) increased from 4.7% in 2013 to 7.0% in 2014¹⁷. The graph below illustrates progress registered by the Rwanda national economy from 2003 to 2014.

The uniqueness of the Rwandan governance system lies on 3 key pillars namely Resilience of the people, Home Grown Solutions and Transformational Leadership.

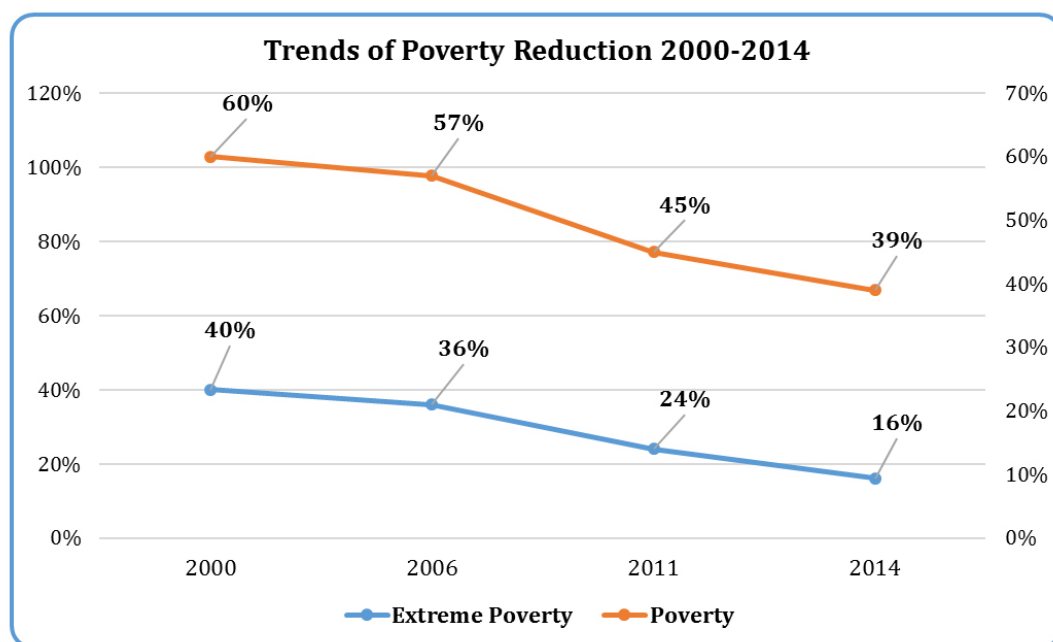
Graph 1: GDP per capita and total output by sector



Source: Data from NISR- EICV 2013/14 compiled and analyzed by RGB

The graph on the previous page shows an average increase of Gross Domestic Product (GDP) of 8% during the last decade. In fact, HGS enabled Rwanda to achieve remarkable economic development progress guided by the Vision 2020 and Economic Development for Poverty Reduction Strategy (EDPRS I&II). It is also one of the continent's most competitive economies and a top reformer in improving the business environment¹⁸. The next graph provides the status of poverty and extreme poverty reduction from 2000 to 2014.

Graph 2: Indication of poverty and extreme poverty reduction (2000-2014)



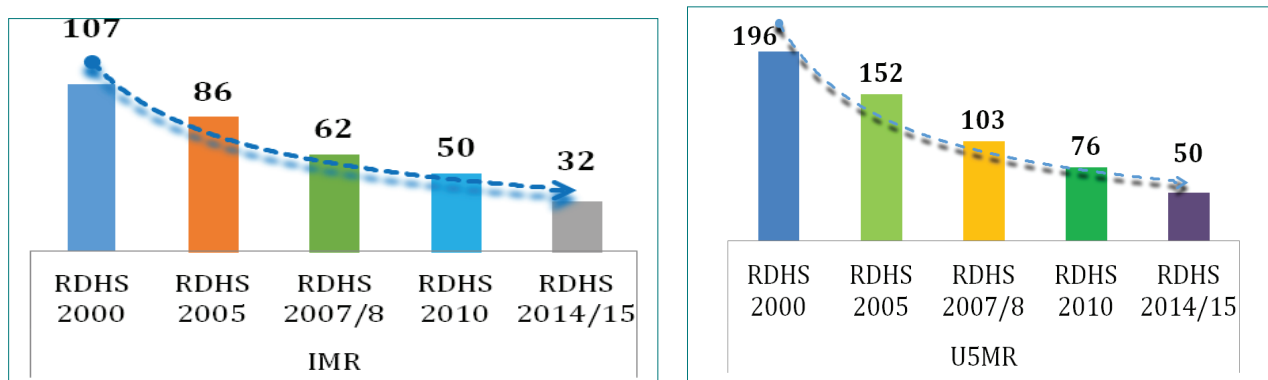
Source: Data from NISR- EICV 2013/14 compiled and analyzed by RGB

The graph shows that during the last decade, there has been an impressive improvement both for poverty and extreme poverty reduction. The percentage of Rwandans under poverty line was 44.9% in 2010/11 and decreased to 39.1% in 2013/14¹⁹.

Furthermore, HGS contributed greatly to the development of social policies especially in the improvement of health, social protection, education, gender, and childhood programs. Key resolutions taken from 2003 to 2014 contributed to strengthening Mutual Health Insurance and fighting against malnutrition, among others. As a result, Rwanda has made significant progress

in improving the health of women and children and achieved the 4th and 5th Millennium Development Goals (MDGs)²⁰. In the education sector, Rwanda achieved the 2nd MDG (universal access to education) especially through the 9 and 12 Years Basic Education Program. Where Women participation in the decision-making processes increased considerably; Rwanda is ranked the first country worldwide to have a higher percentage of women in the Parliament (64%)²¹.

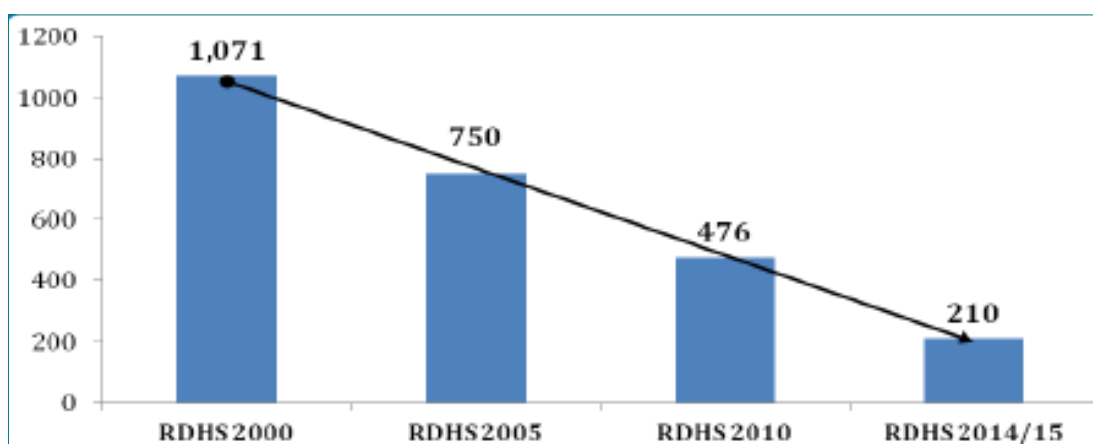
Graph 3: Child Mortality: Infant and Under Five child deaths per 1000 live births



Source: Data from NISR- EICV 2013/14 compiled and analyzed by RGB

The graphs above show that Infants and Under-Five Mortality Rate (U5MR) remarkably declined during the last decade. From 2000 to 2015, Infant Mortality Rate (IMR) declined from 107 to 32 - a decline of 70% - while for the same period, U5MR decreased 74%, from 196 to 50. As noted by the United Nations Inter-agency Group for Child Mortality Estimation²², Rwanda had achieved Under 5-year mortality rate (U5MR) of 54/1000 Live Birth in 2013. Rates of newborn mortality have been slower to decline and represent about one-third of all child mortality²³.

Graph 4: Maternal Mortality: Maternal deaths per 100,000 live births in Rwanda



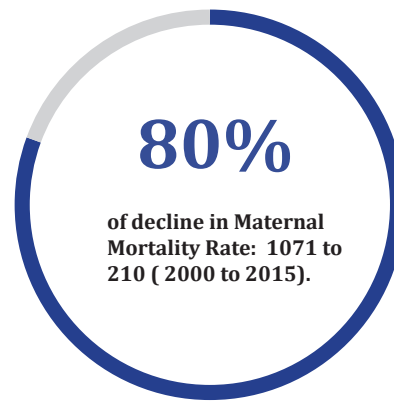
Source: Data from NISR- EICV 2013/14 compiled and analyzed by RGB

According to the World Health Organization, the number one cause of maternal death is pre-existing conditions, such as diabetes, malaria, and HIV, which pregnancy exacerbates. Severe bleeding caused by childbirth is the second most common cause of maternal death and makes up more than a quarter of them.

As illustrated in the above graph, Maternal Mortality Rate (MMR) reduced from 1071 to 210; a decline of 80% from 2000 - 2015. A couple of programs contributed to this achievement; according to the Rwanda Demographic and Health Survey (RDHS), the modern contraceptive prevalence rate increased from 4% to 45% and the presence of a skilled provider during childbirth increased from 31% to 69%²⁴.

Also, the government decentralised the health sector to strengthen community involvement and trained 45,000 community health workers to provide primary health services at the village level. Elected by their community, these

workers connect communities to health services, especially in remote areas, and monitor health at the village level. CHWs play a key role in expanding the coverage of family planning, antenatal care, and childhood immunisation, and they also treat -or refer to health centres- malaria, pneumonia, and diarrheal cases²⁵.



There has been a 70% reduction in child mortality rate over 15 years (2000 - 2015)

2

National Umushyikirano Council

Participation

Focus & Discussions

Resolutions

Citizens awareness

The National Umushyikirano Council (NUC) is anchored in the Constitution of the Republic of Rwanda of the 4th June 2003, by the Article 140 as revised to date. The NUC brings together the President of the Republic and citizens' representatives and meets at least once a year. It debates issues relating to the state of the Nation and national unity. The President of the Republic convenes and presides over the NUC and resolutions of this Council are submitted to the relevant institutions to enable them to improve their service delivery to the population. A presidential order may provide for other matters for the National Umushyikirano Council²⁶.

Every year from 2003, Umushyikirano takes place usually in the premises of the Parliament building and its proceedings are always live broadcast on television and radio and are widely covered in social and print media. The Prime Minister's Office (PMO) is in charge of the preparation and overall coordination of this national event.

Who participate?

The first National Umushyikirano Council was held on 28th June 2003. The discussions and debates involve Rwandans from all walks of life. Since then, Umushyikirano brings together on average 1000 participants, including representatives of all district councils, Cabinet Ministers, members of both Chambers of Parliament, Governors and the Mayor of the City of Kigali, Army and Police Chiefs, Permanent Secretaries in Ministries, representatives of the Judiciary, leaders of political parties registered in Rwanda, representatives of the Private Sector, Heads of institutions of higher learning, representatives of the Diaspora, religious organizations and other Non-Governmental Organizations (NGOs). Ambassadors and representatives of international bodies working in Rwanda are also invited to the National Umushyikirano Council²⁷. From 2003 to 2014, around 12,140 participated in the NUC.



Picture 2: Rwandans from all walks of life attending to Umushyikirano 2015.

What does NUC discuss?

The NUC is a forum that offers opportunities to share views and opinions shaping Rwanda’s development agenda; it debates issues relating to the state of the nation, the state of local government and national unity.

The NUC provides an opportunity to reflect and celebrate its contributions to the transformation of Rwanda over the past, as well as project future actions, plans that will drive Rwanda’s development forward. Every year, the NUC is conducted under a specific theme as illustrated in the table below.

Table 2 : Themes for different NUCs

| YEAR | THEME |
|------|--|
| 2014 | Common Vision, New Momentum <i>Icyerekezo kimwe, Twongere Imbaraga</i> |
| 2013 | Building Rwandan spirit for Sustainable Development <i>Ubunyarwanda; Inkingi y’Iterambere Rirambye</i> |
| 2012 | Agaciro: Aiming for self-reliance <i>Agaciro: Intego yacu ni ukwihaza</i> |
| 2011 | Strive for our dignity, together we pitch for rapid development <i>Twiheshe agaciro, twese tugire uruhare mu iterambere ryihuse</i> |
| 2010 | Our responsibility is delivering quality service <i>Inshingano yacu ni ugutanga Serivisi nziza</i> |

Source: Source: Compiled by RGB from PMO reports

Each year NUC had a specific theme. And specific thematic areas in various clusters were identified and discussed. In most of case, these thematic areas had a presentation followed by discussions by audience and population in general as well.

Every year, the President of the Republic opens the National Umushyikirano Council, and delivers a key note speech on the theme of the year. The Prime Minister gives reports of previous year's implementation of the resolutions.



Picture 3: President of the Republic of Rwanda, H.E. Paul Kagame, addressing Rwandans during Umushyikirano 2015.

Table 3: Topics discussed during NUC 2010 to 2014

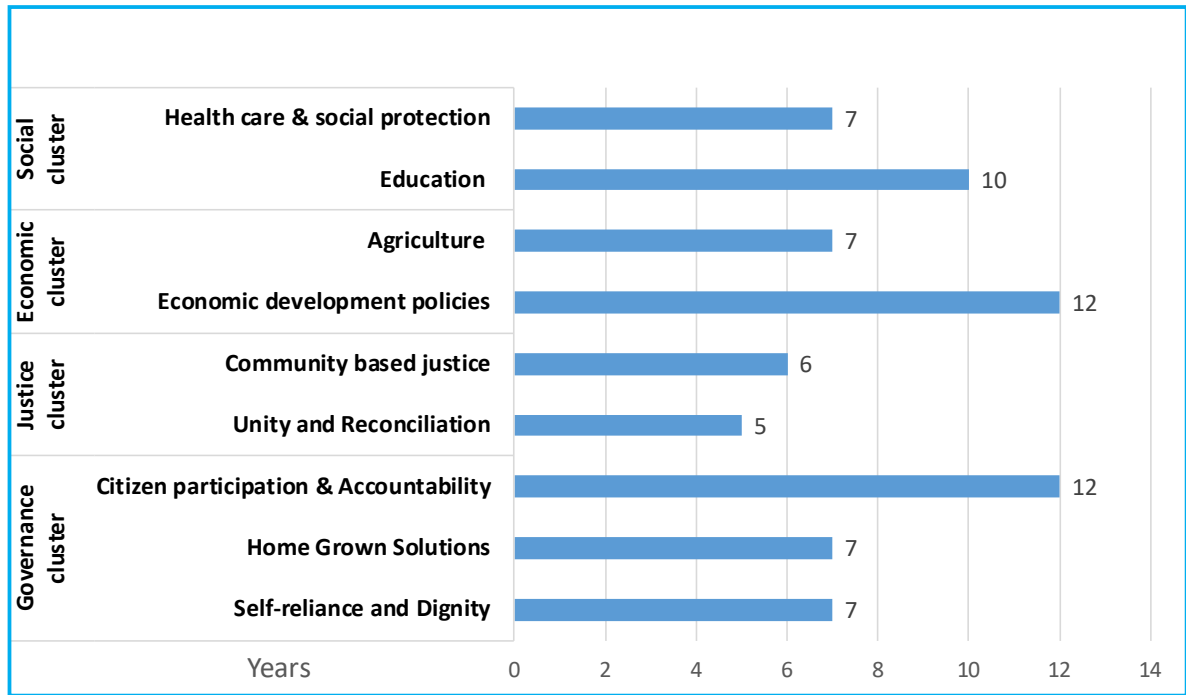
| YEAR | THEME | TOPICS DISCUSSED |
|------|--|---|
| 2014 | Common Vision, New Momentum <i>Icyerekezo kimwe, Twongere Imbaraga</i> | <ul style="list-style-type: none"> ▸ Family: Foundation for National Prosperity ▸ Safeguarding our achievements: shaping a better future ▸ Preventing Genocide, Fighting Denial of the 1994 Genocide against the Tutsi |
| 2013 | Building Rwandan spirit for Sustainable Development <i>Ubunyarwanda; Inkingi y'Iterambere Rirambye</i> | <ul style="list-style-type: none"> ▸ The status of the national development to-date and the journey to self-reliance ▸ Increased productivity and private sector growth ▸ “Ndi Umunyarwanda” program: Striving to preserve Rwandan Spirit |
| 2012 | Agaciro: Aiming for self-reliance <i>Agaciro: Intego yacu ni ukwihaza</i> | <ul style="list-style-type: none"> ▸ Promoting Principles and Values of Self-Reliance in Rwanda ▸ EDPRS 2 Towards Achieving Self Reliance ▸ Enhancing Domestic Saving Mechanisms Towards Self-reliance ▸ Prosperity for Generations Agaciro Development Fund ▸ Strategic Skills Development and Youth Employment |
| 2011 | Strive for our dignity, together we pitch for rapid development <i>Twiheshe agaciro, twese tugire uruhare mu iterambere ryihuse</i> | <ul style="list-style-type: none"> ▸ Approaches used by Rwandans to find Home Grown Solutions and self-development by upholding their dignity ▸ Implementation of the development plan, EDPRS I, and requirements to prepare EDPRS II ▸ Role of service delivery in speeding up national development and promoting good governance ▸ Role of education in speeding up sustainable development. |
| 2010 | Our responsibility is delivering quality service <i>Inshingano yacu ni ugutanga Serivisi nziza</i> | <ul style="list-style-type: none"> ▸ Strategies and orientation of the third phase of decentralization (2011-2015) ▸ Social cohesion and reconciliation barometer ▸ The Second Consultative Meeting on the Fight Against Genocide ▸ Nine Years of Basic Education (9YBE) ▸ Savings and small and medium scale enterprises ▸ Housing, reforestation irrigation and land consolidation ▸ Community based health insurance scheme (Mutuelle de Sante), nutrition, hygiene and sanitation and HIV/AIDS from these presentations and the discussions that took place, a total of 23 resolutions were passed |

Source: Source: Compiled by RGB from PMO reports

The table above shows the topics discussed during each of the National Umushyikirano Council between 2010 and 2014, as illustration of its significance to shaping policy across different sectors.

The graph below presents, by cluster, the frequency of the most recurrent topics discussed.

Graph 5: Frequency of Key thematic areas discussed during NUC 2003-2014



Source: Compiled by RGB from PMO reports

The NUC’s thematic areas focused on Self-reliance, citizens’ participation and Home Grown Solutions (in the Governance cluster); Agriculture and infrastructure, Economic Development policies (in the Economic cluster); Healthcare, Social protection and Education (in the Social affairs cluster); Unity and Reconciliation and Community-based justice (in the Justice cluster). This is a clear indicator that NUC is a platform for governance and development issues. It is per excellence a forum meant to build a social developmental and democratic state of Rwanda.

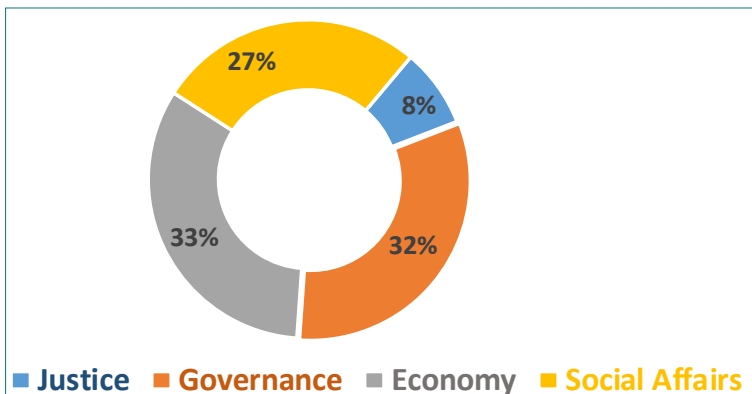
Citizens’ participation and accountability was discussed in all the 12 NUC meetings, the same applies to economic development policies such as EDPRS I and II, productivity and exports. Education is the third most recurrent with 10 out of 12 NUC meetings.

Other topics such as HGSs, Self-reliance, and agriculture, health care and social protection were all discussed 7 times each during all the 12 NUC meetings. This indicates that vital and key elements of the national life are given due attention and enough time by the NUC.

NUC 2003-2014: Key resolutions

A total of 304 resolutions were taken by the National Umushyikirano Council from 2003 to 2014. The resolutions can be classified in four clusters: Economy, Governance, Social Affairs and Justice. As shown in the table below.

Pie Chart 1: Number of resolutions taken from 2003 to 2014

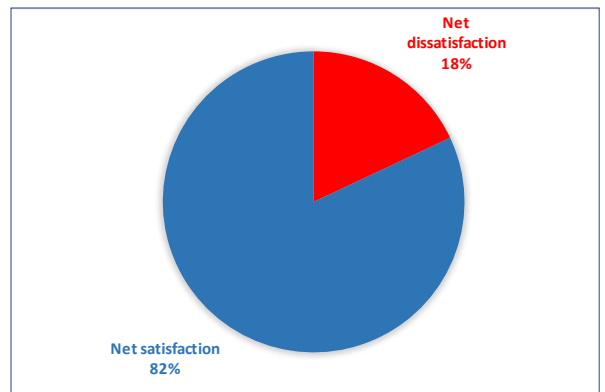


Source: Compiled by RGB from PMO data, 2015

Among the resolutions taken, the economic cluster scored the highest number (99) equivalent to 33% of all resolutions taken; followed by the governance cluster with 96 resolutions equivalent to 32%. The social and justice clusters count for 35%.

Rwanda has made impressive socio-economic progress; mainly due to the promotion of good governance in all aspects. The pie chart 2 above illustrates the level of satisfaction of citizens' vis-à-vis leaders' responses to questions raised during various NUC meetings.

Pie Chart 2: To what extent leaders' answers satisfy citizens



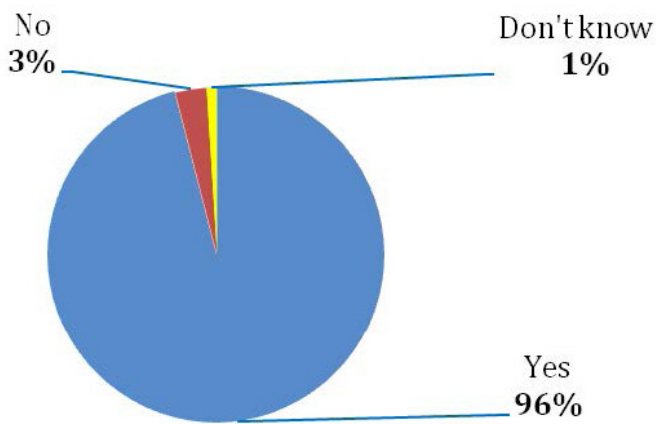
Source: RGB survey, June 2015

The above chart shows that almost 1 in 5 citizens (18%) is not satisfied with the answers given to them by the leaders during Umushyikirano; however, the majority of respondents (82%) were satisfied. This level of satisfaction is a clear indication of government responsiveness regarding its service delivery performance; but also of the growing culture of accountability and transparency within the Rwandan governance. Once the NUC is over, the next phase normally consists of following up the implementation of taken resolutions. The next section examines the extent to which the citizens are regularly communicated about the NUC resolutions.

Are the citizens aware of Umushyikirano?

The chart below presents the responses of the citizens to the question about their awareness vis-à-vis NUC.

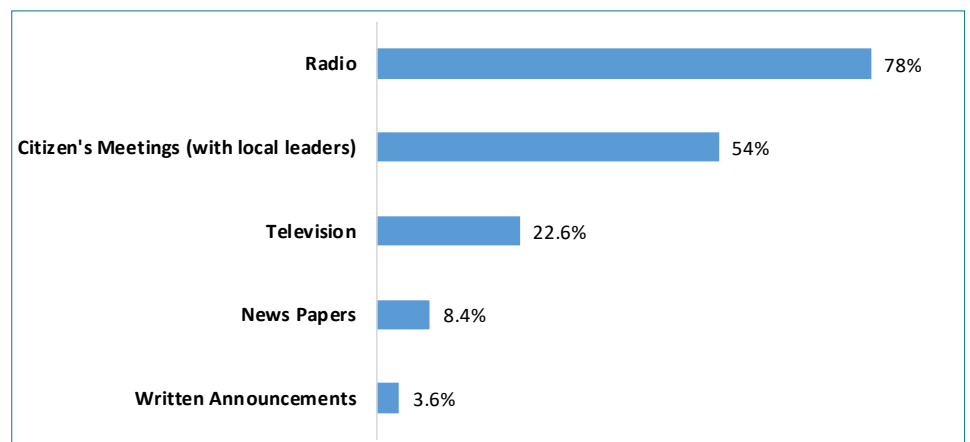
Pie chart 3: Level of Citizen's awareness of the National Umushyikirano Council



Source: RGB survey, June 2015

As per the research findings, 96% of citizens responded that they are aware of NUC and appreciate the mechanism as an event that enables interaction between government and citizens that allow discussion on issues of national interest. The pie below illustrates the most cited communication channels through which citizens get information on NUC.

Graph 6: Communication channels through which people get information on NUC



Source: RGB survey, June 2015

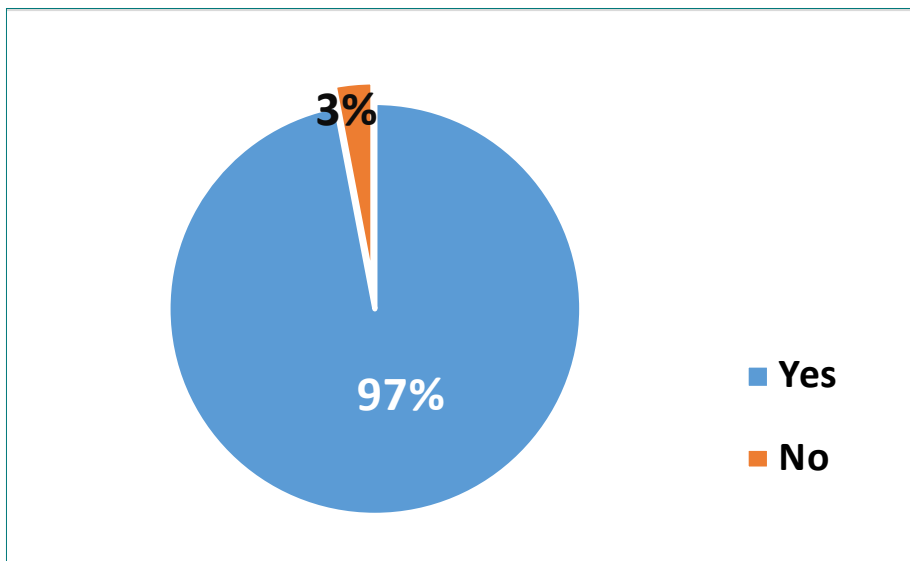
The graph demonstrates that citizens become aware of NUC meetings through radio (78%), citizens' meetings with local leaders (54%), television (22.6%), newspapers (8%), and written announcements (3.6%). Radios and town hall meetings are the privileged communication channels through which information on NUC reaches the citizens. This indicates that not only the citizens follow NUC and participate actively in it at the national level, but also Media play a leading role in spreading its resolutions to the people.

It also means that comprehensive Media reforms that Rwanda has initiated produced an exponential increase of radios, TVs and online outlets which have benefited the citizenry. It final shows that there are constant interactions between the citizens and their local leaders as reflected in the level of engagements and gatherings in which, among others, NUC resolutions are disseminated to citizens.

Is the NUC communicated timely and regularly to the citizens?

For effective and easy implementation, the NUC resolutions need to be communicated to the citizens. The chart below shows the extent to which the NUC resolutions are communicated to citizens.

Pie chart 4: Level of citizens' information sharing about the NUC resolutions



Source: RGB survey, June 2015

As illustrated in the chart above, an overwhelming majority of respondents (97%) said that they are timely and regularly informed about the resolutions of Umushyikirano. This is a clear indication of how Rwandan citizens are engaged in policy making through NUC; the foundation of participatory democracy.

3

Implementation of the NUC's Resolutions

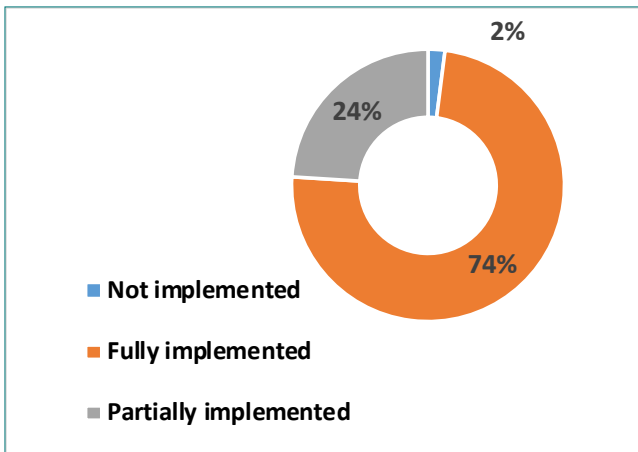
Implementation

Impact

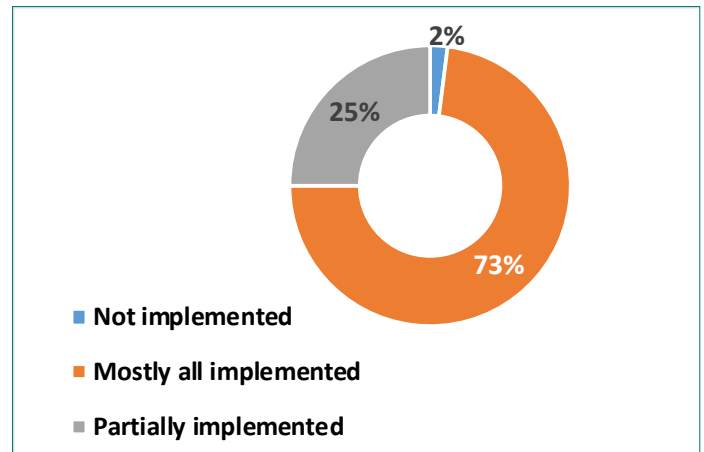
The successful implementation of the resolutions taken during the NUC meetings is an important factor that justifies the relevance of the NUC meetings. The implementation of the NUC's resolutions have been analysed at two levels; which are local level through citizens' survey and national level by analysing various documents of the NUC's reports from the Prime Ministers' Office respectively.

The charts below present the level of implementation of the resolutions taken from 2003 to 2014 through both self-evaluations by the Government and citizens' evaluation²⁸.

Pie Chart 5: GoR and Citizen's Evaluation of implementation of NUC resolutions: Comparison Analysis



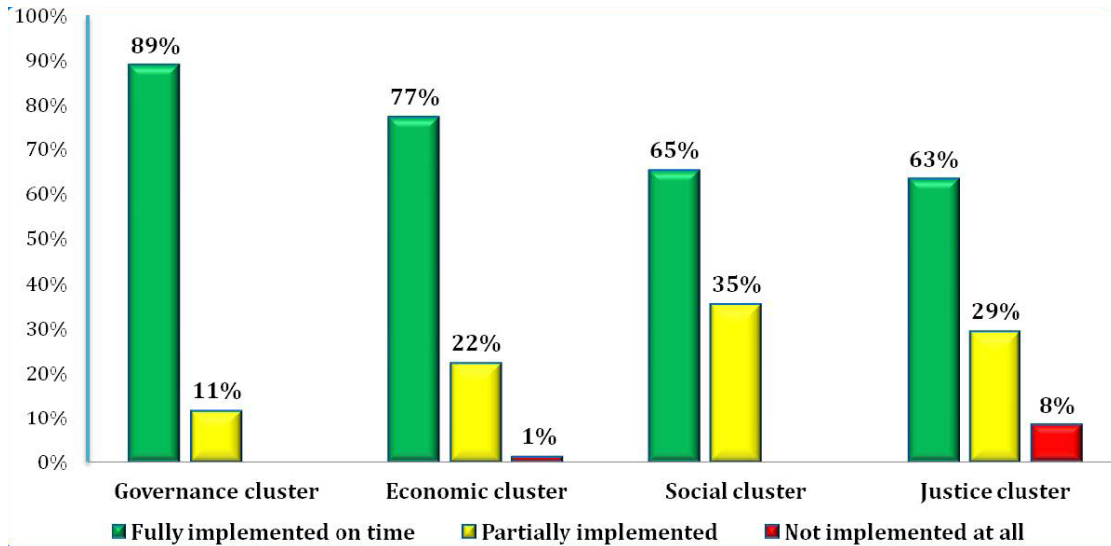
Source: Evaluation by GoR (PMO)



Source: Evaluation by Citizens

The above charts show that the majority of the resolutions have been fully implemented on time (74% as per self-evaluation and 73% as per the citizens' evaluation). In the same line, the proportion of resolutions which were not implemented on time is around 25% (24% as per self-evaluation and 25% as per the citizen's perception). The proportion of the resolutions not implemented is 2% according to citizens, and 2% according to government self-evaluation. As the results show there is almost no difference between government self-evaluation results and the citizen's evaluation ranking. Nationally there is a satisfactory implementation level of the resolutions taken during the NUC meetings.

Graph 7: Implementation level of NUC resolutions per cluster made by PMO



Source: Elaborated by RGB from PMO data

The graph above shows that the governance cluster is the best performer with a total of 89% of resolutions fully implemented on time. In the economic cluster, 77% resolutions have been successfully implemented on time, 22% were partially implemented and 1% have not been implemented on time.

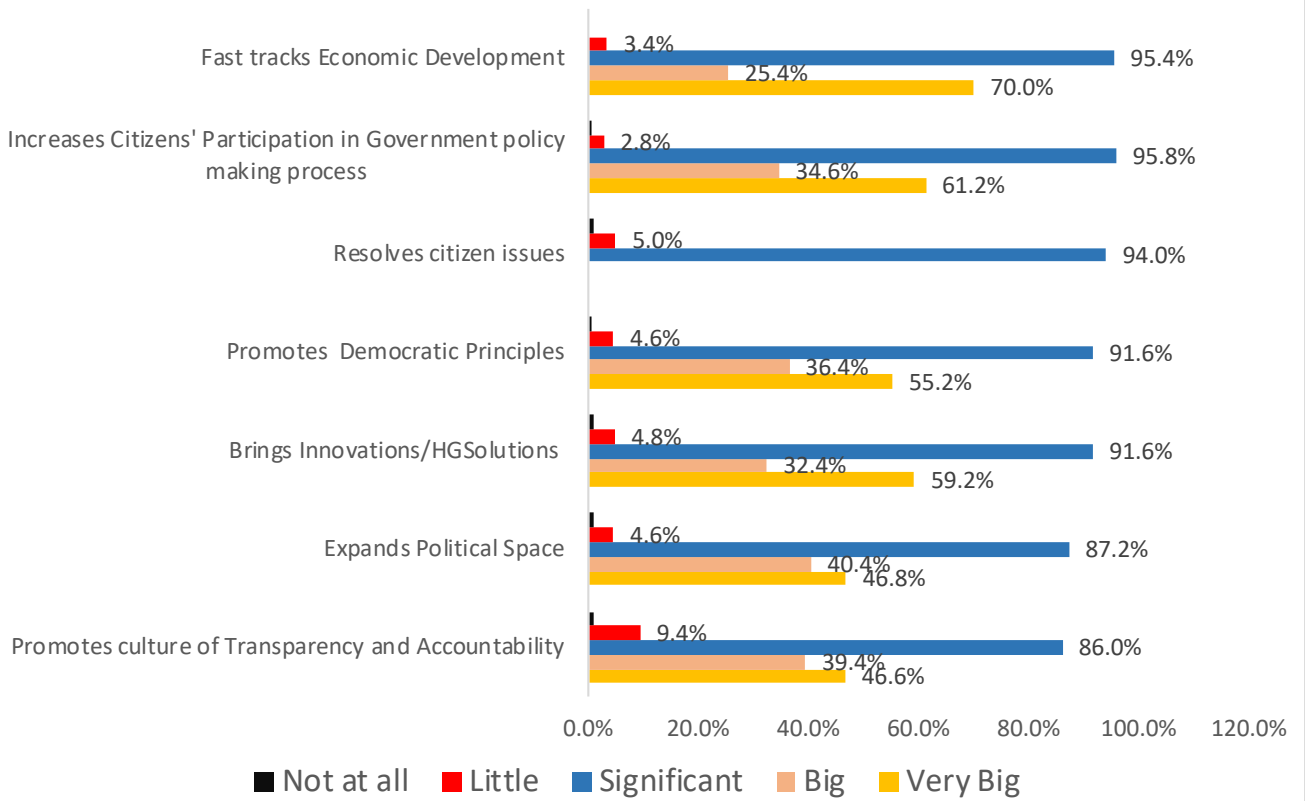
The social affairs cluster scores 65% of the resolutions which were fully implemented on time and 35% of resolutions partially implemented on time. Partially implemented resolutions are related to the quality of Education and conflicts at households level.

The justice cluster scores 63% of the resolutions fully implemented on time, 29% of resolutions partially implemented on time and 8% of resolutions which have not been implemented on time. These are related to Gacaca trials and the management of Gacaca archives. The level of implementation of the resolutions taken during

the NUC can be considered as satisfactory with an overall average of 73.5% with all four clusters considered.

The citizens also provided their views on the role and significance of the NUC vis-a-vis various key aspects of Rwandan society's life as well as its socio-economic impact at local and individual level. The following graph presents the role and significance of the NUC in promoting key aspects of national life.

Graph 8: Role and Significance of NUC in promoting key aspects of national life



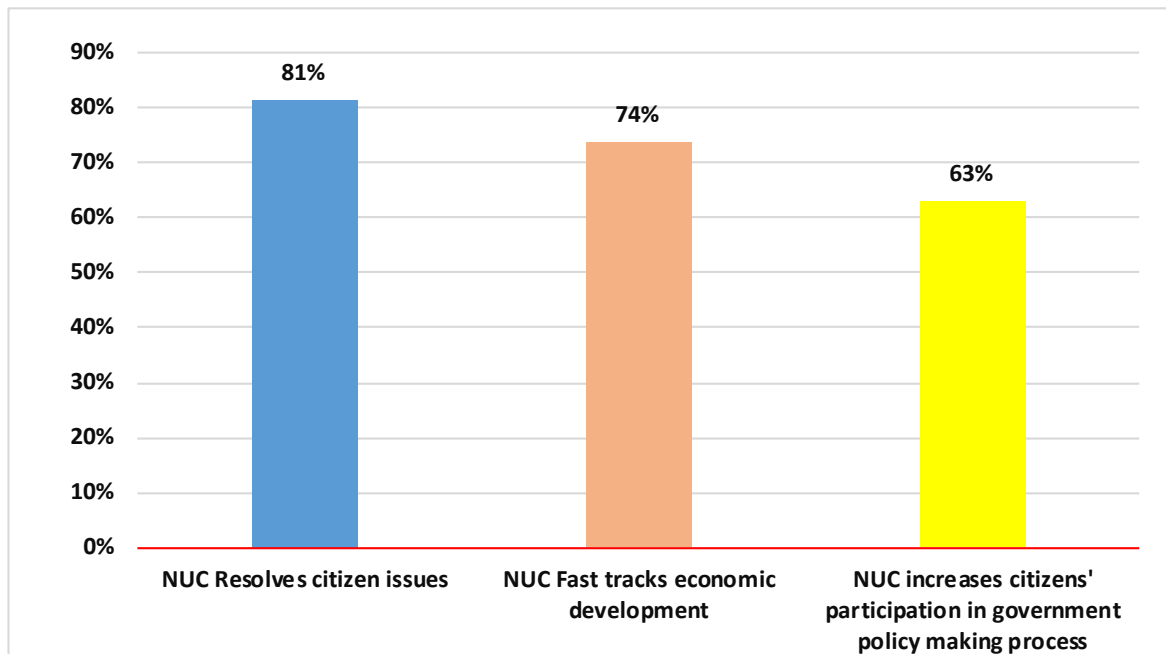
Source: RGB Survey, 2015

The graph shows that NUC contributes to the fast tracking of economic development (95.4%), increases citizen participation in government programs and projects (95.8%), promotes democratic principles (91.6%), brings innovations and Home Grown Solutions (91.6%), expands political space (87.2%) and promotes the culture of transparency and accountability (86%).

NUC is considered indeed, as one of the key drivers of the transformative governance of the post-genocide Rwanda. The above results

suggest that NUC role is very significant and contributes greatly to all the key aspects of national life and plays a significant role in the socio-economic development of Rwanda. Hence, NUC is clearly seen by Rwandans as the engine for participatory and inclusive governance for rapid economic and sustainable development.

Graph 9: Where do citizen see the greatest impact of NUC



Source: RGB Survey, 2015

From the above graph, the citizens listed the thematic areas where the NUC contributes the most: solving citizens' problems is the most important (81%) followed by fast tracking development (74%) and enhancing citizens' participation government policy-making process (63%). Thus, one can say that the NUC contributes to citizens' socio-economic development and to citizens' participation and accountability. The NUC has been the platform where citizens enjoy their freedom of expression, questioning government programs in practice and discussing with their leaders on the way forward to resolve certain issues raised.

The NUC is as well considered as a productive industry of innovative ideas geared towards fast tracking Rwanda's transformational journey. Thanks to the NUC, various programs have been conceived and implemented to the benefits of the people; the most cited by the respondents are Girinka program, Electricity Access Rollout Program (EARP), Nine and Twelve Years Basic Education (9 & 12 YBE), Umwalimu SACCO, and Abunzi Committees.

4

Five most impactful innovations of Umushyikirano

Girinka Program

Electricity Access Roll Out Program

9 & 12 Years Basic Education

Umwalimu SACCO

Abunzi

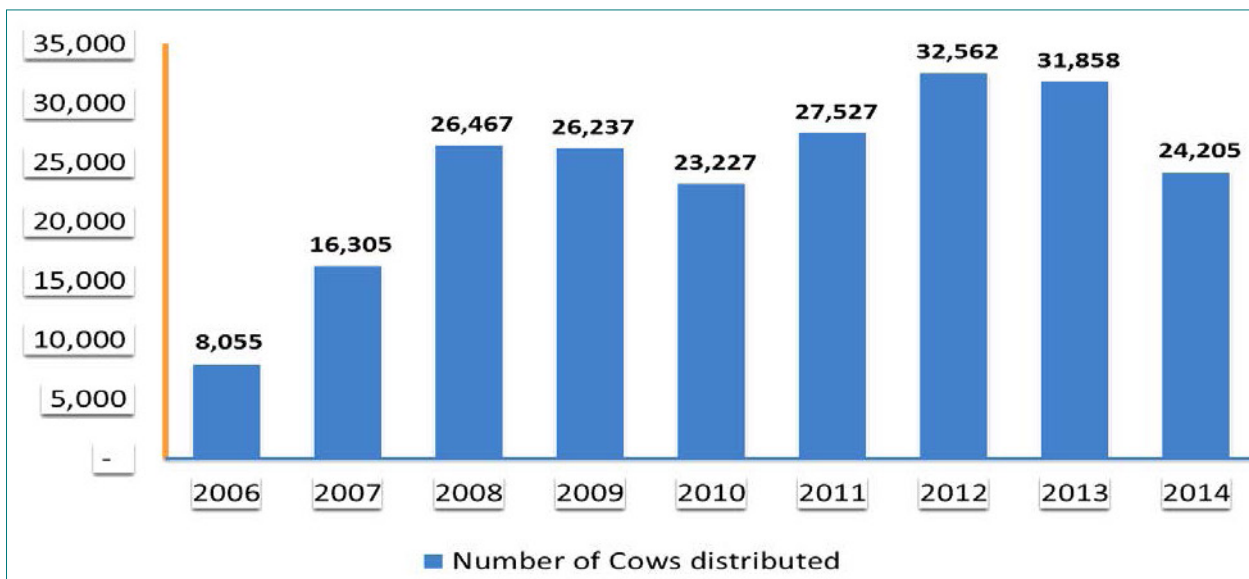
From 2003 to 2014, many innovative ideas from sectors such as agriculture, animal husbandry, infrastructure development, education, justice and social protection were raised from various NUC meetings. Some great ideas are presented below:

Girinka Program

Girinka or One Cow per Poor Family was initiated in 2006. Implemented by the Rwanda Agricultural Board (RAB), the objectives of Girinka program include fighting against malnutrition through milk consumption, increasing crop productivity through organic manure and household incomes through milk sales. The program is transforming rural livelihoods and addressing poverty alleviation in Rwanda.

The graph below presents the number of cattle distributed countrywide, year by year in the framework of Girinka program.

Graph 10: Number of cows distributed to poor families from 2006 to November 2014



Source: Compiled by RGB from RAB Girinka Coordination data, September 2015

Since its inception in 2006, Girinka has provided 222,539 cows to a cumulative number of 222,539 Rwandan vulnerable families (by September 2014); virtually helping around 1,001,426 lives (222,539 x 4.5) based on the NISR census that calculated 4.5 persons per household²⁹. In reference to its target of 350,000 cattle to be distributed by 2017, Girinka has already achieved 74% of its target³⁰.



Picture 4: Girinka program. A vulnerable woman being given a cow

From milk revenues, beneficiaries managed to renovate their houses by improving their roofing and doors; but also run small businesses³¹. Girinka also builds social bonds through re-gifting to a disadvantaged neighbour (Kwitura).

Girinka has led to a significant improvement in the lives of the poorest Rwandans leading to graduation from poverty. Some of the impacts of the Girinka program are the following^{32 33}

| | |
|----|---|
| 1 | Livestock ownership and poverty reduction |
| 2 | Improving agricultural and productivity |
| 3. | Employment opportunities |
| 4 | Use of biogas and environmental protection; |
| 5 | Enhancing food security, fighting malnutrition, and building healthier communities |
| 6 | Strengthening social cohesion and reconciliation |
| 7 | Increasing citizens' participation and inclusiveness in government politico and socio-economic programs |

Girinka program increased milk production by 89% in 5 years, from 372,619 liters in 2010 to 706,030 liters in 2015. Increase in milk production has also helped to reduce malnutrition in the country as the milk is used to feed children. Furthermore, as testified by the Girinka beneficiaries of Kitazigurwa Integrated Development Project (IDP) model village (Rwamagana District, Eastern Province); Girinka is contributing to fighting against poverty in households.



Picture 5: Girinka program feeding children at school

Electricity Access Rollout Program (EARP)

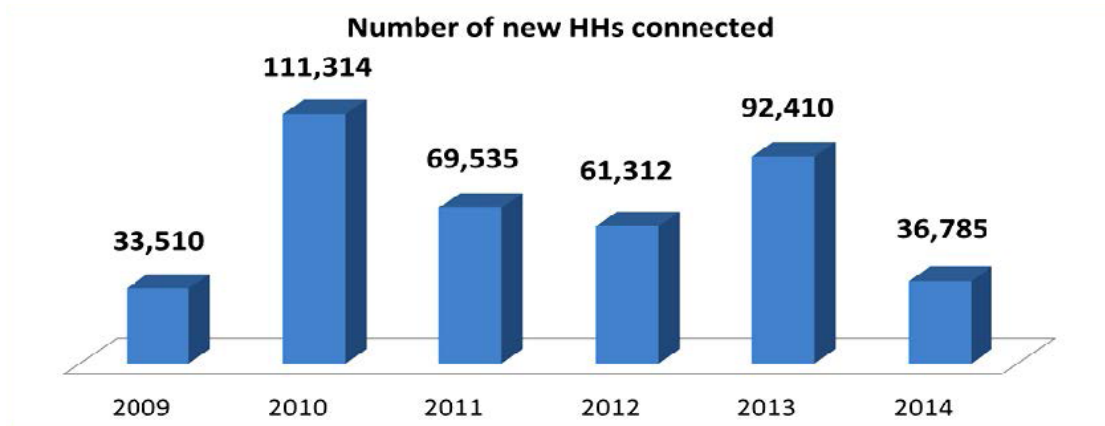
The Electricity Access Rollout Program (EARP) was established as a social economic programme to increase electricity access and catalyze economic development under EDPRS I&II. It has been poverty reduction-oriented and it supported government socio-economic programmes such as Schools, health centers, VUP, Ubudehe, artisans’ centers (Udukiriro), among others.

The first phase of EARP was launched in 2009 with a target of increasing electricity

connections from 130,000 (6%) in 2009 to 350,000 (16%) by the end of 2012 with an emphasis on connecting social infrastructure, health facilities, schools and administrative offices.

During the second phase of EARP program (from 2013 to 2017), the target is to increase electricity access to households to a cumulative rate of 70% (using 48% on-grid and 22% off-grid solutions) and 100% connection to health centers, schools and main administrative offices³⁴. Households’ access to electricity has shifted from 4.3% in 2005/06 to 19.8% in 2013/14³⁵. The graph below shows details on the progress made.

Graph 11: New Households Electricity connections from 2006 to June 2015



Source: Data from REG-EAPR adapted by RGB

This graph shows that, generally there has been a significant increase in as far as HHs electricity connectivity is concerned; especially from 2009 when EARP started operating. Since the existence of electricity supply in Rwanda up to 2009, only 108,226 HHs were connected; while from 2009 to 2014; 404,866 HHs were newly connected. Within a period of six years, there has been an increase of about 274% of households connected or 296,600 in HHs connected by REG/EAPR.



Picture 6: EARP provides electricity to Genocide survivors

Public institutions such as administrative sectors (imirenge), primary and secondary schools and health centers have been the primary beneficiaries of the EARP as illustrated by the table below.

Table 4: Increase of electricity connectivity in public institutions

| | HEALTH CENTERS | SCHOOLS | ADMINISTRATIVE SECTORS |
|---|----------------|---------|------------------------|
| Baseline in 2008 | 38.4 % | 21 % | 39 % |
| Current situation in 2015 | 82.8 % | 45 % | 90.3 % |
| Remaining difference to the EDPRS II targets (100%) | 17.2 % | 55% | 9.7 % |

Source: Compiled by RGB from REG-EARP data, 2015

As the table above shows, before the establishment of EARP, only 39% administrative sectors were connected to electricity (2008) and they increased to 90.3% in November 2015, which is an improvement of 51.3% in 6 years. In the same line, primary and secondary schools connected to electricity were 21% in 2008 and they increased to 45% by September 2015 (improvement of 24%).

Similarly, the percentage of Health centres connected to electricity rose from 38.4% in 2008

to 82.8% by September 2015³⁶ (improvement of 44.4%). At this pace, gaps to the EDPRS II targets by 2018 seem to be achievable even before time, especially for administrative sectors and health centres. However, for the primary and secondary schools, the gap to EDPRS II target is still big and it will require enormous effort to be filled on time.

According to the data from the Energy Development Corporation Limited (EDCL) at REG, Rwanda’s total power generation stood at

160.08 Megawatts (MW) by 2015 while the target is 563 by 2017. With such figures, Rwanda has to produce 402.92 MW within a period of 3 years. This means that more efforts will have to be expended in energy production to meet the EDPRS II target.

All the progress highlighted above were achieved as a result of the establishment and functioning of EARP. Increased electricity connection enabled the use of water pumps for irrigation, the establishment of trading centres such as rural markets, commercial activities/ artisans centres (Udukiriro), agro-processing for food security and post-harvest management, as well as productive/value additions like coffee-washing stations, tea factories, etc.

The progress also impacted positively on the quality of service delivery in public and private institutions such as administration offices, schools, health centres and various businesses; thus, contributing to the wellbeing of Rwandans. It's worth noting that, as expressed by the EARP technician, the big challenge to fulfil the full electricity connectivity for all the citizens resides in the fact that many Rwandans are still settled in a scattered way which keeps the connection cost very high. For this to be resolved, people should be sensitised to live in communal settlements/imidugudu.



Picture 7 : Solar energy panels in Rwamagana district

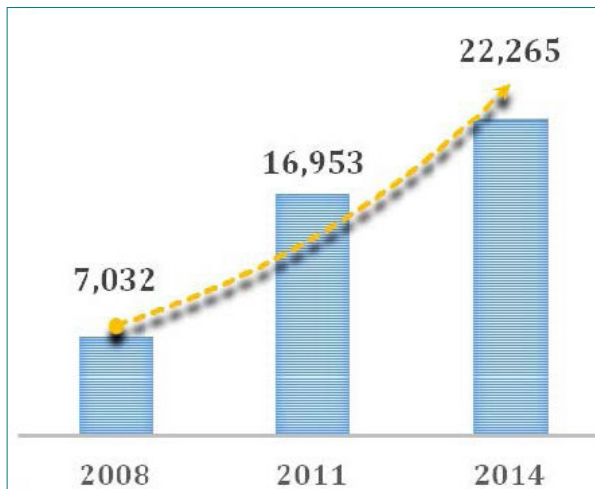


Picture 8 : Massive investments have been made in alternative energy sources like methane gas and solar, in a bid to meet the EDPRS II energy targets.

Nine and Twelve Years Basic Education Program

The Nine Years Basic Education (9YBE) emerged from the resolutions of the 5th National Umushyikirano Council (in 2007) with the objective of allowing every child in Rwanda to get access to education. The year 2009 saw the introduction of Rwanda's 9YBE which offers six years of primary and three years of secondary education to all Rwandan children free of charge. Before the program was implemented, many Rwandan youths were unable to access education, hampering their chances for a better future. The implementation of the 9YBE program led to a significant increase in numbers of students, teachers, and schools' infrastructure significantly as illustrated in the graphs below.

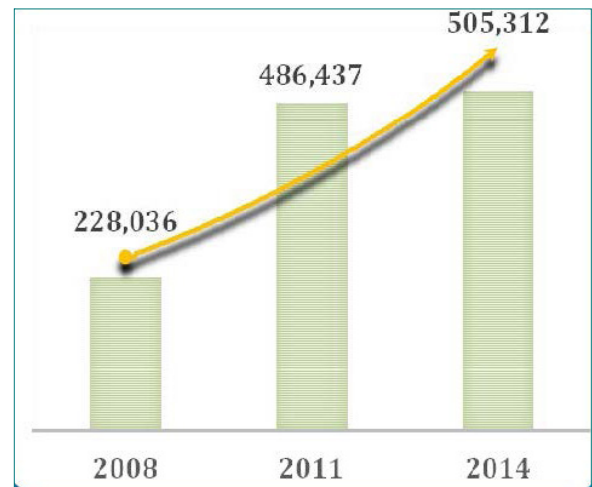
Graph 12: Teachers (Public & Government aided)



Source: Data from MINEDUC, analyzed by RGB

A research by the Center for Public Education suggests that in addition to hiring more teachers, hiring teachers with better credentials and experience may drive students' achievement³⁷. In a period of 6 years, the number of teachers in public and Government aided schools increased by 217% from 7,032 to 22,265. During the same period, the number of the students enrolled in public and private schools followed a similar trend and increased by 122%.³⁸

Graph 13: Students (Public & Private)



Source: Data from MINEDUC, analyzed by RGB

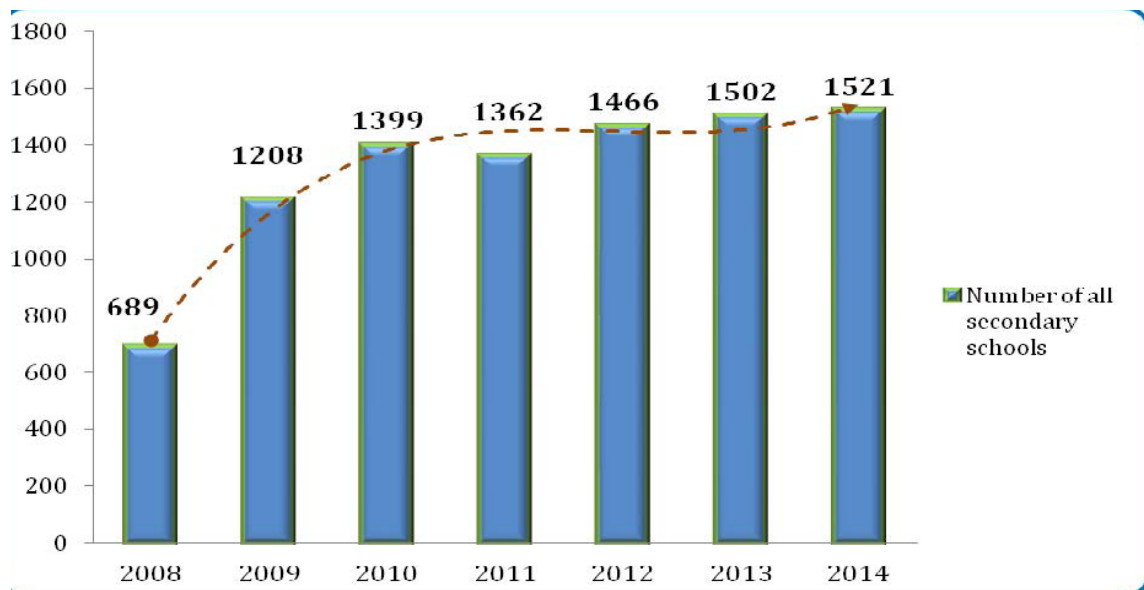
According to LAW N°23/2012 OF 15/06/2012 GOVERNING THE ORGANIZATION AND FUNCTIONING OF NURSERY, PRIMARY AND SECONDARY EDUCATION; secondary schools teachers shall hold at least an A1 degree in education for those who teach in the first cycle and a bachelor's or master's degree in education for those who teach in the second cycle. However, where necessary, teachers holding an A-level general certificate (A2) of Education may be authorised to teach

in the first cycle of secondary education while those with an (A1) in education may be authorised to teach in the second cycle of secondary education. Those holding a degree other than an education degree must have a certificate of teaching ability.

In 2015, some 70.1% of secondary teachers were male and 29.9% female; of which 70.2% of male are qualified teachers and 62.5% of female teachers are qualified.

Following the successful implementation of the Nine Years Basic Education program, the Government of Rwanda introduced the Twelve Years Basic Education (12YBE) program. The implementation of the 12YBE program started in February 2012, with the intake of 37,221 students in general secondary school and 5,640 students in the Technical and Vocational Education and Training (TVET) streams. As a result, the number of students in secondary education increased by 86% - from 2008 with 288,036 students to 2012 with 534,712 students enrolled . The graph below shows the increase in secondary schools from 2008 to 2014.

Graph 14: Increased number of secondary schools per year

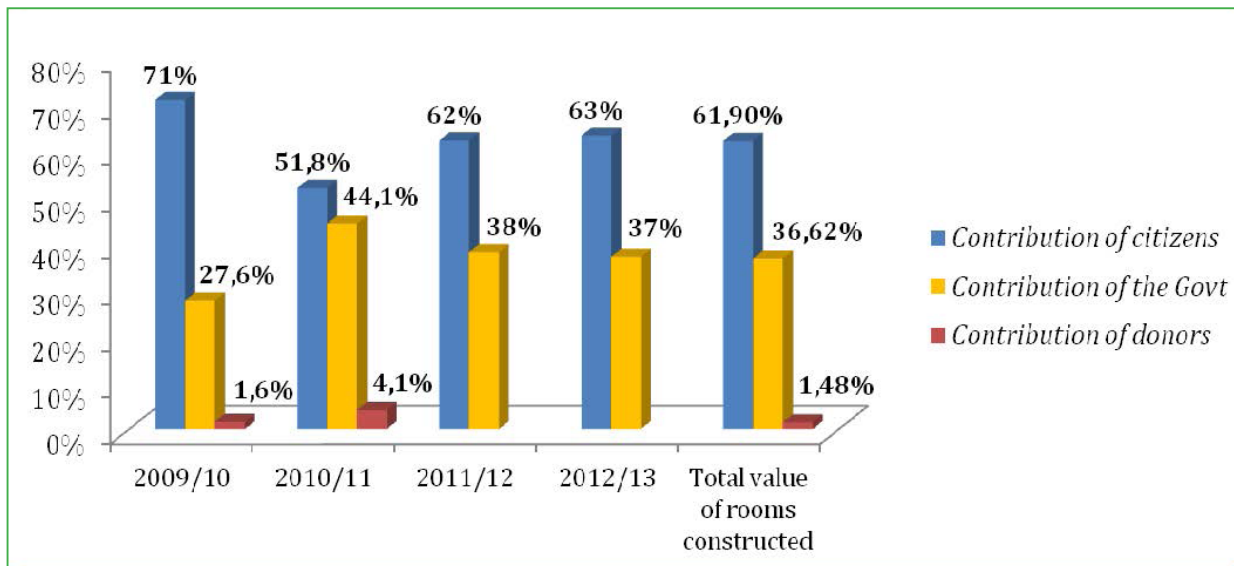


Source: Data from the Ministry of Education, adapted by RGB

As the population grows the demand for new classrooms increases, in the framework of the implementation of the 9YBE program, the lower secondary education registered impressive improvement in terms of number of schools.

In a period of 6 years, the number of schools has more than doubled (an increase of 121%). The districts with a higher number of secondary schools are the following: Gicumbi (75 schools), Rulindo (63), Muhanga (59), Nyamasheke (59), Karongi (58) and Rusizi (58). Worth noting that Umuganda or community work has contributed tremendously in building classrooms across Rwanda. This is a result of the GoR policy of universal 9 and 12 YBE.

Graph 15: Contributions in the construction of 9 and 12 BYE rooms



Source: Data from MINEDUC adapted by RGB

As shown in the above figure, the citizens’ contributions attained almost 62% in an estimated value of monetary or voluntary work of the total cost of the classrooms construction with FRW 135, 730,416,667 while 36.62% was the government’s contribution. At the beginning, in 2009/10, the contribution of citizens was 71% and 27.6% was from the government.

The graph shows that in 2010 and in the following three years the contribution by the government has increased from 27.6% to 36.62%. This indicates that actually citizens were the biggest contributor to Rwanda’s education success; which is probably the most critical sector to national transformation. As several researches by the Center for Public Education

Citizens’ contributions attained almost 62% in an estimated value of monetary or voluntary work of the total cost of the classrooms construction with FRW 135, billions while 36.62% was the government’s contribution.



Picture 9 : 9YBE Classrooms under construction (Left) and rural pupils with the President in the opening of the One Laptop per Child program (Right)

***In 2012,
Rwanda's
9YBE won the
"Commonwealth
Education Good
Practice award"***

have shown reducing class size with enough classrooms and well-qualified teachers increase considerably students' academic achievement.

In Rwanda, the pupils' classroom ratio was improved from 42:1 in 2010 to 39:1 in 2014. This is in line with the 2014/2015 and 2017/2018 Education Sector Strategic Plan (ESSP) target of 40:1.

In total, 3,172 classrooms have been constructed under the 9YBE by parents in collaboration with the Government. These commendable achievements in the fulfilment of the education for all contributed to the attainment of the Millennium Development Goals.

In 2012, Rwanda's 9YBE won the "Commonwealth Education Good Practice award" which was

9YBE contributed to Rwanda's achievements of MDGs

a vote of confidence in favour of Rwanda's development and progress in the field of education.

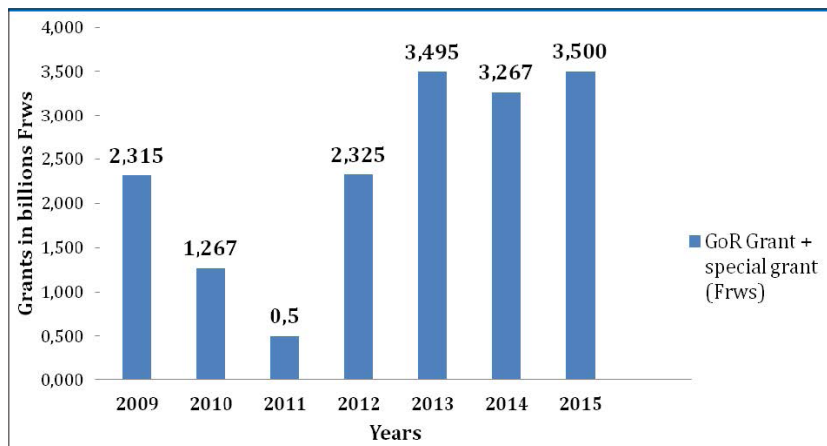
Today, the access to 9YBE attained a commendable percentage of 97%; boosting the government's initiative to build a knowledge-based economy, as envisaged in Rwanda's Vision 2020.

This is probably the most important initiative that dramatically expanded access to education and gave equal opportunity to all Rwandans for a better life.

Umwalimu SACCO

UMWALIMU SACCO is a great idea within the education sector. It emerged from the 2004 NUC. Umwalimu SACCO was developed by the Ministry of Commerce, industry and Tourism as a Cooperative on 21st June 2006 and started to operate through the Central Bank (BNR) on 22nd February 2008. In 2008, Umwalimu Sacco was operating in all 30 districts of Rwanda. From 2009, Umwalimu SACCO has benefited from Government support as illustrated in the graph below.

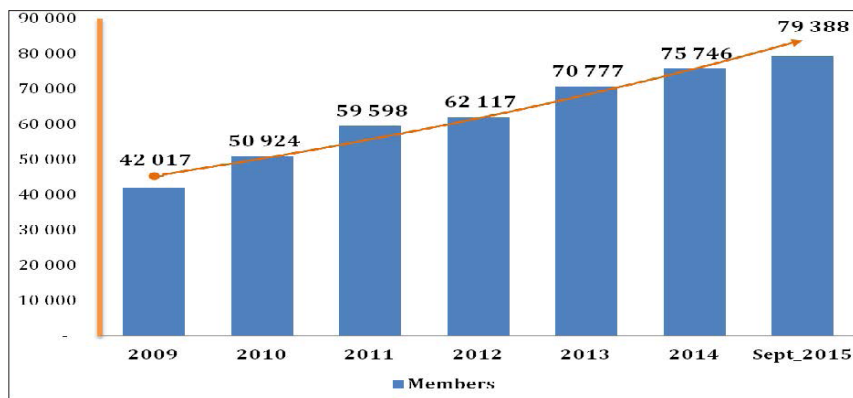
Graph 16: Government and special grants to Umwalimu SACCO (in billions of Frw per year)



Source: Data from Umwalimu SACCO analyzed by RGB

In order to open doors to its clients, Umwalimu SACCO as other financial institutions was in need of grants either from the government or other sources. As shown in the figure above, it received 2 billion grants in 2009, 1 billion in 2010, 0.5 billion in 2011 and gradually went up to 2 and 3.5 billion in 2015.

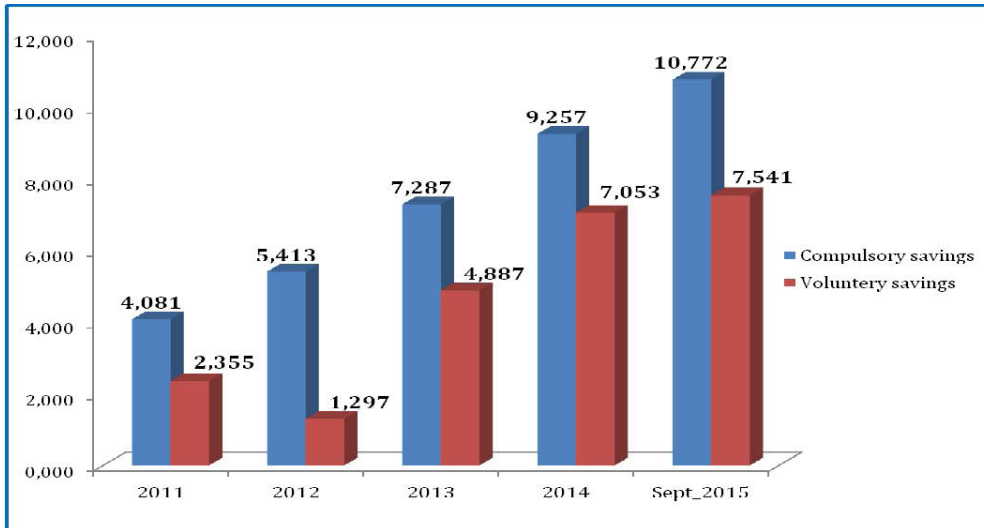
Graph 17: Umwalimu Sacco membership from 2009 to September 2015 (Cumulative numbers in thousands) (in billions of Frw per year)



Source: Compiled by RGB from Umwalimu SACCO data, 2015

Umwalimu SACCO has been encouraged through teachers' sensitizations. From 2009 to 2015, the initiative registered impressive progress in terms of membership. The number of members increased by 89% in 6 years; nearly 15% of growth per year.

Graph 18: Government and special grants to Umwalimu SACCO (in billions of Frw per year)

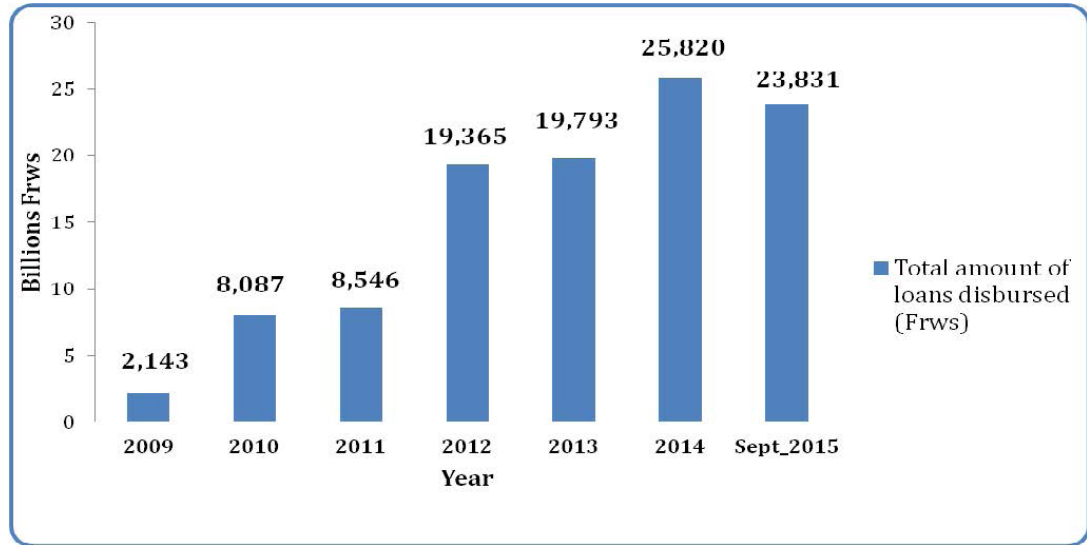


Source: Compiled by RGB from Umwalimu SACCO

In addition to the grants received, members made both compulsory and voluntary savings contribution which increased Umwalimu Sacco liquidity. As the graph above shows, the amount of compulsory and voluntary savings increased by 164% and 220% respectively in a period of 4 years; the compulsory savings increased from 4.081 to 10.772 Billion RWF and voluntary savings increased from 2.355 to RWF 7.541 Billion.

This is a clear indicator of the growing culture of saving among Rwandans; key to Rwanda's sustainable development. The increase in savings translates into more loans being provided to members; and this had a huge impact on improving the beneficiaries' lives.

Graph 19: Loans provided by Umwalimu SACCO (in Billion FRW)



Source: Data from Umwalimu SACCO adapted by RGB

The graph shows that for a period of 6 years, the loans provided by Umwalimu SACCO to its members increased by about 1000%. In fact, a total amount of FRW 2,143,241,843 was lent to 4,727 members in 2009, and by 2015; an impressive cumulative amount of FRW107,588,597,449 was lent to 847,383 Umwalimu SACCO members. Most of the loans provided by Umwalimu SACCO helped teachers to invest in agriculture and livestock, construction, and other business, etc.



Picture 10: Umwalimu SACCO offices (left) and the school lorry from SACCO's loan (right)

Unlike other financial institutions, the interest rate charged by Umwalimu SACCO is quite low, ranging from 11-14% per year depending on the type of loan. So far, teachers have received an accumulative loan amounting to FRW 107 billion, the biggest amount being used in constructing decent homes and setting up small businesses. Members have access to digitalized services; requiring only presentation of a fingerprint instead of a bulk of paperwork.

What makes it even simpler is the fact 300 Umurenge SACCO have created a partnership which enables members' quick money transfers; members of Umwalimu SACCO can deposit, withdraw and even get an overdraft without necessarily having to go to any Umwalimu SACCO branch.

In addition to saving 5% of the net monthly salary or a minimum of FRW2000, a funeral solidarity fund was set up. This is a voluntary initiative through which members of SACCO contribute FRW 300 per month to provide financial support whenever one of them loses a member of his/her family; members will get FRW200,000 in the case of loss of a child and FRW 300,000 in the event of loss of a spouse. As of 2014, over eight hundred members had benefited from this fund. The amount that was spent was FRW 217 million, leaving a reserve of FRW457 million. Not only does the funeral solidarity fund give financial support to the bereaved, it also boosts the SACCO's liquidity as well. But more than just providing financial

assistance, Umwalimu SACCO provides advisory services to its members and so far, 2,148 members have been trained in entrepreneurship skills and project development. At the grassroots level, Umwalimu SACCO is already a success story.

The example of Mr Didace Ntamushobora of Jomba Sector in Nyabihu District in the Western Province gives testimony to this. He got a loan of FRW15 million from Umwalimu SACCO and to that amount, he added another 15 million and built a hotel named New Life Guest House in Jomba Sector, from which he earns a monthly net income ranging between FRW300,000 to 400,000 while continuing to perform his teaching profession⁴².

Abunzi committees

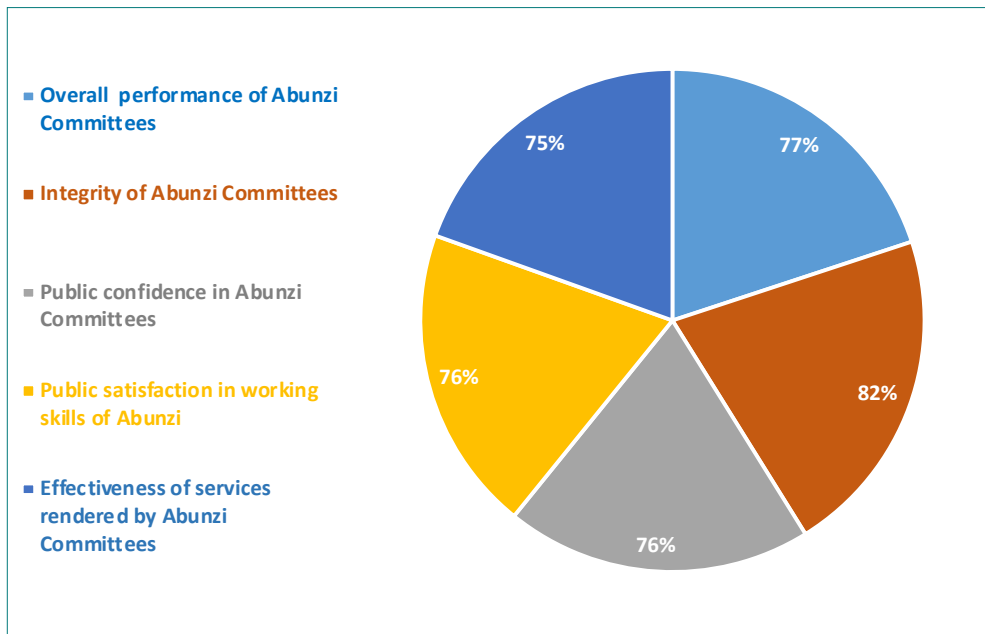
Abunzi were put in place following the Organic Law no 31/2006 of 14/08/2006 as amended by the Organic Law no 02/2010/OL of 09/06/2010 to try minor civil and criminal cases, especially land related cases at the cell level. Abunzi can be seen as a hybrid form of justice combining traditional with modern methods of conflict resolution. By 2015, there were 17,941 Abunzi (55.67% men and 44.33% women) operating across Rwanda .

A study published by RGB in 2013, revealed that as an initiative to solve problems among neighbours, Abunzi has been appreciated by citizens of Rwanda as an innovative idea. The chart below provides citizens' appreciation of Abunzi committees performance.

Picture 11 : Abunzi committee members are conducting trial session



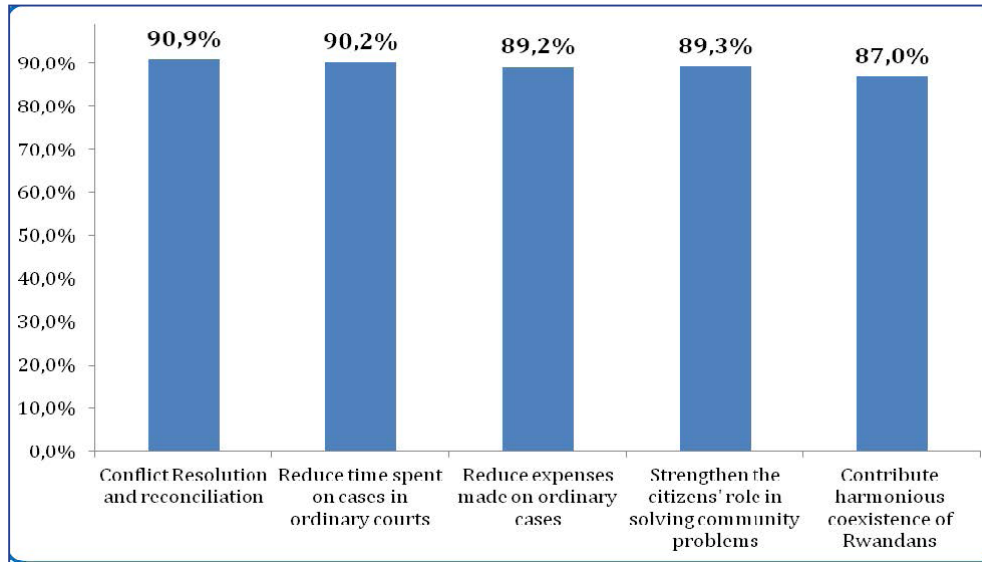
Pie chart 6: Citizens' appreciation of Abunzi committees' performance



Source: RGB, Rwanda Governance Review⁴⁴ (RGR)

The pie chart 6 above shows that Abunzi gained public confidence (75.9%) and its capacity is appreciated (76%); the effectiveness of service rendered by Abunzi is recognised as well as their integrity (81.5%) and their overall performance scored 77.2%. For the last years, Abunzi have been doing a commendable job as illustrated below.

Graph 20: Citizens' appreciation of Abunzi committees' performance



Source: RGB, Rwanda Governance Review⁴⁴ (RGR)

Abunzi are considered as the major actors in conflict resolution and peace building in the Rwandan community. The performance of the Abunzi committees was highly appreciated by citizens, as illustrated, 90.9% of respondents appreciate the role of Abunzi in reconciling people, 90.2% state that Abunzi reduce the time spent on cases compared to the time spent in classical courts and 89.2% affirmed that the Abunzi performance reduces expenses. As well, Abunzi Committees play a significant role in solving community's problems (83.3%) and enhancing social cohesion among Rwandans (87%).

Abunzi received a total of 36,267 civil cases; of which 74% were resolved, while 7% were forwarded to primary courts and 6% were pending...

Table 5 : Civil cases received and handled by Abunzi committees (2012-2016)

| YEARS | 2012/2013 | 2013/2014 | 2014/2015 | 2015/2016 |
|--|---------------|----------------|---------------|---------------|
| Total civil cases received | 48,018 | 36,940 | 30,719 | 36,267 |
| % | 100 % | 100 % | 100 % | 100 % |
| Total civil cases handled by mediation committees at cell level | 35,533 | 22,361 | 21,753 | 26,890 |
| % | 73 % | 60,50 % | 71 % | 74 % |
| Total civil cases handled by mediation committees at sector level | 4,802 | 5,513 | 6,529 | 6,628 |
| % | 11 % | 14,90 % | 21 % | 18 % |
| Total civil cases oriented to court | 6,408 | 3,559 | 1,906 | 590 |
| % | 13 % | 9,60 % | 6 % | 7 % |
| Pending | 1,317 | 5,507 | 531 | 2,159 |
| % | 3 % | 14,90 % | 2 % | 6 % |

Source: Data from MINIJUST

Since February 2015, the Abunzi Committees' new law has been instituted in a way that Abunzi Committees exclusively deal with civil cases. Abunzi committees recorded impressive performance, appreciated by citizens and they are increasingly expanding access to justice. For instance, in the fiscal year 2015/2016, Abunzi received a total of 36,267 civil cases; of which 74% were resolved, while 7% were forwarded to primary courts and 6% were pending. This law is being reviewed - in 2016 - to have Abunzi handling only "civil cases" while leaving criminal matters to ordinary courts.

5

Conclusion & Policy Recommendations

Conclusion

This research has clearly demonstrated the strategic role the National Umushyikirano Council (NUC) has played in providing a foundation for the social and economic transformation that Rwanda has undergone through the last decade. NUC stands out as a forum that offers opportunities to share views and opinions shaping Rwanda's development agenda.

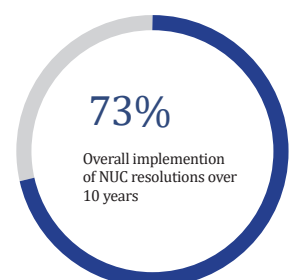
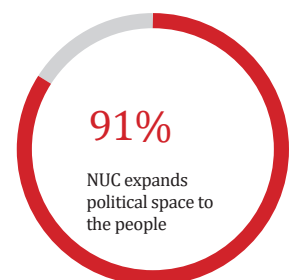
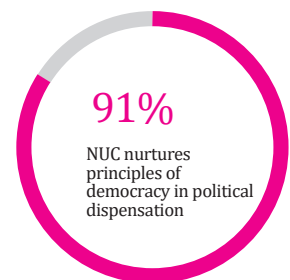
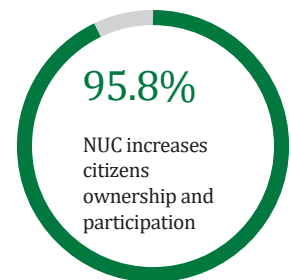
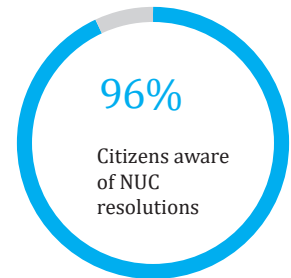
It has brought together Rwandans of all spheres to discuss and provide solutions that contributed to the strategic orientation of the country. E-governance systems have been integrated into NUC gatherings, enabling citizens from across the country and beyond to join the conversations and contribute constructively.

NUC has improved governance and accountability, impacted poverty reduction and economic growth and enhanced citizen ownership of local and national development agenda. It has also helped keep local and central governments authorities closer to the population. NUC has offered space and opportunity to Rwandans of all walks of life to impact socio-economic and political agenda of the country and communities. We have seen, in various NUCs, ideas from the general public being often incorporated into resolutions.

This report demonstrates the impact the NUC has had on the social and economic transformation of the country. Most importantly, it demonstrates the overall very high appreciation of the citizenry of NUC's significance and role in transforming their lives. Evidently, this report shows clearly that NUC is a forum per excellence that empowers Rwandans in many ways.

The study reveals that NUC has enhanced people-centered governance in Rwanda. For about 95% of Rwandans, NUC has greatly increased their participation in government policymaking process and fast tracked economic development of the country. This research demonstrates further, that NUC significantly expanded political space to the people and promoted the principles of democracy in political dispensation, for 87% and 91% respectively.

NUC stands out as a platform where citizens hold leaders accountable. 82% of the respondents are satisfied



with answers given to them by different leaders, while 18% disapprove answers given to the citizens during NUC.

As this research shows, about 96% of the citizens indicated that they are fully informed about NUC and its resolutions mostly through the radio. This positive trend can be attributed to media reforms which enabled media outlets to flourish and enhanced access to information. Today, over 36 radios can be heard across the country.

On the implementation of NUC resolutions, this study reveals that Government self-evaluation found that 73 % of all NUC resolutions taken in four clusters between 2003 and 2014, have been fully implemented in time; while the citizen’s evaluation indicates a 74 % full (or mostly full) implementation rate. This makes NUC an important tool for delivering development to the citizens.

Partial implementation stands at 25% and 24% for government and citizens respectively for the same period. The proportion of the resolutions not implemented stands at 2% according to citizens and to the PMO evaluation. Therefore, the evaluation of the implementation of the NUC resolution shows consistent results from the assessments done by Government and the citizen’s evaluation ranking.

Finally, the experience of the last decade clearly indicates that NUC has firmly become a platform that enhanced accountability and citizen ownership, enabled delivery of development and welfare to the population, reinforced government to people relationships, and generated a wide range of innovations that spurred transformation.

It is therefore without a doubt that NUC cements the three strategic choices- of unity, accountability and thinking big- that Rwanda has made after the 1994 genocide against the Tutsi to fast track its reconstruction and sustain its transformation.

Policy Recommendations

Considering Rwanda’s ambitions and strategic choices, and mindful of the foresight imperative that is needed for Rwanda’s transformation, the following are key policy recommendations to be considered going forward

NUC to target quick wins in areas where the country shows:

- 1 a) Unexploited opportunities to leverage and sustain inclusive growth and;
- b) Evident vulnerabilities to devise mitigation strategies.

2 In its conduct, NUC to spur the multiplication of local innovations through best practices identification and sharing with the aim to encourage the culture of excellence and innovation in public and corporate governance and foster social and equitable transformation.

3 NUC to be revisited in order to fully integrate Rwanda’s “thinking big” approach in its conduct so that its resolutions include multiyear targets, with annual benchmarking as opposed to the current practice of setting only annual targets.

4 As part of our strategy to invest in the prosperity and posterity of Rwandans, the Government to commit resources that will enable the establishment of a fully-fledged digital documentation platform for NUC as a homegrown solution.

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