



# **The 34<sup>th</sup> Annual Seminal of the Institute of Certified Public Accountants of Kenya**

**Mombasa, 21<sup>st</sup> – 25<sup>th</sup> May 2018**

**Topic: Efficiency in Public Service – Lessons from Rwanda**

**H.E James Kimonyo, High Commissioner of Rwanda to Kenya**

# Scope

## **. Introduction**

Public service in Rwanda like in many societies relates to services provided by elected officials or their appointed public servants. Under normal circumstances they should be accountable to the public.

## **. Public service: Efficiency in public service: Lessons from Rwanda**

### **. Key Drivers:**

- Vision and Strategic Plans
- Peace and Stability
- Governance and democratic dispensation (Fight Against Corruption, Effectiveness of Institutions)
- Economic Development (Knowledge based and Private Sector led Growth)
- Social Services
- Citizens satisfaction

## **. Performance Monitoring: Rwanda Governance Board**

## About Rwanda Governance Board

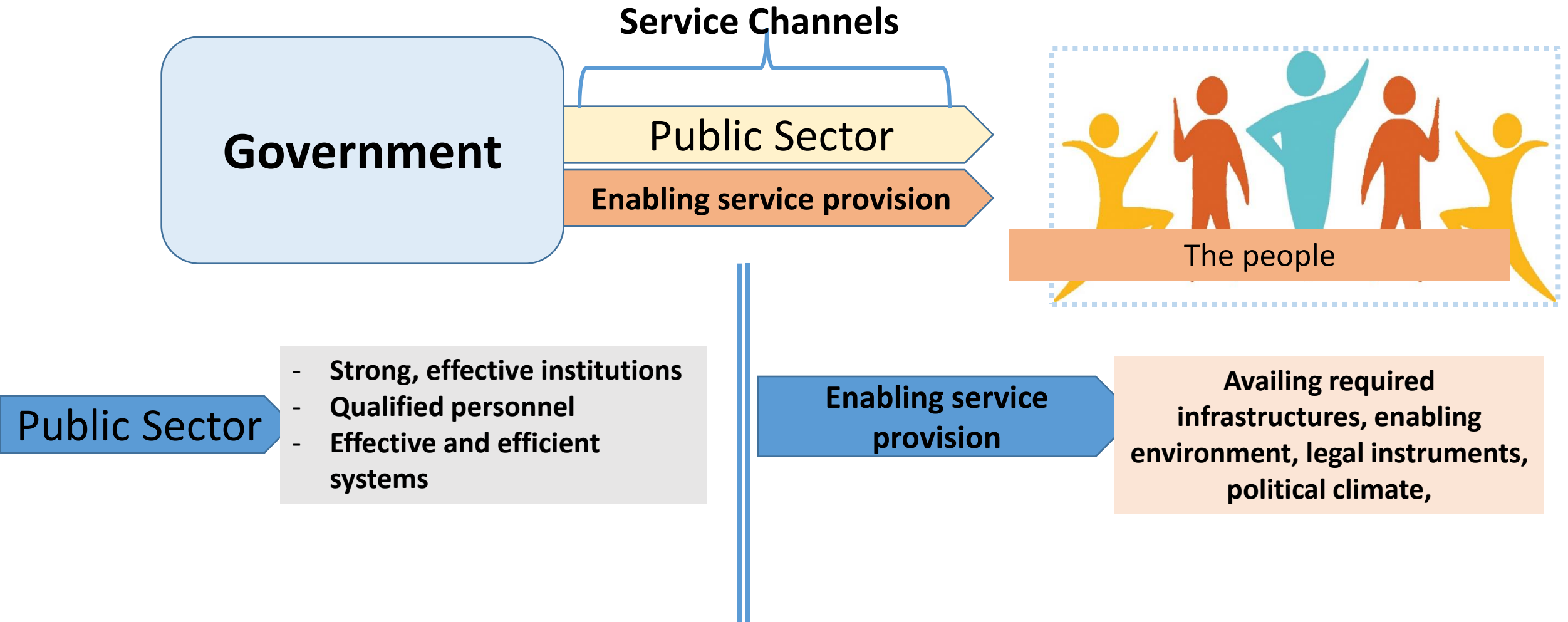
### Responsibilities

- ① Monitor the service delivery and compliance with the principles of good governance in all sectors
- ② Conduct research on governance
- ③ Explore citizens' perception VS service delivery
- ④ Register, grant legal personality to Political Organisations, NGOs, FBOs
- ⑤ Media sector development

### Powers

- ① HGs Solutions certification
- ② Request for explanations & administrative sanctions relating to governance, performance and service delivery in all institutions
- ③ Suspend registration certificate or revoke the legal personality to NGOs, FBOs, NGOs
- ④ Take actions against any political organisation for failure to comply with the law;

# Public Service ↔ Relationship Between Government and Citizens



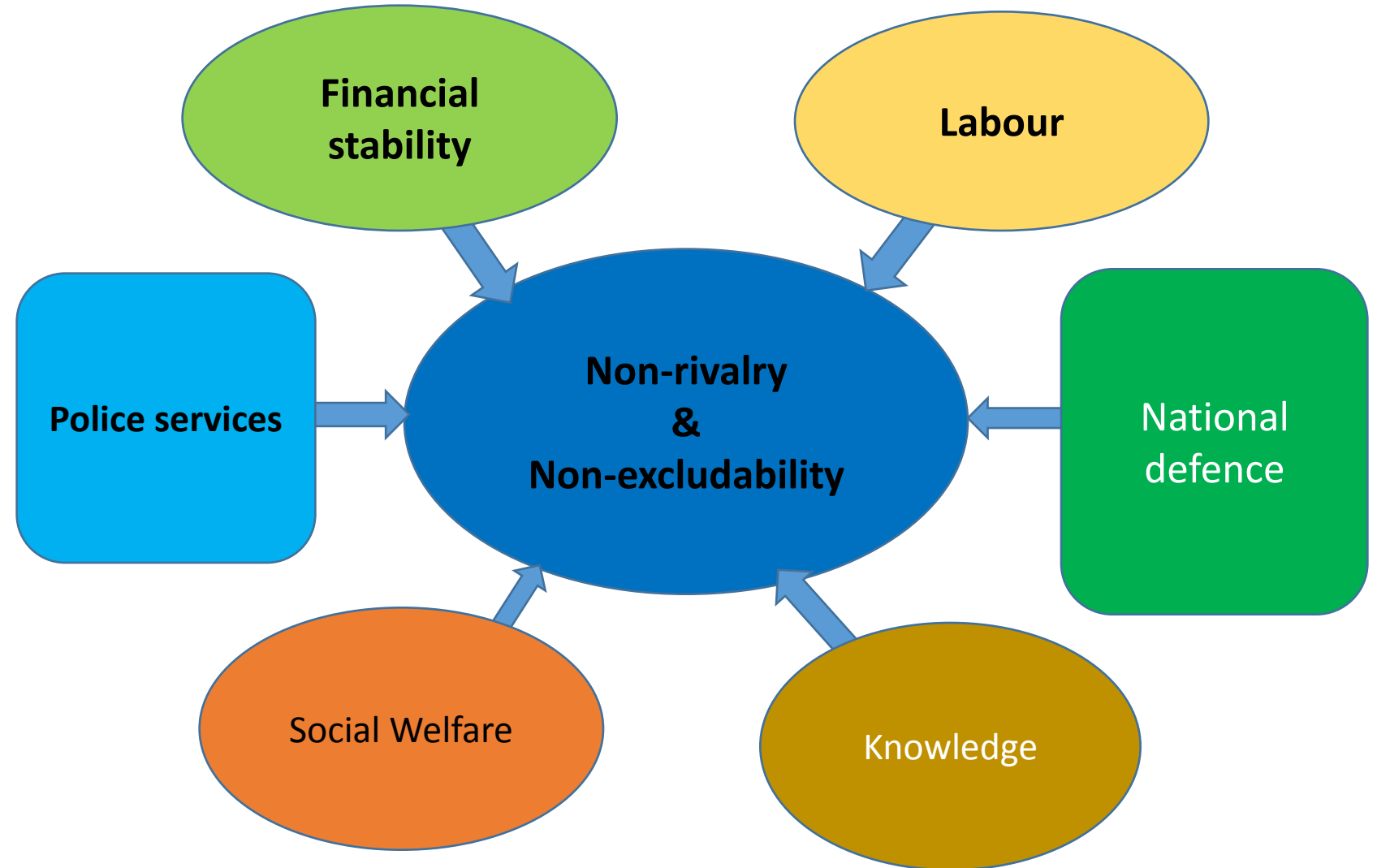
# Global Public Goods

Global Public Goods

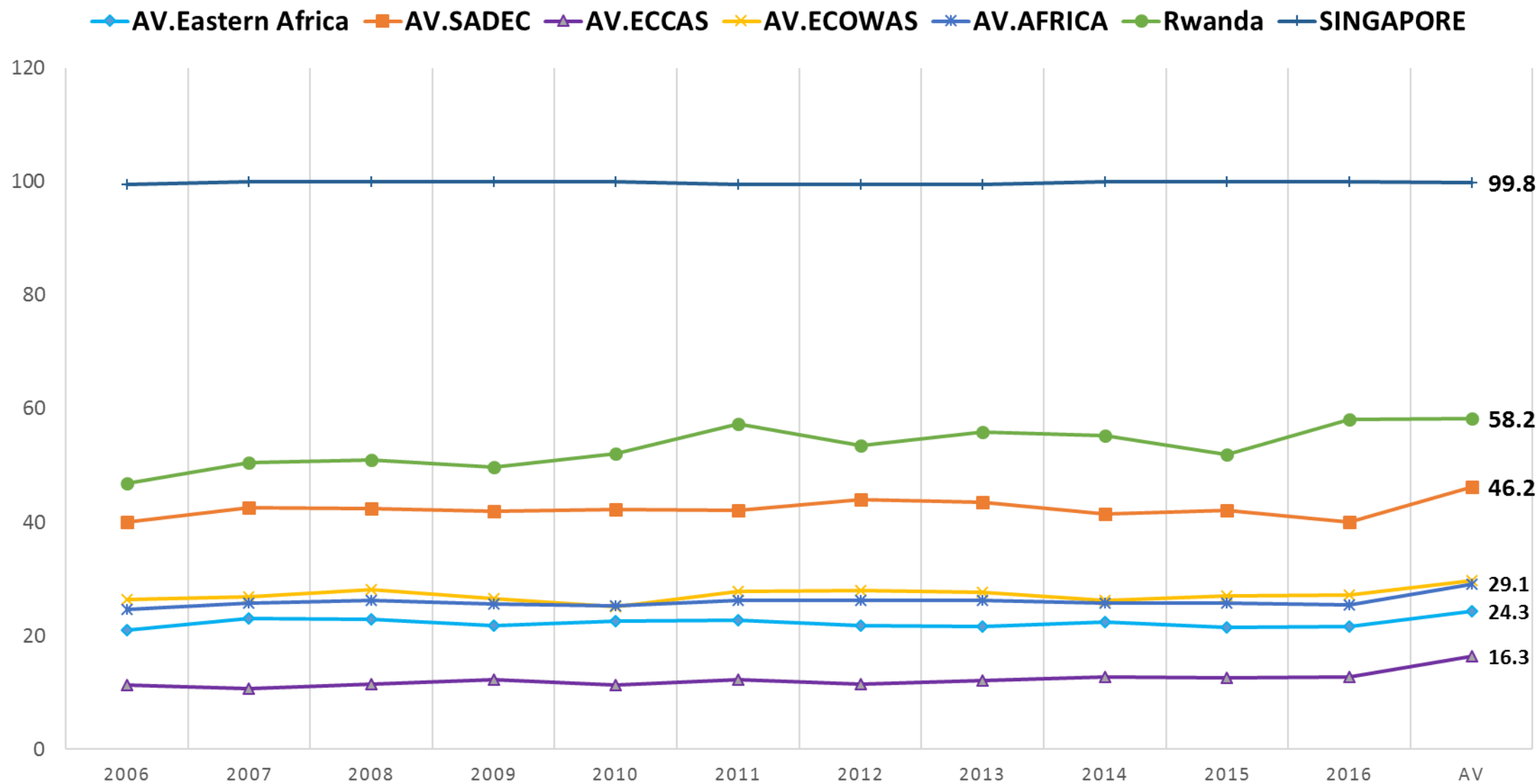


commodities,  
services or  
resources with  
shared benefits

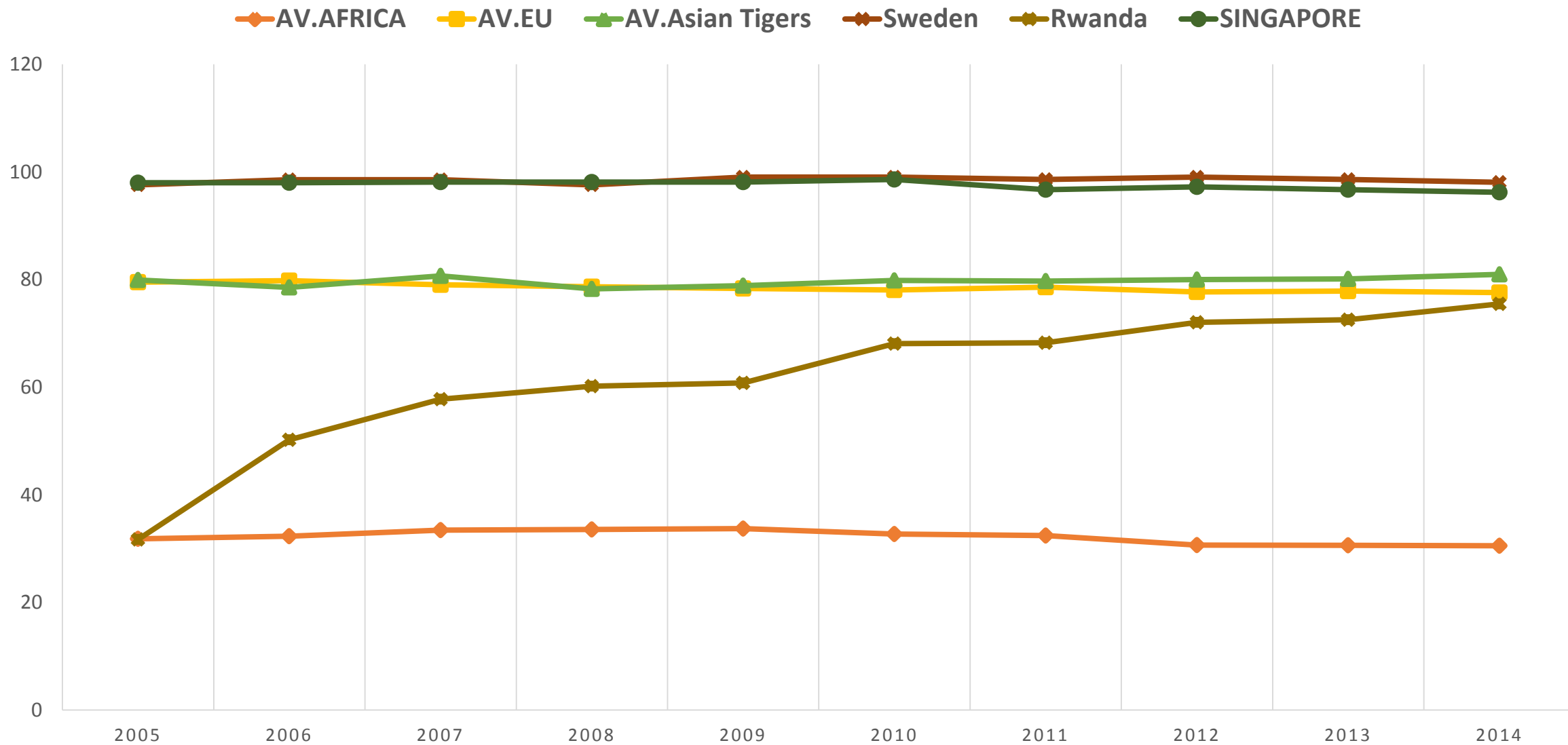
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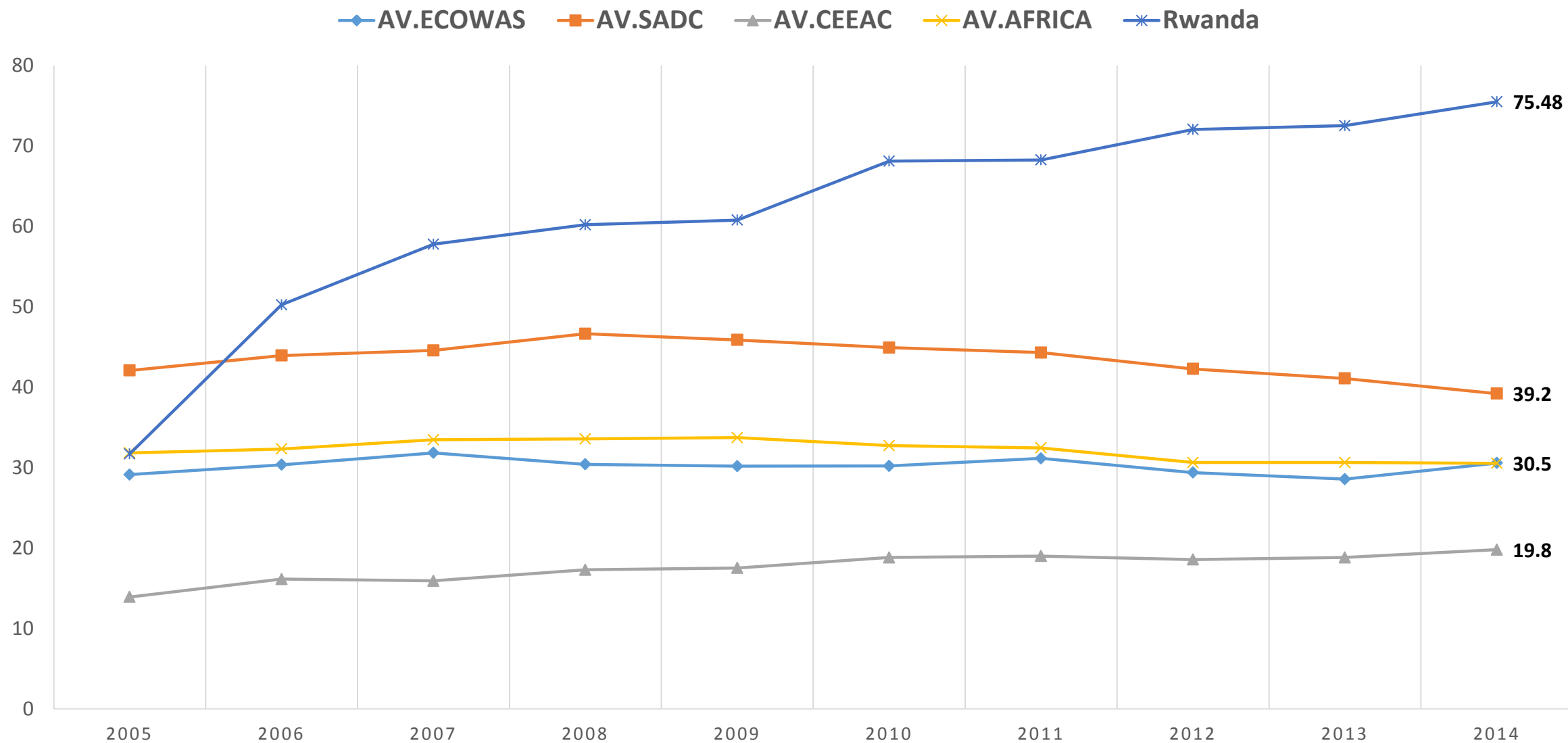
# WGI - Government Effectiveness



# Control of Corruption



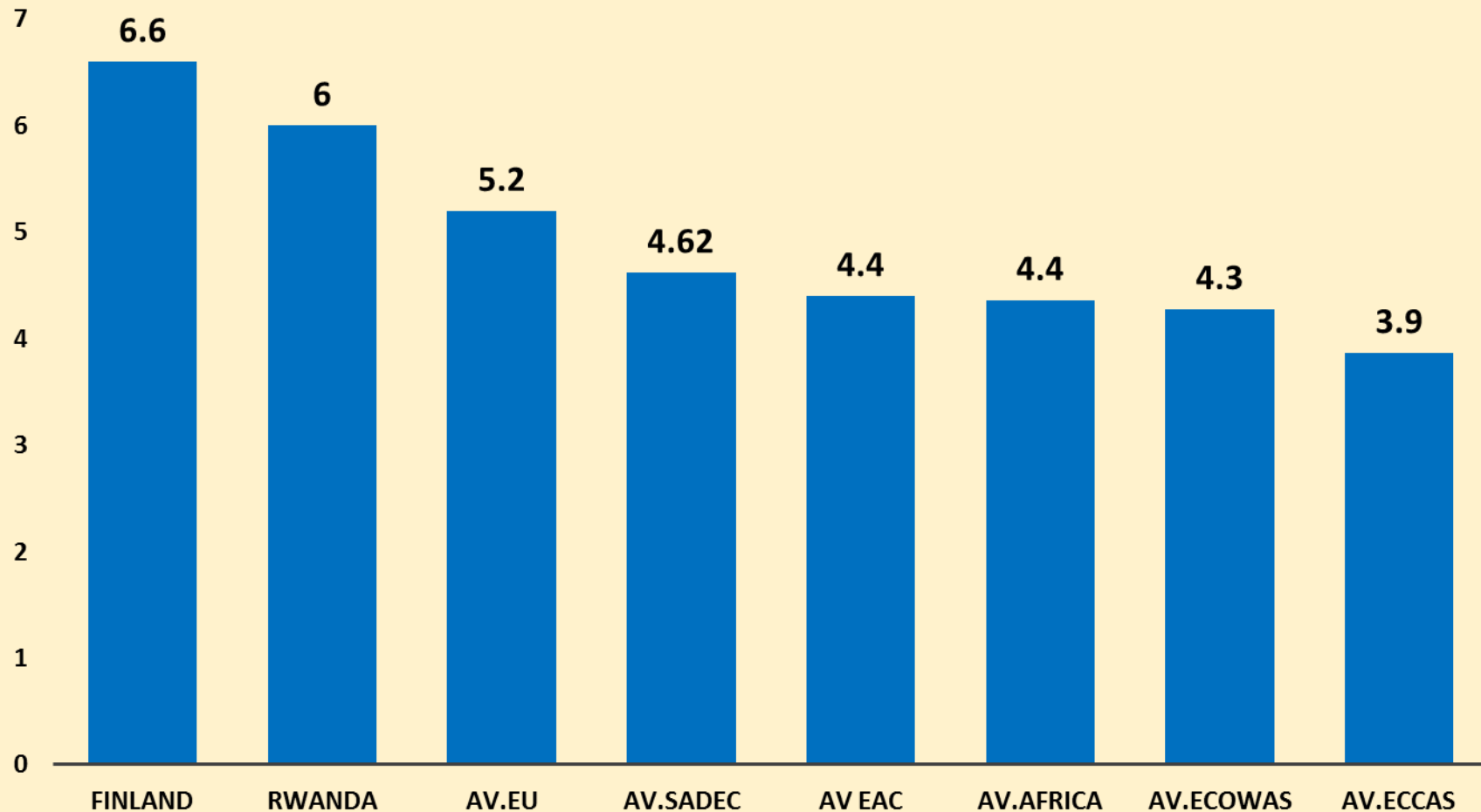
# WGI - Control of Corruption- Africa regional blocks





# Security

WEF-Global Competitiveness Index 2017-18 on security

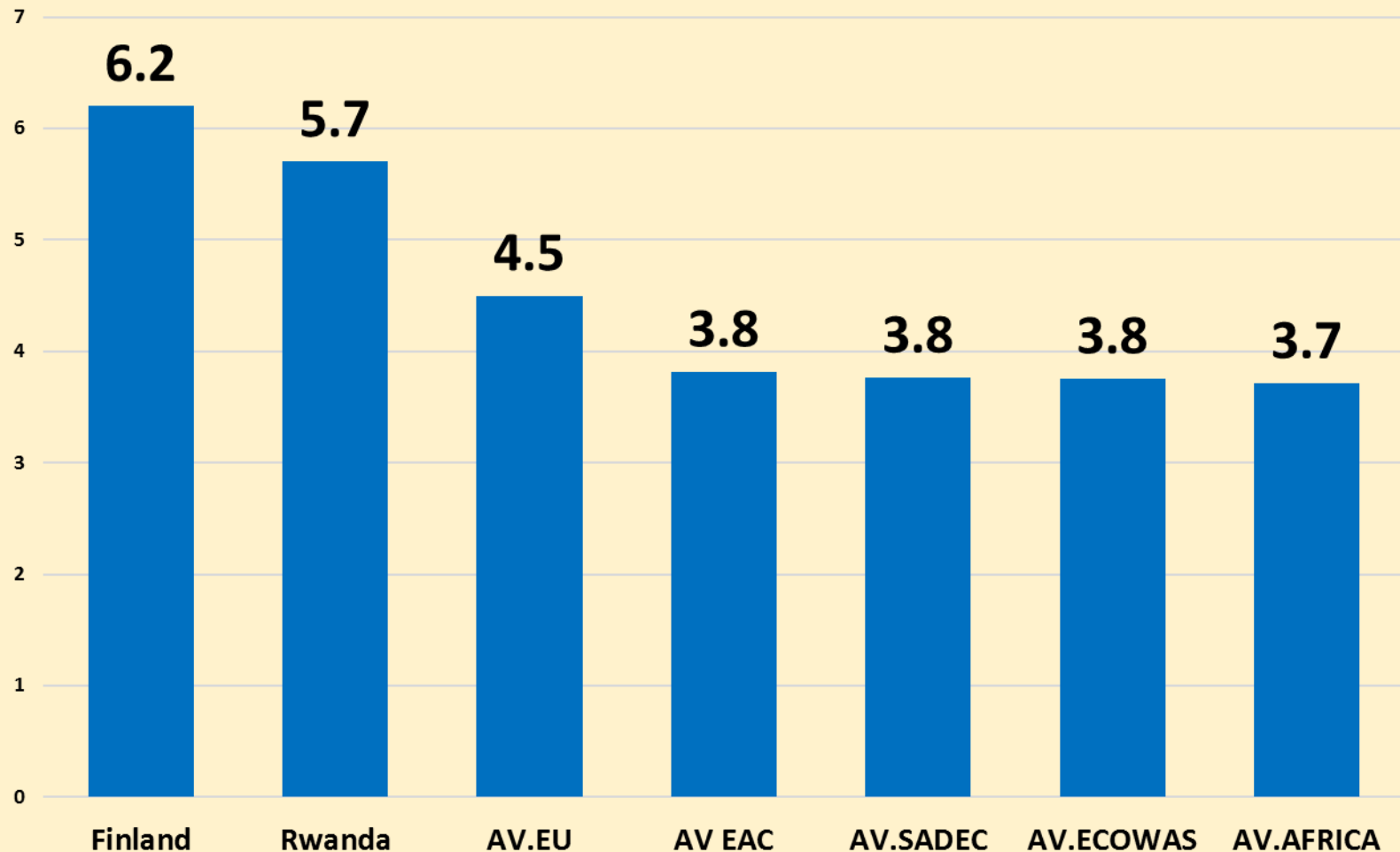


## Measured indicators

- i. Business costs of terrorism
- ii. Business costs of crime and violence
- iii. Organised crime
- iv. Reliability of Police services

## Public Institutions

WEF-Global Competitiveness Report 2017-18 on public institutions



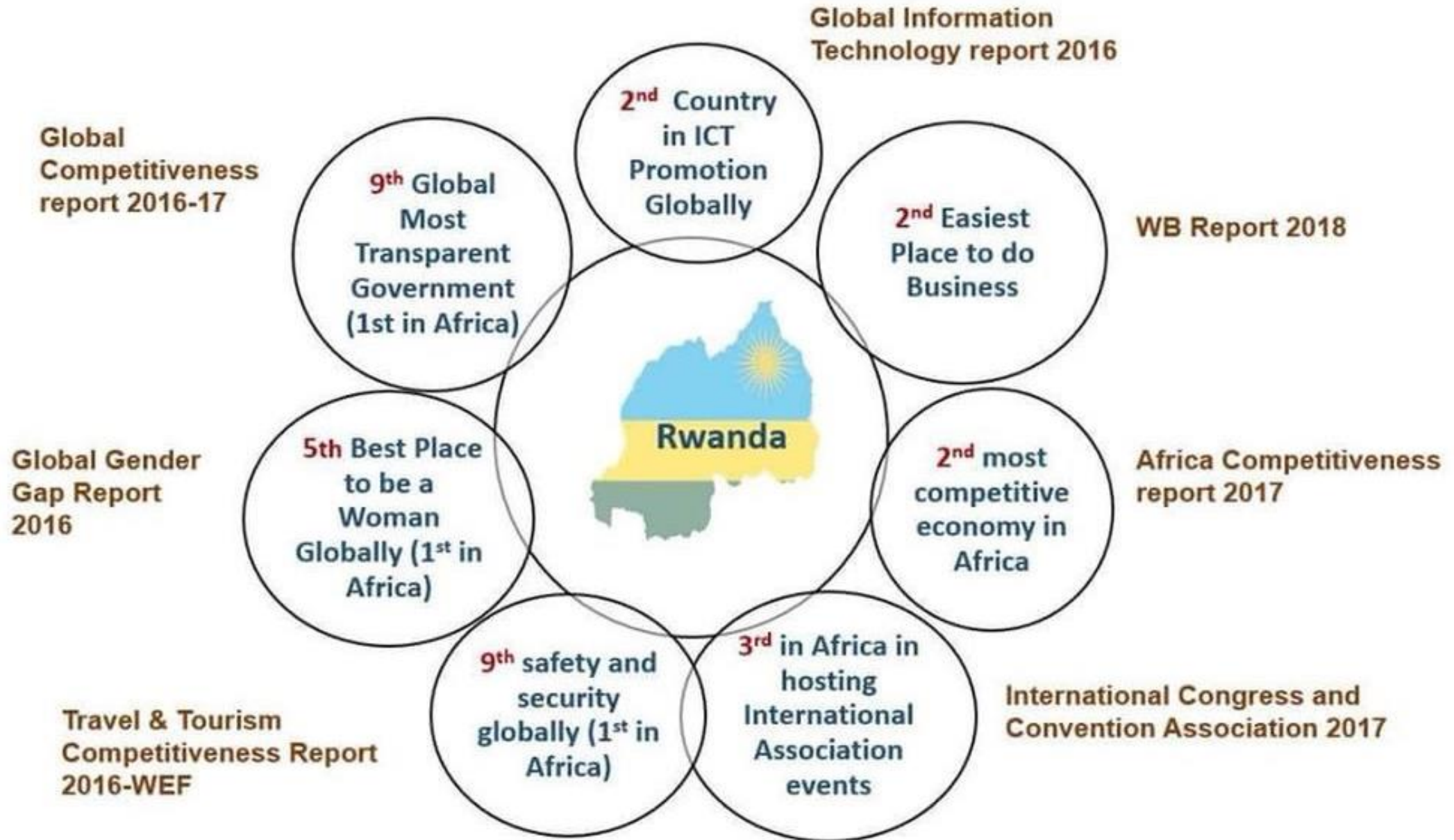
### Some indicators measured

- i. Property rights
- ii. Ethics and corruption
- iii. Public trust in politicians
- iv. Irregular payments and bribes
- v. Undue influence
- vi. Judicial independence
- vii. Favouritism in decisions of government officials
- viii. Public sector performance
- ix. Efficiency of legal frameworks
- x. Transparency of government policymaking

## Rwanda's position in Africa

Indicators	Score	Ranking in Africa
Security	6.4	1
Control of Corruption	75.6	3
Effective Institutions	5.7	1

# Rwanda in other major global rankings



# Rwanda Governance Scorecard (RGS 2016)

## Overall Scores of Rwanda Governance Scorecard 2016

Indicator 1	Indicator 2	Indicator 3	Indicator 4	Indicator 5	Indicator 6	Indicator 7	Indicator 8
RULE OF LAW 79.68	POLITICAL RIGHTS AND CIVIL LIBERTIES 81.83	PARTICIPATION AND INCLUSIVENESS 76.48	SAFETY AND SECURITY 92.62	INVESTING IN HUMAN AND SOCIAL DEVELOPMENT 74.88	CONTROL OF CORRUPTION, TRANSPARENCY AND 86.56	QUALITY OF SERVICE DELIVERY 72.93	ECONOMIC AND CORPORATE GOVERNANCE 76.82
↓	↓	↓	↓	↓	↓	↓	↓
5 Sub Indicators	7 Sub Indicators	5 Sub Indicators	4 Sub Indicators	4 Sub Indicators	3 Sub Indicators	4 Sub Indicators	5 Sub Indicators
Performance of the Judiciary 75.02	Democratic Rights and Freedoms 83.10	Citizen participation 61.93	Maintaining security 94.44	Education 79.98	Incidence of corruption 86.13	Service delivery in Local Administration 74.30	Macro-economic indicators 79.59
Performance of the Legislature 72.27	Vibrancy of civil society organizations in policy formulation 67.33	Decentralization 77.20	National security 99.73	Health 80.51	Control of Corruption 87.77	Service delivery in Justice Sector 75.75	National Capital and Export Promotion 53.05
Performance of the Prosecution 91.80	Rights to Media Freedom 85.85	Civil society participation 72.45	Personal and Property Safety 89.20	Social Protection 63.38	Transparency and accountability 85.78	Service delivery in Social Sector 60.20	Business Environment Promotion 83.14
Access to Justice 76.48	Political parties Registration and operations 74.93	Gender equality in leadership 83.72	Unity, Reconciliation and social cohesion 87.11	Climate change and Environmental resilience 75.66		Service delivery in Economic Sector 73.47	SMEs Development and Cross-Border Trade 78.36
Use of ICT in Judiciary 82.85	Access to Public Information 78.21	Power sharing 87.10					Private Sector Promotion 90.00
	Respect for human rights 85.60						
	Core international human rights conventions 97.78						

# CRC2017 – Citizen satisfaction with Districts Performance

Ranking	District	%	Trend 2016-2017 (%)
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1	Burera	78.0	▲ +6.3
2	Ngoma	77.5	▲ +6.8
3	Gatsibo	76.7	▲ +1.2
4	Gakenke	76.0	▲ +2.1
5	Kirehe	75.9	▲ +3.8
6	Rwamagana	75.6	▲ +6.1
7	Gicumbi	75.4	▲ +6.0
8	Kamonyi	74.6	▲ +1.4
9	Nyanza	74.0	▲ +7.4
10	Musanze	73.3	▲ +4.0
11	Rulindo	73.2	▼ -1.2
12	Bugesera	72.5	▲ +10.8
13	Rubavu	71.3	▼ -3.6
14	Rutsiro	71.2	▲ +9.5
15	Nyabihu	70.8	▲ +9.2

Ranking	District	%	Trend 2016-2017 (%)
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16	Muhanga	70.6	▲ +0.4
17	Ngororero	70.1	▲ +0.1
18	Karongi	69.3	▲ +1.7
19	Nyagatare	69.3	▲ +0.3
20	Rusizi	69.1	▲ +3.7
21	Kayonza	68.6	▲ +0.6
22	Huye	68.5	▲ +3.3
23	Nyaruguru	67.9	▲ +4.6
24	Nyamasheke	67.6	▲ +1.6
25	Ruhango	67.3	▲ +2.1
26	Gasabo	67.2	▲ +4.9
27	Gisagara	65.7	▼ -3.4
28	Nyarugenge	65.5	▲ +3.2
29	Nyamagabe	64.6	▼ -1.0
30	Kicukiro	64.4	▲ +1.7

## Best Performers (>75)

Burera (78%)  
 Ngoma (77.5%)  
 Gatsibo (76.7%)  
 Gakenke (76%)  
 Kirehe (75.9%)  
 Rwamagana (75.6%)  
 Gicumbi (75.4%)

## Most Improved (>7%)

Bugesera (10.8%)  
 Rutsiro (9.5%)  
 Nyabihu (9.2%)  
 Nyanza (7.4%)



## CRC2017 – Citizen satisfaction (Sectors)

Sector	%	Trend 2016-2017 (%)
1. Security	91.3	▲ +1.3
2. Respect to governance principles and human rights	88.9	▼ -0.2
3. GBV control	85.9	▲ +5.2
4. Local Government	85.6	▲ +9.7
5. Private sector	74.9	-
6. Justice	74.3	▲ +11.6
7. Health	70.5	▼ -4.4
8. Education	68.3	▼ -4.9
9. Land	66.0	▼ -1.3
10. Hygiene & Sanitation	64.2	▲ +5.6
11. Social protection	63.5	▲ +2.3
12. Participation	63.4	▲ +4.5
13. Infrastructure	58.1	▲ +5.0
14. Agriculture	56.0	▲ +1.8
15. Livestock	52.5	▲ +4.1

### Most Improved

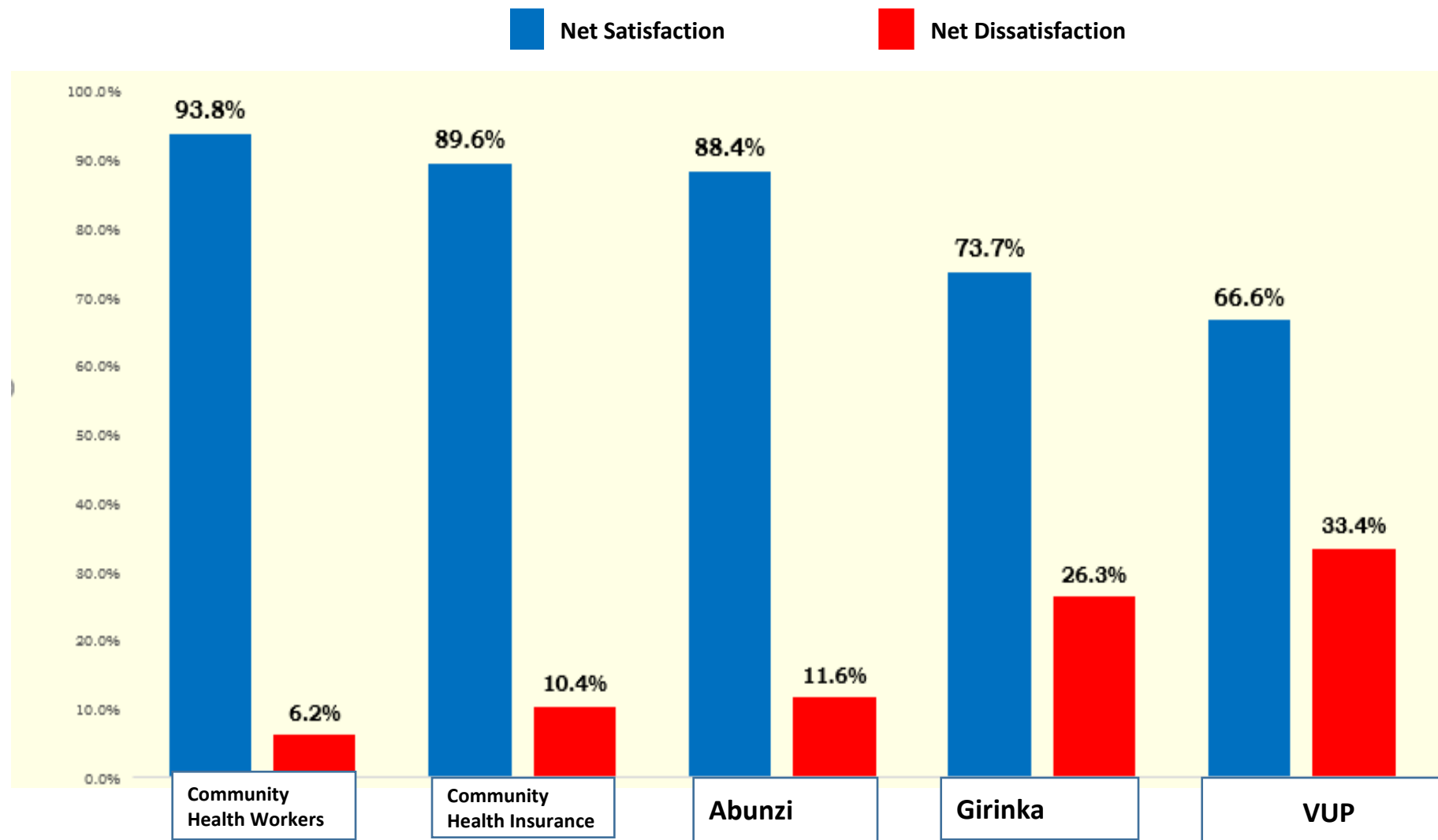
Justice (11.6%)

### Declined

Education (-4.9%)  
Health (-4.4%)

GOVERNEMENT PILLARS	CRC2016 (%)	CRC2017 (%)	TREND (%)
ECONOMY	55.75	61.5	↑ +5.75
SOCIAL WELFARE	69.72	70.08	↑ +0.36
GOVERNANCE AND JUSTICE	75.32	80.7	↑ +5.38
AVERAGE	67.7	70.9	↑ +3.2

# Rwandan Homegrown Initiatives





# ICT AS ENABLER: IREMBO

- [www.irembo.gov.rw](http://www.irembo.gov.rw) which was launched in 2014 is a national centralized digital platform for Government services with the objective of creating efficient and transparent procedures to effectively improve service delivery.
- In less than 2 years since its launch (Service Go Live), today Irembo hosts over 86 e-services with more than 200,000 users a month
- Some of the services offered on the platform today include, land transfer, criminal Record clearance certificate, driver's licence, birth certificates, certificate of celibacy, marriage certificates, etc.
- Through 'Irembo' one applies for a services and wait for message on his phone alerting him to collect for the applied document from the nearest local government office.

# Performance Contracts (Imihigo)

- Each fiscal year, H.E the President signs performance contract with heads of local government agencies and line ministries. Contracts bind respective institutions to targets they set for themselves.
- Imihigo, which have been credited with improving accountability and accelerating the pace of citizen-centred development started in 2006.
- Performance contracts are measured against an agreed set of governance, economic and social indicators known as performance indicators.
- Performance indicators provide a clear framework to establish domestic accountability at a level directly relevant to citizens.

# Performance Contracts (Imihigo)

- Both policy makers and citizens follow closely the performance of institutions. Deliverables are hotly debated at a bi-annual evaluation meetings chaired by the President before announcing best performers who are later awarded.
- Local authorities are held accountable against their targets, and civil servants can be fired for below-average performance.
- This has brought efficient and quick services more closer to the people.

# Citizen Empowerment & Oversight Mechanism

- Citizens outreach programme
- National Dialogue Council
- National Leadership Retreat
- Parliamentary Commissions
- Ombudsman's Office
- Human Right Commission
- Public Private Sector Dialogue
- Social Media and Consistent Media Engagement

# Conclusion

- Service delivery should be people centered
- Institutions should be strengthened to deliver effective and essential services to the people
- M&E mechanisms should be solid and verifiable
- Citizens' oversight role should be consolidated
- Public servants should lead by example
- Sanctions should apply

# THANK YOU

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