

04 NOV 2016

REPUBLIC OF RWANDA

Kigali,
N° 2590/08-2/NJ/JSCS



MINISTRY OF JUSTICE
P.O. BOX 160 KIGALI

**The Permanent Secretary and Secretary to the Treasury,
Ministry of Finance and Economic Planning
KIGALI**

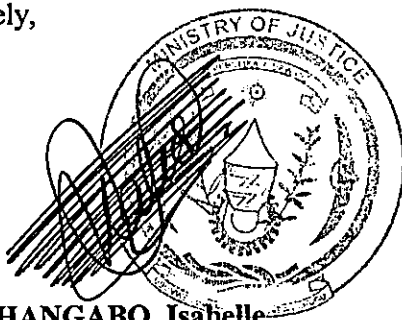
Dear Sir,

Re: Submission of the report for the Backward- Looking Joint Sector Review 2015/16.

Reference is made to the Terms of Reference for the preparation of the 2015/16 Backward-Looking Joint Sector Review requesting us to lead the exercise and submit a summary report to you;

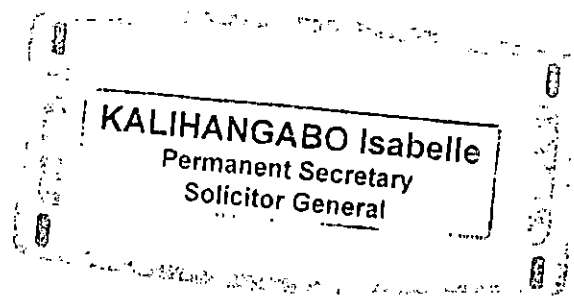
I have the pleasure to submit the above-mentioned report with its annexes as approved by the JRLOS Joint Sector Working Group meeting that took place on 1st November 2016.

Sincerely,



KALIHANGABO Isabelle

Permanent Secretary/Solicitor General



Cc:

- Head of Development Cooperation, Embassy of the Netherlands, Kigali
- Members of the JRLO Sector Working Group (all)

REPUBLIC OF RWANDA



MINISTRY OF JUSTICE

Justice, Reconciliation, Law and Order Sector Secretariat

Backward Looking Joint Sector Review, 2015/16

Final Report

November 2016

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ACRONYMS

1. BNR: Banque Nationale du Rwanda
2. CNLG: CNLG: Commission National pour la Lutte contre le Génocide
3. CRBA: Credit reference Bureau Africa limited (CRBA),
4. CSO: Civil Society Organization
5. CUG: Closed User Group
6. DPs: Development Partners
7. EDPRS: Economic Development and Poverty Redaction Strategy
8. FY: Financial year
9. ICT: Information, Communication and Technology
10. IECMS: Integrated Electronic Case Management System
11. ILPD: Institute of Legal Practice and Development
12. JRTOS: Justice, Reconciliation, Law and Order Sector
13. JSR: Joint Sector Review
14. LAF: Legal Aid Forum
15. MAJ: Maison d'Accès à la Justice
16. MINIJUST: Ministry of Justice
17. MININTER: Ministère de la Sécurité Intérieure
18. NGO: Non Governmental Organization
19. NHRC: National Human Rights Commission
20. NPPA: National Public Prosecution Authority
21. NURC: National Unity and Reconciliation Commission
22. OAG: Office of Auditor General
23. Q: Quarter
24. RCS: Rwanda Correctional Service
25. RDGIE: Rwanda Directorate General of Immigration and Emigration
26. RGB: Rwanda Governance Board
27. RGS: Rwanda Governance Score Card
28. RLRC: Rwanda Law Reform Commission
29. RNP: Rwanda National Police
30. RNRA: Rwanda Natural Resources Authority
31. RPPA: Rwanda Public Procurement Authority
32. RRA: Rwanda Revenue Authority
33. Rwfs: Rwandan Francs
34. SDGs: Sustainable Development Goals
35. SFCG: Search For Common Ground
36. TBR: Treaty Body Reporting
37. ToT: Training of trainers
38. UN: United Nations
39. UNDP: United Nations for Development Program
40. USD: US dollar

I. INTRODUCTION

The Second Strategy of the Justice, Reconciliation, Law and Order Sector (JRLOS II Strategy) for 2013 – 2018 aims at strengthening of the rule of law to promote accountable governance, a culture of peace, contributing to socio-economic development and enhanced poverty reduction. This objective is in line with key EDPRS 2 Justice Sector priorities such as strengthening the legal and regulatory framework to enhance the rule of law and anti-corruption measures, enhancing community participation and awareness in crime prevention, developing institutional capacity to respond, to investigate and prevent crime, reinforcing legal aid mechanisms, and improving case management procedures.

The above national justice priorities were translated into JRLOS II Strategy under the following five outcomes:

1. Enhanced Sector Capacity and Coordination;
2. Strengthened Universal Access to quality Justice;
3. Effectively combated impunity for international crimes and genocide ideology; strengthened truth-telling and reconciliation;
4. Enhanced rule of Law, Accountability and business Competitiveness;
5. Maintained safety, law & order and enhanced adherence to Human Rights.

The 2015/16 backward Looking Joint Sector Review has the following main objectives:

- i. To assess progress in achieving sector objectives with focus on 2015/16 targets for: EDPRS 2 core indicators (**annex 1.1**), selected sector indicators (**annex 1.2**) and their corresponding policy actions. This will also include a discussion on catch up plans for areas lagging behind;
- ii. To present and discuss budget execution performance (**annex.2.1**) for 2015/16;
- iii. To highlight priority areas for the 2017/18 fiscal year that will inform the planning and budgeting process for institutions in the sector;
- iv. To review progress against implementation of recommendations from the last JSR meetings.

II. PROGRESS IN ACHIEVING SECTOR OBJECTIVES WITH FOCUS ON 2015/16 TARGETS

This section highlights three (3) main sub-sections including:

- EDPRS 2 mid-term assessment report - Control of corruption, transparency and accountability. Lessons learned from the EDPRS 2 implementation are also highlighted.
- Achievements against JRLOS Selected Indicators
- A brief assessment of progress on how relevant cross cutting issues of EDPRS such as gender and capacity building have been mainstreamed.

II.1 EDPRS 2 mid-term assessment report- Control of corruption, transparency and accountability

The EDPRS 2 was adopted by Cabinet meeting in May 2013 and its lifetime extends to June 2018. This mid-term assessment has the objective of taking stock of progress in the implementation of the EDPRS 2. Specifically it was conducted in order to enable the identification of policy actions and targets that need to be fast-tracked as well as assessing the likelihood of meeting the targets in 2017/18.

The analysis of mid-term targets by thematic areas and cross cutting issues showed that in foundational and cross-cutting issues where the JRLOS occurs, 5 (62.5%) targets were achieved, 2 (25%) are on watch and 1 (12.5%) was lagging behind.

Justice related indicators: Confidence in the control of corruption for adult population exceeded the target as it was measured at 79.3 % against 78% EDPRS 2 mid-term target. The key contributing policy actions were the reinforcement of mechanisms to accelerate investigation and prosecution of alleged corruption, embezzlement cases and cases that cause financial loss to the state. Eighteen (18) (100%) mismanaged projects highlighted by the Auditor General Report (2012-2013) were handled and closed, overachieving the target that was to prosecute at least 90% individuals involved in the mismanagement of Government projects. New embezzlement cases received were 92 among which 47 were filed to courts, 24 closed, 4 transferred and equivalent to 12.2% were recovered. The EDPRS 2 assessment highlighted the following success of JRLOS in achieving its EDPRS core indicator.

OUTCOME	INDICATORS	UNIT	EDPRS 2 Target	BASELINE (2013/14)	Actual Performance 2015/16	EDPRS Mid Term targets (2015/16)
Enhanced rule of law, accountability and business competitiveness environment	Adult population with confidence in the control of corruption, transparency and accountability	%	79	73.3(2012)	79.3	78

➤ Lessons learned from the EDPRS 2 implementation

There are important lessons learned from the EDPRS 2, both in terms of the implementation process, coordination and policy direction which could be taken into consideration for more efficiency:

- Home-grown initiatives such as Abunzi (mediators), Imihigo (performance contracts) turned into success stories and strengthened the delivery of justice services;

- At national level, the ownership of the EDPRS 2 by all stakeholders and alignment of all resources to the framework of the EDPRS 2 have allowed to make the EDPRS 2 a useful guiding strategy used by all and facilitating achievements of targets;
- Improved service delivery with ICT based solutions played a big role in the Justice Service Delivery.

However, more efforts should be made to resolve the following issues:

- Insufficient involvement of private sector and cooperatives (NGOs/CSOs) in some areas has affected the quality of policy dialogue;
- Insufficient coordination and communication across sectors as well as between central and local government entities.

II.2 Achievements against JRLLOS Selected Indicators

For the sub section related to the progress against 2015/2016 targets and their corresponding policy actions, the data source for all information on performance is administrative data from 2015/16 reports provided by Justice Sector institutions. The following are a summary of implementation progress for selected policy actions and 2015/2016 targets:

≥100% achievement: Achieved	>90% achievement: On-Track	50-90% achievement: On-Watch	<50% achievement: Lagging behind	Not due for reporting/or/not available
6 indicators	0 indicator	1 indicator	0 indicator	0 indicator
8 Policy actions	10 Policy actions	6 Policy actions	1 policy action	0 Policy action

As highlighted in the Rwanda Governance Score Card (RGS 2014), the indicator related to Control of Corruption, transparency and accountability was ranked achieved from 77.1% up to 79.04% against the target of 78% set for 2015/16 FY. The policy actions (Reinforce the mechanisms to accelerate investigation, prosecution of alleged corruption, Strengthen anti-corruption Consultative Councils, Conduct investigation for embezzlement cases highlighted in Auditor General report and Process economic and financial cases received) corresponding to this EDPRS 2 core indicator were successfully implemented. For the policy action “to reinforce mechanisms to recover public assets” which was partially implemented, measures have been put in place. Among them, signing MOUs with selected lawyers to perform public asset recovery, regular publication of list of individuals who own money to Government, a strong collaboration between concerned institutions (RDB, RNRA, RPPA, Credit reference Bureau Africa limited (CRBA), BNR, RRA, Rwanda Directorate General of Immigration and Emigration (RDGIE), etc. (For more details, refer to annex 1.1).



In addition to EDPRS 2 core indicator and its corresponding policy actions, the JRLO Sector has other six (6) indicators: Justice Service Delivery, Performance of the Judiciary, Access to Justice, Reduced Crime and % change in accommodation space per inmate ranked as achieved while the RCS level of Self-reliance rate was ranked on-watch. **The annex 1.2 informs about the achievement of JRLO Sector selected indicators, corresponding policy actions and related catch up plans.**

Beside the achievements against the selected policy actions indicated in the annex 1.2, there are other important achievements registered in 2015/16 FY in area of Human Rights promotion, implementation of Legal aid policy, Justice for Children Policy. Some of those achievements are highlighted as follow:

1. Rwanda was represented in international, regional and national fora on Human Rights and obtained **50** human rights recommendations from Universal Periodic review. The implementation roadmap was validated and shared to stakeholders for implementation.
2. With the purpose of submitting on time TBR(Treaty Body Reporting) reports, the following 3 TBR reports were produced and submitted to Prime Minister Office : the "National Human Right Action Plan"; the "African Charter on Human and People's Rights and Maputo Protocol" and the "African Charter on Democracy , Election and Governance". The report on the Convention against Torture has been finalized and submitted to PMO and to Geneva in the Office of the High Commission of Human Rights.
3. From July 2015 to June 2016, the legal aid was provided to **68,528** people as follow: Abunzi received 47,966 cases and 44,679(**93%**) cases were fully mediated both at cell and sector level while 786 (**2%**) continued to formal courts; MAJ staff received and handled **17,869** total cases; **1,622** needy minors were assisted in courts; **775** indigent people benefited a legal representation in Supreme Court; MAJ staffs provided a legal representation to **125** indigent people; RBA provided legal aid to indigent people (PRO DEO) by ensuring a legal representation to **59** people and by giving legal advices to **253** people; LAF provided legal aid to indigent people by ensuring a legal representation to **213** people and by giving legal advices to **776** people; at MINIJUST headquarters, **1357** written legal advices and **800** verbal legal advices were provided.
4. Regarding the operationalization of established JRLOS district committees, committees' members have met in their quarterly meetings to look for solutions of identified matters hindering the development of Justice in their respective Districts. In 2015/16 FY, out of 30 established JRLOS Committees, **7 (23.3%)** have met 4 times as required by the Ministerial instructions establishing those committees; **12 (40%)** have met 3 times; **4(13.3%)** have met 2 times ; **5(16.5%)** met only one time while **2 JRLOS District committees (6.6%)** have never met in 2015/16 FY. The functioning of the decentralized JRLOS committees is still challenged by: lack of the budget (members are challenged to hold their regular meetings without some facilities like water and transport means; they are also unable to carry out field visits even though necessary); Some district committees don't have all required members (14 committees do not have all required members); Some committees' members do not work in districts in which they are allocated ; some committees are not known by Leaders in their respective districts; there is poor mind set where some committees' members consider the committee work as extra ones thus they

require per diems. As catch up plan, MINIJUST and its stakeholders committed to reinforce the functioning of decentralised JRLOS Committees through the provision of necessary resources.

II.3 Progress on how relevant cross cutting issues of EDPRS have been mainstreamed in JRLOS

- A gender audit study aiming at assessing whether the institutions under the JRLOS have policies, practices, systems, procedures, culture and resources that promote **gender equality and women's empowerment** in all JRLOS institutions was conducted. The implementation of recommendations from this study is in process. In collaboration with One UN, gender audit findings have been published in booklets and disseminated. All reports produced by JRLOS institutions are gender sensitives. Even in selecting the trainees, gender aspect is considered.
- Each year, JRLOS institutions staff in charge of Human Resource Management prepare a joint sector **capacity building** plan to overcome gaps identified in staff skills. Consequently, 428 (102%) staff from the Justice Sector Institutions [254 males and 174 females] have completed their studies in ILPD under DLP program against the target of 420; and a total of 1,186 staff from justice decentralized entities (795 males and 391 females) have been trained in short courses against the target of 1,500 as follow: human rights(72); convention against torture and Treaty Body Reporting (22); mediation (251); human Rights and treaty body reporting(26); judgment execution (68); contract drafting (38); procurement law (36); validation of criminal procedures (37); human Right in detention for RCS Staff (60); ToT on judgment writing (22); validation of sentencing guidelines (24); ToT on pre-trial (23); role of correctional services in criminal process (21); training on sentencing guidelines (220); training on investigation and prosecution of human trafficking (23); training on investigation and prosecution of fraud and money laundering crimes (24); training on law enforcement and correctional intelligence (31); training on public service ethics and law of torts of negligence and malfeasance (37); investigation and prosecution of Genocide and crimes against humanity (24); initial training for judges and registrars (35); training on principles of determination of damages and compensation (6) and training on professional legal practice for Bailiffs (86). In collaboration with NGOs especially RCN and SFCG, Abunzi committees in all districts were trained.

With support by Legal Aid Forum (LAF), 38 Judicial police officers (8 females and 30 males) were trained in Human Rights during the pre-trial phase, 33 lawyers (21 females and 12 males) were trained in area of child rights and child-friendly justice, 63 lawyers (24 females and 39 males) were trained on protection and promotion of children's & women's rights vis-à-vis international instruments, 40 bailiffs (24 females and 39 males) were trained in area of Human rights and the role of Courts Bailiffs in promoting human rights and access to justice and Professional ethics for bailiffs. In addition, 35 (20 females and 15 males) LAF members were trained in Advocacy and governance in justice sector and 30(16 females and 14 males) paralegals trained in Skills and techniques of collecting citizens feedback through the use of ICT.

- In collaboration with the Private Sector, RNP contributed to **disaster management** by acquiring 2 fire fighting trucks and carried out regular awareness campaigns on this cross cutting issues.
- In area of **environment protection**, biogas digesters are taken into consideration while constructing new and modern prisons

III. BUDGET EXECUTION PERFORMANCE

III.1 General Performance

The overall JRLOS budget execution performance rate is **132.1%**. The total JRLOS budget in the 2015/16 financial law was **65,963,762,046** Rwfs and the total expenditure was **87,146,405,645** Rwfs. Over performance in budget execution was due to payment of arrears related to accumulated food's bills from 2013/14 up to 2015/16.

Considering budget execution by each JRLOS institution, former MININTER and allied institutions have spent their budget at the level of **100%**. The Office of Ombudsman and the Judiciary have spent at the level of **99%**. National Public Prosecution Authority (NPPA) has spent at the level of **98%**, NURC and CNLG have spent their budget at the level of **97%**. MINIJUST and its allied institutions have spent the budget at the level of **95%**. The budget performance of MINIJUST was highly influenced by unconsumed amount allocated to "Legal reform program" to finance the law revision project which is lagging behind due to long procurement process. For more details, refer to **annex 2.1**.

III.2 Externally financed budget execution performance

Regarding the externally financed budget, the performance rate is good for some projects and it is bad for others as shown in the following paragraphs:

- For the project called "**Promoting access to justice, Human Rights and Peace Consolidation**" managed by MINIJUST and financed by One UN, the budget performance rate in 2015/16 was **141%** as the donor paid extra amount to the consultant on the IECMS activity. The project has started in September 2013 and it will take end on 30th June 2018. The time execution rate is at **60%** but the cumulative project spending rate is **36%**. Fortunately, planned activities have been well implemented.
- For the project called "**Promoting Access to Justice, Human Rights and Peace consolidation**" managed by NHRC and financed by One UN, the budget performance rate in 2015/16 was **83%**. The project has started in end June 2013 and it is supposed to be closed on 30th June 2018. The time execution rate is at **60%**, and the cumulative project spending rate is **74%**.
- For the project called "**MINIJUST/Rwanda-Netherlands Advisory Panel on justice and Rule of Law**" managed by MINIJUST and financed by the Netherlands, the budget performance rate in 2015/16 was **48.35%**. The project has started in April 2015 and it is supposed to close on 30th June 2018. The time execution rate is at **38%**, and the

cumulative project spending rate is 12.1%. Fortunately, the second advisory panel meeting has taken place in September 2016.

IV. IMPLEMENTATION OF RECOMMENDATIONS OF THE PREVIOUS JSR

This section informs about status against recommendations from the previous JSR meetings and the progress in implementing the 2014/15 Auditor General's recommendations. The table below shows the current status of the recommendations from the Joint Sector Review meetings

RECOMMENDATION	STATUS
Organize JRLOS Midterm Review	JRLOS Midterm Review was organized from 15 th March up to 18 th March 2016
Analytical studies that have been conducted by NGOs should be considered in the Joint Sector Review report. However, the JRLOS institutions should be involved in all process of those studies. In addition, for ownership of findings of the analytical studies conducted within the JRLOS institutions; they should be validated by all Justice Sector Stakeholders.	Some analytical studies are known during Joint Sector Report drafting. It is worth noting that the Public institutions and Civil Societies organizations have to engage all Justice sector stakeholders at the beginning process of analytical studies.
Involvement of all Sector Stakeholders in drafting of JSR reports	It was done. The technicians from all Justices Sector Institutions, Civil Society NGOs, Dps were invited to discuss on 2015/16 JRLO sector performance and agreed upon 2017/18 Sector priorities. The workshop was held at Hill Top from 12 th up to 14 th October 2016. The 2015/16 Backward Looking Joint Sector Review Draft Report was approved at this level.
Regarding that there were not enough consultations before selecting and domesticate the SDG's indicators to be monitored by the sector, a workshop to agree upon relevant JRLOS SDGs should be organized.	The workshop to agree upon the SDGs Sector Selected indicators was organized with support of One UN from 8 th up to 9 th September 2016 at Lemigo Hotel.
Archive electronically the JSR meetings documents	Storage Space on MINIJUST Server was created to allow the archive of JSR meetings documents. (MINIJUST Web site, About us, Justice Sector, JRLOS Documents)
Validation of terms of references for analytical studies conducted within JRLOS	No ToRs were validated till now.

In 2014/15, only 2 JRLOS Institutions namely MINIJUST and ILPD were audited.

- For FY 2014/15 MINIJUST got a clean Audit Report. Four (4) recommendations against 6 issued to MINIJUST are fully implemented while 2 recommendations (**Public Asset recovery and reconciliation Tax records between MINIJUST account and RRA account**) are partially implemented as indicated in the 2014/15 OAG audit report.
- For 9 audit recommendations issued to ILPD, 8 were fully implemented while 1 (Non – reimbursement of 6,718,628 RWF and 48,306 Euros provided to Nyangezi Gael for his studies) is partially implemented.

V. STATEMENT OF 2017/18 BROAD PRIORITY AREAS

In identifying the priorities, the JRLOS institutions considered the initiatives that will contribute significantly to the EDPRS 2 targets and Justice Sector priorities and support effectiveness and efficiency across the entire sector. Other priorities which are also part of the JRLOS targets for 2017/18 will be captured under the JRLOS work plan and institutional action plans. The broad priority areas are listed below under the relevant outcome area.

Outcome 1. Enhanced sector capacity and coordination

1. Implement the Sector Integrated Electronic Case Management System (IECMS);
2. Reinforce Sector Capacity by Developing and implementing Sector Need Assessment, Second phase of ILPD building finalized.

Outcome 2. Strengthened Universal Access to Quality Justice

1. Management of civil, criminal and commercial cases improved by restructuring the functioning of the courts; Primary courts buildings in Kigali expanded, Commercial court building;
2. Justice delivery at local level reinforced by strengthening the Abunzi functioning through training, provision of materials and relevant incentives for income generation and Legal aid and Children Policies implemented;
3. Justice Sector Districts Coordination Committees enhanced by insuring capacity building and providing operational resources.

Outcome 3. Effectively combated impunity for international crimes and genocide ideology; strengthened truth-telling and reconciliation

1. Gacaca archive established and operationalized and documentation Centre established and operationalised and well conserve the memory of genocide against the Tutsi;
2. Continue to promote unity and reconciliation
3. Reinforce measures to expediate prosecution and judgement of genocide fugitives abroad

Outcome 4. Enhanced rule of Law, Accountability and Competitiveness

1. Rwanda Law Revision and Harmonization projects implemented;
2. Mechanisms to fight injustice and corruption strengthened
3. Strengthen the mechanisms to speed up the prosecution of economic and financial crimes

Outcome 5: Maintained safety, law & order and enhanced adherence to Human Rights.

1. Disaster Management strengthened
2. Detentions facilities (Prisons and Police Stations) improved, transportation of detainees;
3. Strengthen Muhabura MC Ltd;
4. RCS and RNP institutional capacity strengthened (RCS Hqs and RNP Training centres)
5. Monitoring the implementation of the National Human Rights Action Plan.
6. Monitoring the implementation of UPR Recommendations

VI. UPDATES ON KEY ISSUES WITHIN THE JUSTICE SECTOR

6.1. Updates on prioritised analytical works in the sector

The following studies were finalized during 2015/16 FY:

1. **The JRLOS Gender Audit** was conducted by MINIJUST in partnership with UNDP and was validated with JRLOS stakeholders. The main objective of this research was to evaluate whether the institutions under the JRLOS have policies, practices, systems, procedures, culture and resources that promote gender equality and women's empowerment. That study gave a set of recommendations whose implementation will help in mainstreaming gender within JRLOS institutions.
2. **Rwanda reconciliation Barometer II** was conducted by NURC and revealed that the status of Unity and Reconciliation in Rwanda was evaluated at **92.5%** in **2015** from **82.3%** in **2010**.
3. **User's perception on Quality and Impact of Rwandan Laws:** the research was conducted by RLRC and validated in Q1 of 2016/17FY. In that research, 64% of the respondents have views that the quality of Rwandan Laws is at moderate satisfaction level while 36% of the respondents have views that Rwandan Laws have most of the characteristics in place.
4. **The study to establish the cost of settlement and resolution of a commercial dispute:** this study was carried out by ILPD and the findings on selected cases informs that before and after 16/07/2012 compared, the cost of resolution of a commercial dispute has increased from 3% of the total value of the claim to **5.2%**.
5. **Survey on Gender based violence** was carried out by NHRC and revealed the following: the prevalence of defilement is high in Rwanda; in year 2013/2014 the NPPA received **1840** cases. Girls predominantly experience the violence with **97.5%** against **2.5%** boys.



In contrast, perpetrators are largely dominated by male: the findings showed that 97% of perpetrators are male while 3% are female. It was noticed that defilement perpetrators are persons who have close relationships with children and even their parents were not excluded of them; on top come caretakers/or teachers with 33.5%; cousins and neighbours come second with 15% respectively. The survey also found that reparation cases are almost inexistent because the justice ends up only to criminal cases.

6. **Citizens' feedback on the justice sector services:** This research was conducted by Legal Aid Forum and initial findings were : On the availability and accessibility of legal services, some citizens are still largely unaware of the legal aid services MAJ provides to the indigent (only 38% of respondents are aware that MAJ provides assistance with enforcing judgments); On the settlement of disputes out of court vis-à-vis the formal court system: citizens are generally satisfied with the legal aid services provided by non-state legal aid providers, MAJ, Abunzi and local authorities but a considerable number is still unaware of the services provided by these different players, their jurisdiction and the procedure of accessing them; Regarding the awareness of rights, citizens generally have low awareness of applicable laws including land laws, succession laws, and rights of pre-trial detention. On average, only 5% of respondents rate their understanding of the law as being "High". The enforcement of court judgments is still an obstacle to access to justice; findings indicate that citizens had to wait an average of 8 months for the enforcement of a court judgment. A big number of people is still unaware of the procedure of enforcement of court decisions, the available options of enforcement agents, the time limit to have their judgments enforced and the appeal procedure where necessary.
7. **Rwanda Bribery Index, 2015:** this study was conducted by Transparency International Rwanda. Among the findings, the study indicates that there has been a considerable shift of people who ranked corruption high in 2014 to moderate levels in 2015. This is consistent with a long-term decrease of the proportion of people who rank corruption low (from 67% in 2011 to 51% today), which indicates a trend from the extremes towards the middle. When looking at the likelihood of encountering some form of a corrupt transaction on the supply or demand site, the private sector in general scores the best with only 1.8% of likelihood that one encounters a bribe. As in 2014, the local government (4.7% likelihood) and national police (6.3% likelihood) end up scoring worst in this category. It is still worth noting that the likelihoods of encountering corruption in Rwanda are comparatively lower than elsewhere in the East African region. For example, national police in Tanzania noted in 2014, 26% of likelihood of bribery. This signals four

times lower likelihood for a Rwandan to encounter bribe in the police force compared to the Tanzanian counterpart.

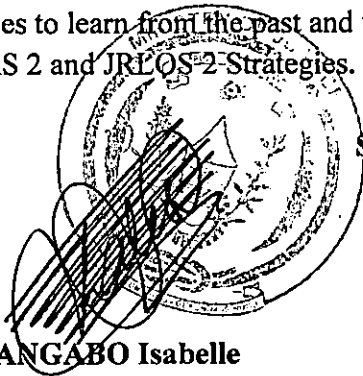
8. **Citizen Report Card, 2015:** this study was conducted by Rwanda Governance Board (RGB) and it revealed that the service delivery in the Justice sector was satisfied by Rwandan citizen at the level of 76.6%.
9. **Leading Case Law arising in Civil matters in Rwandan Courts:** this study was conducted by Judiciary financed by One UN. The research focused on property law, land law and public procurement law. The objective was to elaborate on frequent jurisprudence in those matters and then to produce a manual of reference to be used by judges and other lawyers in practice.

6.2. Updates on Cabinet Resolutions

On September 4th 2016, His Excellency the President of the Republic of Rwanda reshuffled the Cabinet and the Ministry of Internal Security was scrapped. All its responsibilities including management of Rwanda Correctional Service and Rwanda National Police were transferred to the Ministry of Justice. From then, the Ministry of Justice has the Minister of State in Charge of Constitutional & Legal Affairs.

VII. CONCLUSION

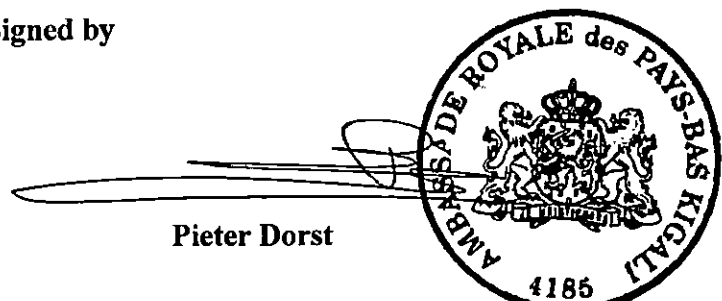
This JRLOS Backward Looking Joint Sector Review Report highlighted mostly the 2015/2016 successful policy actions in pursuing the EDPRS II indicators and informs about the 2017/2018 Sector broad priorities. JRLOS Institutions representatives as well as JRLOS Stakeholders including Development Partners and Civil Society Organizations committed themselves to learn from the past and to work jointly in order to fast-track the implementation of EDPRS 2 and JRLOS-2 Strategies.



KALIHANGABO Isabelle

Permanent Secretary/Solicitor
General-Ministry of Justice
Chairperson, JRLO Sector Working
Group.

Signed by



Pieter Dorst

Head of Development Cooperation,
Embassy of the Kingdom of the
Netherlands
Co-Chair, JRLOS Sector Working Group.

Annex. 1.1 EDPRS 2 Core Indicators Matrix

EDPRS OUTCOME	INDICATORS	UNIT	BASELINE VALUE	2015/16 Target /EDPRS 2 Mid-term targets	Actual Performance	Indicator Score	Policy Actions	Brief Narrative Progress against Policy Actions	Ranking	Catch up Plans for areas lagging behind
Enhanced rule of law, accountability and business competitiveness environment	Adult population with confidence in the control of corruption, transparency and accountability	%	77.1% (2012)	78%	79.04% (RGS, 2014)	101.3%	<p>Reinforce the mechanisms to accelerate investigation and prosecution of alleged corruption and Strengthen anti-corruption Consultative Councils</p>	<p>1. Mechanisms aimed at accelerating investigation and prosecuting corruption and injustice cases have been reinforced as follows : Regular anti-corruption campaigns; Anti-corruption week and Anti-injustice campaigns were organized , internal incentive scheme for whistle blowers on corruption cases is in place; trainings for different categories of people were organized; Protection mechanism of whistle-blowers is being developed and currently , the draft of the guide is under corrections; Anti-corruption Consultative Councils have been strengthened: at national, district and sector levels, Councils were established; All Advisory Councils at District level are operational. Good enough, 2 National Prosecutors were appointed in the Office of the Ombudsman. This policy action is on track.</p> <p>2. Investigation of corruption cases was well performed as follows: From July 2015 to June 2016, the Office of Ombudsman received 56 corruption cases, among them 39 (70%) cases were closed against the target of closing 68%. In addition , the Office of the Ombudsman received 1,859 injustice complaints. Among them, 1,709 (80%) cases have been treated and handled against the target of handling 74%. According to Transparency International Corruption Perception Index (2015), Rwanda was ranked 44th worldwide with 54 scores, 4th in Africa after Botswana, Cape Verde and Seychelles, and the 1st in East African Community. This policy action was fully achieved.</p>		

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EDPRS OUTCOME	INDICATORS	UNIT	BASELINE VALUE	2015/16 Targets /EDPRS 2 Mid-term targets	Actual Performance	Indicator Score	Policy Actions	Brief Narrative Progress against Policy Actions	Ranking	Catch up Plans for areas lagging behind
							<p>Conduct investigation for embezzlement cases highlighted in Auditor General report and Process economic and financial cases received</p>	<p>3. Investigation for embezzlement cases highlighted in Auditor General report is on track as follows: the investigations on 84 Public entities subjected to the preliminary investigation as highlighted by OAG Report 2013/14, were completed. After investigation 90 cases were arised , among them 89 were handled and one was still pending at the end of June 2016. To solve issues of loosing evidences, there is a direct collaboration between NPPA and OAG once crimes are found. During that period, based on the OAG Report, the amount of Frw 84,501,981, Euro 3,726 Dollars 4,300 were returned into public treasury without trial by 77 civil servants.</p> <p>4 Prosecution of economic financial crimes achieved as follows: cumulatively since July 2015 to June 2016, 395 embezzlement cases were received, among them 249 were filed to courts, 126 closed and 5 transferred to both Abunzi and Military Prosecution Department, meaning that 380 (96.2%) cases were handled against the annual target of handling 98% of the received cases.. In addition, 103 cases related to mismanagement of Government programs were received, among them 71 were filed to courts and 25 closed, meaning that 96 (93.2%) were handled against the annual target of handling 98% of the received cases.</p>		
							<p>5. The recovery of public asset from won cases has been reinforced and at the end of June 2015/16, the 351,094,000 Frws and 6,743 USD were already recovered. In the 351,094,000 Frws so far recovered, 55,156,473 frw (15.7%) were recovered in 2014/15 while 295,937,527 frw (84.3%) were recovered in 2015/16 implying 536.5% of increase. However, a high public debt (1,603,016,815 Frws and 29,904 USD) from won cases by the Government was still remaining. This policy action is on watch.</p>		<p>Measures to strengthen the asset recovery were put in place and they will be reinforced. Among others: MOUs with selected lawyers to perform public asset recovery were signed, Quarterly publication of list of individuals who own money to Government,...</p>	

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Annex. 1.2 JRLOS Indicators Matrix

EDPRS OUTCOME	INDICATORS	UNIT	BASE LINE VALUE	2015/16 Targets /EDPRS 2 Mid-term targets	Actual Performance	Indicator Score	Policy Actions	Brief Narrative Progress against Policy Actions	Ranking	Catch up Plans for areas lagging behind
Enhanced rule of law, accountability and business competitive environment	Level of satisfaction of service delivery in the justice sector	Percent	69.9% (2012)	74%	76.7% (CRC,2015)	103.6%	Implement the Sector Integrated Electronic Case Management System (IECMS) by deploying IECMS version 1.0 by the end of October 2015 and train all end users by December 2015	<p>1. This policy action is on track. The 2015/16 target of operationalizing IECMS on the level of 20% was achieved and even exceeded and the provision of trainings on IECMS to end users is still on going.</p> <p>IECMS has been deployed at 100% and it is hosted in AOS. The system has been polished continuously and is now at its 8th version (version 00.08 released on 08th August, 2016). From 19th September 2016, IECMS is operational in other courts out of Kigali City: Supreme Court, High Court and its Chambers, all Intermediate Courts and in 20 out of 60 Primary Courts. In RNP, 31 offices are using IECMS and 423 are still remaining. In RCS, 5 prisons and the Head Office are using IECMS and 9 prisons are remaining. In NPPA, IECMS is being used at National Prosecution Headquarters ; in all (12) Intermediate Prosecution levels, and in 20 out of 60 Prosecution Primary Level. In MINIJUST, the Civil Litigation Department and 30 MAJ Offices in Districts are using IECMS. Regarding training of IECMS users, 1212(40%) out of 3040 users countrywide were trained up to end September 2016. The registered performance was achieved with a support of ONE UN. However, IECMS has the financial and staff related challenges.</p>	R	"IECMS Project needs to be fully functional as soon as possible, as the system is critical to good service delivery. All Government institutions involved in its implementation must work closely together to ensure sufficient resources are allocated and all other associated obstacles are resolved" Pledge of HE, in 2016/17 Judicial Year Launch
							Construct Final phase of ILPD in Nyanza	<p>2. This policy action is on watch. The construction works of the 2nd phase of ILPD have started in Mid May 2016. At the end of June 2016, the works completed were estimated 5%. At the end of Q1 of 2016/17, the works completed was evaluated at 13%. The delays are due to long procurement process.</p>		Speed up the construction works

EDPRS OUTCOME	INDICATORS	UNIT	BASE LINE VALUE	2015/16 Targets /EDPRS 2 Mid-term targets	Actual Performance	Indicator Score	Policy Actions	Brief Narrative Progress against Policy Actions	Ranking	Catch up Plans for areas lagging behind
Enhanced rule of law, accountability and business competitive environment	Performance of the Judiciary	Percent	74.96% (2012)	77%	80.26% (RGS,2014)	104.23%	Improvement of court house infrastructures (Rehabilitate and construct the Court house for commercial court complex and Nyanza High Court);	<p>3. The construction of Nyanza High Court building is on track. At the end of June 2016, the construction of Nyanza High Court building was evaluated at the level of 25.5% against the target of 30% of completion. At the end of Q1 of 2015/16, the construction works were evaluated at the level of 50%. The project is funded by the Royal Kingdom of the Netherlands.</p> <p>4. The construction of Commercial court house is on watch. At the end of June 2016, the contract with a constructing company was already signed. At the end of Q1 of 2016/17, the construction works were evaluated at the level of 3.5% against the target of 5%.</p>		Speed up the construction works
							Fast track efforts to eliminate case backlog in courts	<p>5. The 2015/16 target has been achieved and even exceeded. At the end of June 2016, the average rate of backlog cases was evaluated at 31.97% (5,508 backlog cases among 17,231 pending cases) against the 2015/16 annual target of reducing backlog cases up to 35%. The back log cases have reduced from 37.14% in 2014/15 FY to 31.97% in 2015/16 FY.</p> <p>Backlog cases in Intermediate Courts (TGI) were evaluated at 13.60% at the end of June 2016 ; 10.96% in High Court; 0.5% in Commercial Court, and 7.4% of backlog cases in Commercial High Court. However , backlogs still remain a challenge especially in Supreme Court with 80.03% and (Primary Courts) TB with 42.28 % . (On track policy action)</p>		Speed up the promulgation of the laws related to restructuring of courts.

EDPRS OUTCOME	INDICATORS	UNIT	BASE LINE VALUE	2015/16 Targets /EDPRS 2 Mid-term targets	Actual Performance	Indicator Score	Policy Actions	Brief Narrative Progress against Policy Actions	Ranking	Catch up Plans for areas lagging behind
Enhanced rule of law, accountability and business competitive environment	Access to justice	Percent	67.1% (2012)	72%	80.2% (RGS,2014)	111.4%	Strengthen the functioning of Abunzi through providing regular training and provision of materials	<p>6. The 2015/16 target relating to empowering Abunzi was achieved . In 2015/16, 17,941 Abunzi were elected in 2015/16. Among them 7.953 (44.3%) are women and 9.988 (55.67%) are men. The 812 (4.5%) Abunzi have a degree, 5432(30.3%) have an advanced level, 11,681 (65.1%) have Primary level. Only 16(0.09 %) elected Abunzi do not know how to read and write. All Abunzi and their dependents (84,272) are provided with Mutuel de Sante. In collaboration with RCN and SFCG , all elected ABUNZI were trained. LAF played a key role in the development and finalization of Abunzi training manuals and it provided the technical as well as the financial support in this process.</p> <p>All Abunzi committees were provided with necessary materials including pens, papers, usual different forms, salves and mares. All Abunzi were provided with mobile phones with CUG system to call among themselves and MAJ staff without any additional costs.The 601 (27.9%) among 2147 committees at Cell level were provided with proper rooms. In this fiscal year, 7500(41.8%) Abunzi will be provided with a transport facility (bicycles). Consequently, their performance was good in 2015/16. From July 2015 to June 2016, Abunzi had 47,966 total cases to be handled. At the end of June 2016, 45,465 (95%) were handled as follow: 36,005 (75%) cases were fully mediated at cell level, 8,674(18%) cases were solved at sector level while 786 (2%) cases continued to formal courts and 2501(5%) were still pending.</p>		The reinforcement of home grown initiative (Abunzi System) will remain Justice Sector Priority.
							Establish and operationalise Gacaca archives and documentation centre	<p>7. The 2015/16 target of digitizing 80,000 pages of Gacaca documents was achieved and even exceeded. The project is still ongoing since the project should be executed within 5 years . At the end of June 2016, the 511,793 pages were already digitized out of 60,000,000 pages to be digitized in whole project. At the end of Q1 of 2016/17, 2,000,000 pages were digitalized. This means that the project is at 3.3% of level of implementation. It should be considered that the all amount (420.000.000 RWF) allocated to this project for 2016/17 fiscal year, has been paid to the company implementing this project. Related activities will take end in January 2017.</p>		This Project should be considered during budget revision in order to allow the Contractor to continue with its responsibilities. In addition, annual budget allocated to this project should be increased to speed up its implementation

EDPRS OUTCOME	INDICATORS	UNIT	BASE LINE VALUE	2015/16 Targets /EDPRS 2 Mid-term targets	Actual Performance	Indicator Score	Policy Actions	Brief Narrative Progress against Policy Actions	Ranking	Catch up Plans for areas lagging behind
Enhanced rule of law, accountability and business competitiveness							Revision of Rwandan Laws to enhance business competitiveness	8. The Law revision project is lagging behind. The 2015/16 set target of implementing the phase 1 of the project by the end of June 2016 was not achieved. The contract is not yet signed as per Q1 of 2016/17. The project faced a problem of missing qualified bidder in the first tendering process. And the second tendering process has taken long as the not shortlisted firm appealed the decision.		Engage strong contract negotiations with successful bidder in order to implement the project in possible shorter period.
Enhanced environment	Control of corruption, transparency and accountability	%	77.1% (2012)	78%	79.04% (RGS,2014)	101.3%	Reinforce the mechanisms to accelerate investigation and prosecution of alleged corruption and Strengthen anti-corruption Consultative Councils	9. Mechanisms aimed at accelerating investigation and prosecuting corruption and injustice cases have been reinforced as follows : Regular anti-corruption campaigns; Anti-corruption week and Anti-injustice campaigns were organized , internal incentive scheme for whistle blowers on corruption cases is in place; trainings for different categories of people were organized; Protection mechanism of whistle-blowers is being developed and currently , the draft of the guide is under corrections; Anti-corruption Consultative Councils have been strengthened: at national, district and sector levels ; All Advisory Councils at District level are operational. Good enough, 2 National Prosecutors were appointed in the Office of the Ombudsman. 10. Investigation of corruption cases was well performed as follows: From July 2015 to June 2016, the Office of Ombudsman received 56 corruption cases, among them 39 (70%) cases were closed against the target of closing 68%. In addition , the Office of the Ombudsman received 1,859 injustice complaints. Among them, 1,709 (80%) cases have been treated and handled against the target of handling 74%. According to Transparency International Corruption Perception Index (2015), Rwanda was ranked 44th worldwide with 54 scores, 4th in Africa after Botswana, Cape Verde and Seychelles, and the 1st in East African Community.		

EDPRS OUTCOME	INDICATORS	UNIT	BASE LINE VALUE	2015/16 Targets /EDPRS 2 Mid-term targets	Actual Performance	Indicator Score	Policy Actions	Brief Narrative Progress against Policy Actions	Ranking	Catch up Plans for areas lagging behind
							<p>Conduct investigation for embezzlement cases highlighted in Auditor General report and Process economic and financial cases received</p>	<p>11. Investigation for embezzlement cases highlighted in Auditor General report achieved as follows: the investigations on 84 Public entities subjected to the preliminary investigation as highlighted by OAG Report 2013/14, were completed. After investigation 90 cases were arised , among them 89 were handled and one was still pending at the end of June 2016. To solve issues of loosing evidences, there is a direct collaboration between NPPA and OAG once crimes are found. During that period, based on the OAG Report, the amount of Frw 84,501,981, Euro 3,726 Dollars 4,300 were returned into public treasury without trial by 77 civil servants.</p> <p>12. Prosecution of economic financial crimesachived as follows: cumulatively since July 2015 to June 2016, 395 embezzlement cases were received, among them 249 were filed to courts, 126 closed and 5 transferred to both Abunzi and Military Prosecution Department, meaning that 380 (96.2%) cases were handled against the annual target of handling 98% of the received cases.. In addition, 103 cases related to mismanagement of Government programs were received, among them 71 were filed to courts and 25 closed, meaning that 96 (93.2%) were handled against the annual target of handling 98% of the received cases.</p>		
								<p>13. The recovery of public asset from won cases has been reinforced and at the end of June 2015/16, the 351,094,000 Frws and 6,743 USD were already recovered. In the 351,094,000 Frws so far recovered, 55,156,473 frw (15.7%) were recovered in 2014/15 while 295,937,527 frw (84.3%) were recovered in 2015/16 implying 536.5% of increase. However, a high public debt (1,603,016,815 Frws and 29,904 USD) from won cases by the Government was still remainig. This policy action is on watch.</p>		<p>Measures to strengthen the asset recovery were put in place among others: MOUS with selected lawyers to perform public asset recovery were signed, Quarterly publication of list of individuals who own money to Government ,...</p>

EDPRS OUTCOME	INDICATORS	UNIT	BASE LINE VALUE	2015/16 Targets /EDPRS 2 Mid-term targets	Actual Performance	Indicator Score	Policy Actions	Brief Narrative Progress against Policy Actions	Ranking	Catch up Plans for areas lagging behind
Enhanced rule of law, accountability and business competitive environment	Reduced serious crimes	%	11.3% reduction (2013/14)	5%	18.7% (RNP, 2015/16 data)	37.4%	Strengthen the Kigali Forensic Laboratory by refurbishing and partially equipping the National Forensic Laboratory	14. On track. At the end of June 2016, internal refurbishment of the forensic laboratory premises was fully completed. For actual status, equipment installation was evaluated at the level of 21%.		Speed up the operationalization of Rwanda Forensic Laboratory that will carry out DNA tests and related medical tests "resolution of 13th NLR".
							Train police officers in crime prevention and investigation techniques, public order and safety	15. The 2015/16 targets have been fully achieved. From July 2015 to June 2016, 304(127%) police officers were trained in senior command and staff course, intermediate command and staff course, supervisory command and staff course, driving course and undergraduate program against the target of training 240 Police Officers. Note that 986 new police officers were recruited and completed the basic training course. - 160 Police Officers were trained in basic and professional investigation courses against the target of training 200 Police Officers. Additional 196 police officers were trained in specialized courses including Human trafficking , respect of human rights during investigation, IECMS, computer information systems and forensic sciences. -From July 2015 to June 2016, the 5,984 CPCs (199.4%) members were trained against the target of training 3000 CPCs.		

EDPRS OUTCOME	INDICATORS	UNIT	BASE LINE VALUE	2015/16 Targets /EDPRS 2 Mid-term targets	Actual Performance	Indicator Score	Policy Actions	Brief Narrative Progress against Policy Actions	Ranking	Catch up Plans for areas lagging behind
	% change in accommodation space per inmate	%	2.78 square meters (2012/13)	5% increase or 2.9 square meters	3.09 square meters (Q1 of 2016/17, RCS data). Thus, 10.7% increase from the baseline	213%	Strengthen the construction and rehabilitation of existing prisons facilities to conform to international standards	<p>16. The construction of Block III in Rwamagana prison is on track: at the end of June 2016, the overall construction works was at 97% against the annual target of fully constructing the block);</p> <p>17. The construction of one inmates' block at Rubavu prison is on watch : at the end of June 2016, its completion rate was at 70 % against the annual target of completing it up to the level of 80%);</p> <p>18. The construction works at Mageragere prison is on watch : one inmates' block, kitchen and store, installation of biogas and electricity implemented at Mageragere prison (while there is a target of fully constructing all highlighted buildings, the following was the situation at the end of June 2016: the construction works for administrative block were evaluated at 75%, the construction works of the first inmate block were evaluated at 65 %; the construction of external fence reached at 99%; construction of kitchen and store completed at 70%; Construction works for Biogas digesters completed at 98 % ; installation of electricity completed at 100%. Electricity & biogas fully installed. The overall construction works executed are estimated at 84%;</p>		Continue the construction of prisons to conform with Human Rights international standards. The increase in space per inmate was due to; Ngoma prison (for women) was renovated and expanded; Tents in Rwamagana prison were represented by Modern permanent inmates' blocks; Inmates formerly accommodated in old buildings of Rwandex were shifted to modern in inmates block.

EDPRS OUTCOME	INDICATORS	UNIT	BASE LINE VALUE	2015/16 Targets /EDPRS 2 Mid-term targets	Actual Performance	Indicator Score	Policy Actions	Brief Narrative Progress against Policy Actions	Ranking	Catch up Plans for areas lagging behind
							2. Rehabilitate and construct Police detention infrastructure	<p>19. The construction of Kimihurura Police station is on track : the overall construction works at Kimihurura Police station were estimated at 86% at the end of June 2016 against the target of fully completing activities;</p> <p>20. The construction of Northern Police regional headquarters is on track: the Northern Police regional headquarters were fully rehabilitated as planned Construction works started. At the end of Q1 of 2016/17, all construction work are estimated to 97%.</p> <p>21. The construction of Rubavu Police regional headquarters is on track: the 2015/16 target was to get construction works implemented up to 60%. At the end of June 2016, the construction works were completed at 70 % in Western Police Regional at Rubavu (the construction works were estimated at 80% at the end of Q1 of 2016/17) .</p> <p>22. The construction of Huye Police regional headquarters has been fully implemented :the building is fully constructed at Southern Police Regional Headquarters at Huye.</p> <p>23. The construction of Rwamagana Police regional headquarters is on track: the 2015/16 target was to get construction works implemented up to 60%. At the end of June 2016, the construction work of Eastern Police Regional Headquarters at Rwamagana was estimated at 90% (at the end of Q1 of 2016/17, the construction works were estimated at the level of 98%).</p>		
	Level of Self-reliance rate [self-reliance rate=income generated/budget for inmates' feeding]	%	35% (2012/13)	60%	42.5% (2015/16, RCS data)	70.10%	Promote measures for prisoner behavioural and mind set change to prepare them for reconciliation and integration back in society	<p>24. The 2015/16 targets have been fully achieved but the activity is still continuous. The prisoners and Tigistes receive regularly the following lessons to help in changing their mind set and prepare them for reconciliation and integration back in society: civic education, principals of leadership, to fight against corruption, Ndi Umunyarwanda Program, Community policing, History and patriotism, ethics and to fight against Genocide ideology.</p>		

EDPRS OUTCOME	INDICATORS	UNIT	BASE LINE VALUE	2015/16 Targets /EDPRS 2 Mid-term targets	Actual Performance	Indicator Score	Policy Actions	Brief Narrative Progress against Policy Actions	Ranking	Catch up Plans for areas lagging behind
							Proactively promote self-reliance values and enforce policy for maximum utilization of available manpower in high-yield industries	25. On watch. The total cumulative income generated in cash and in kind is equal to 1,658,619,357 Frws which represent 42.5% of RCS self reliance in feeding inmates against the target of 60% . The 2015/16 target was not achieved due to mainly lack of finance for Muhabura MC Ltd. According to the plans, Muhabura would generate 75% of the needed income. Fortunately, Muhabura has been established as an autonomous institution and it has a board of Directors.		Muhabura has been established as an autonomous institution and it has a Board of Directors. If operationalized, this company will contribute significantly to RCS self reliance.

Annex.2.1 Execution Performance against Domestically Financed Budget

Table.1 2015/16 Budget Execution by Programme and Sub Programme

	2015/2016 Allocation Budget	2015/2016 Exection Budget	%Execution Rate
TOTAL JUSTICE SECTOR	65,963,762,046	87,146,405,645	132.1%.
07 MININTER	50,762,423,542	50,791,306,181	100
12 ADMINISTRATIVE AND SUPPORT SERVICES	32,799,263,460	32,865,245,547	
1201 ADMINISTRATIVE AND SUPPORT SERVICES: MININTER	340,892,632	321,485,902	
1202 ADMINISTRATIVE AND SUPPORT SERVICES: RWANDA NATIONAL POLICE	28,904,468,344	28,864,340,653	
1203 ADMINISTRATIVE AND SUPPORT SERVICES: RWANDA CORRECTIONAL SERVICES	3,553,902,484	3,679,418,992	
13 SECURITY POLICY, PLANNING, MONITORING AND EVALUATION	338,350,164	328,480,171	97
1301 PLANNING, MONITORING AND EVALUATION	133,373,316	129,264,677	
1302 SECURITY ANALYSIS	45,225,217	42,614,083	
1303 SMALL ARMS and LIGHT WEAPONS	159,751,631	156,601,411	
14 CRIME INTELLIGENCE AND DETECTIVE SERVICES	2,630,924,138	2,630,923,872	100
1401 CRIME INVESTIGATION	2,548,644,138	2,548,643,872	
1402 CRIME INTELLIGENCE and ANTI-TERRORISM	82,280,000	82,280,000	
1403 FORENSIC LABORATORY AND VICTIM HEALTH SERVICES	-	-	
15 GENERAL POLICE OPERATIONS	4,726,228,859	4,723,315,144	100
1501 PUBLIC ORDER AND SECURITY	2,073,952,000	2,073,876,713	
1503 POLICE STATION ARREST MANAGEMENT	2,652,276,859	2,649,438,431	
16 SPECIALISED POLICE SERVICES	598,628,178	596,617,753	100
1601 AIRWING	274,897,465	273,949,200	
1603 MARINE SERVICES	10,566,000	10,566,000	
1604 FIRE AND RESCUE	140,000,000	139,545,858	
1605 CANINE BRIGADE	87,112,552	86,504,534	
1606 COMMUNITY POLICING AND PUBLIC RELATIONS	86,052,161	86,052,161	
17 POLICE TRAINING SCHOOLS	1,027,209,651	1,026,693,361	100
1701 POLICE ACADEMY (NPA)	590,790,856	590,475,659	
1702 PTS GISHALI	436,418,795	436,217,702	

18 INMATES AND TIGISTES: CORRECTION, REHABILITATION AND SOCIAL WELFARE	5,563,513,006	6,585,046,082	118
1801 CIVIC EDUCATION	183,433,335	179,033,335	
1802 VOCATIONAL TRAINING	12,333,334	12,333,334	
1803 INMATES AND TIGISTES SOCIAL WELFARE	3,743,511,892	4,773,858,988	
1804 DETENTION FACILITIES DEVELOPMENT	1,624,234,445	1,619,820,425	
19 PRISONS AND TIG CAMPS MANAGEMENT	1,531,683,300	1,460,945,210	95
1901 PRISONS MANAGEMENT	1,460,041,381	1,389,303,291	
1902 TIG CAMPS MANAGEMENT	71,641,919	71,641,919	
20 PRISONS AND TIG PRODUCTION	1,161,083,333	241,001,666	21
2001 PRISONS INCOME GENERATION	1,150,383,332	230,301,665	
2002 TIG CAMPS INCOME GENERATION	10,700,001	10,700,001	
21 RCS TRAINING AND CAPACITY BUILDING	385,539,453	333,037,375	86
2101 RCS TRAINING SCHOOL	385,539,453	333,037,375	
13 MINIJUST	6,825,951,218	6,508,655,898	95
10 ADMINISTRATIVE AND SUPPORT SERVICES	4,351,377,776	4,227,712,078	97
1001 ADMINISTRATIVE AND SUPPORT SERVICES: MINIJUST	3,013,055,170	2,907,601,808	
1003 ADMINISTRATIVE AND SUPPORT SERVICES: NATIONAL LAW REFC	1,009,391,190	991,178,854	
1004 ADMINISTRATIVE AND SUPPORT SERVICES: INSTITUTE OF LEGAL	328,931,416	328,931,416	
11 COMMUNITY LEGAL SERVICES AND HUMAN RIGHTS	370,604,849	310,880,652	84
1101 COMMUNITY PROGRAMMES	121,122,600	73,719,800	
1102 HUMAN RIGHTS SERVICES	-	-	
1103 LEGAL AID SERVICES	35,650,700	32,813,000	
1104 ABANDONED PROPERTY MANAGEMENT	7,830,000	7,830,000	
1105 MEDIATION (ABUNZI) COMMITTEES	206,001,549	196,517,852	
12 LEGISLATIVE, LITIGATION AND LEGAL ADVISORY PROCESSES	1,484,739,426	1,541,945,849	104
1201 LEGISLATIVE DRAFTING SERVICES	-	-	
1202 LEGAL ADVISORY SERVICES	52,587,301	46,692,515	
1203 CIVIL LITIGATION	1,432,152,125	1,495,253,334	
14 PROFESSIONAL LEGAL COURSES AND RESEARCH	419,229,167	419,229,167	100
1401 POST-GRADUATE COURSES AND RESEARCH	400,000,000	400,000,000	
1403 LIBRARY AND INFORMATION CENTER	19,229,167	19,229,167	
15 LEGAL REFORM	200,000,000	8,888,152	4
1501 LEGAL REFORM	200,000,000	8,888,152	
0106 OMBUDSMAN OFFICE	1,402,547,439	1,386,179,777	99

0704 ADMINISTRATIVE AND SUPPORT SERVICES: NATIONAL OMBUDSM	1,197,897,474	1,181,701,054	99
07 ADMINISTRATIVE AND SUPPORT SERVICES: NATIONAL OMBUDSMA	1,197,897,474	1,181,701,054	
14 INJUSTICE AND CORRUPTION PREVENTION AND COMBAT	204,649,965	204,478,723	100
1401 AWARENESS CAMPAIGNS and OUTREACH	91,646,786	91,613,745	
1402 CORRUPTION AND INJUSTICE INVESTIGATIONS	68,049,942	67,911,747	
1403 GOOD GOVERNANCE AND INTEGRITY	44,953,237	44,953,231	
0101 NATIONAL COMMISSION FOR UNITY AND RECONCILIATION NURC	625,634,605	606,040,145	97
07 ADMINISTRATIVE AND SUPPORT SERVICES: NURC	496,396,596	483,276,117	97
0702 ADMINISTRATIVE AND SUPPORT SERVICES: NURC	496,396,596	483,276,117	
11 UNITY AND RECONCILIATION MONITORING	78,528,764	72,204,784	92
1101 UNITY AND RECONCILIATION MONITORING	78,528,764	72,204,784	
17 CONFLICT PREVENTION AND MANAGEMENT	50,709,245	50,559,244	100
1701 NATIONAL COMMUNITY DIALOGUE AND ADVOCACY	34,451,245	34,301,245	
1702 STAKEHOLDER COORDINATION	16,258,000	16,257,999	
17 NATIONAL PUBLIC PROSECUTION AUTHORITY (NPPA)	4,900,389,453	4,821,187,572	98
03 ADMINISTRATIVE AND SUPPORT SERVICES	4,147,357,123	4,070,258,955	
0301 ADMINISTRATIVE AND SUPPORT SERVICES: NPPA	4,147,357,123	4,070,258,955	
04 STRATEGY, POLICY AND REGULATORY SERVICES	49,752,650	47,428,996	95
0401 PROSECUTORIAL STRATEGY, POLICY AND INSPECTIONS	28,035,200	27,028,389	
0402 RESEARCH STUDIES	18,500,000	17,265,420	
0403 PLANNING MONITORING AND EVALUATION	3,217,450	3,135,187	
05 PROSECUTORIAL SERVICES	703,279,680	703,499,621	100
0501 OFFENCE PROSECUTION	645,279,680	645,499,621	
0502 SPECIAL CASE INVESTIGATIONS	24,000,000	24,000,000	
0503 VICTIM AND WITNESS PROTECTION	34,000,000	34,000,000	
05 SUPREME COURT	9,707,003,604	9,636,489,351	99
05 ADMINISTRATIVE AND SUPPORT SERVICES	9,077,816,973	9,011,489,379	99
0501 ADMINISTRATIVE AND SUPPORT SERVICES: SUPREME COURT	9,077,816,973	9,011,489,379	
06 CASE MANAGEMENT	629,186,631	624,999,972	99
0601 ORDINARY COURTS	265,264,046	264,941,529	
0602 COMMERCIAL COURTS	260,643,919	260,643,919	
0603 INSPECTIONS AND LEGAL RESOURCE MANAGEMENT	67,292,700	63,428,559	
0604 HIGH COUNCIL OF THE JUDICIARY	35,985,966	35,985,965	
CNLG	2,602,040,237	2,524,318,672	97

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12 ADMINISTRATIVE AND SUPPORT SERVICES	1,234,592,342	1,166,907,594	95
1202 ADMINISTRATIVE AND SUPPORT SERVICES: CNLG	1,234,592,342	1,166,907,594	
15 FIGHT AGAINST GENOCIDE	731,932,175	727,622,115	99
1501 GENOCIDE COMMEMORATION And AWARENESS	727,432,175	724,122,115	
1503 GENOCIDE REPERCUSSIONS ADVOCACY	4,500,000	3,500,000	
16 GENOCIDE RESEARCH AND DOCUMENTATION	635,515,720	629,788,963	99
1601 GENOCIDE RESEARCH	18,515,720	17,020,982	
1602 GENOCIDE DOCUMENTATION And INFORMATION DISSEMINATION	617,000,000	612,767,981	

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Annex.2.2 Execution performance of other off-budgetary Projects externally financed”

NB. This is meant to capture execution on Externally financed projects that were not on budget in the 2015/16 Finance law

MAIN AGENCY	PROJECT NAME	DONOR	FIN. TYPE	PROJECT TOTAL COST	2015/16 BUDGET	START DATE	END DATE	ACTUAL BUDGET BY END of 2015/16	CUMULATIVE DISBURSEMENT END JUNE 2016	ANNUAL EXECUTION RATE IN FY 2015/2016	CUMULATIVE PROJECT SPENDING RATE	TIME EXECUTION RATE	ASSESSMENT ON PROJECT PERFORMANCE (*)
MINIJUST	MINIJUST/RWANDA-NETHERLANDS ADVISORY PANEL ON JUSTICE AND RULE OF LAW	The Netherlands	Grant	87,331,587	21,832,897	1/4/2015	30/6/2018	10,557,280	10,557,280	48.35%	12.1%	38%	⊙
	PROMOTING ACCESS TO JUSTICE, HUMAN RIGHTS AND PEACE CONSOLIDATION	One UN	Grant	4,576,293,198	402,663,873	18/9/2013	30/6/2018	571,447,245	1,662,253,909	141%	36%	60%	⊙
NHRC	Promoting Access to Justice, Human Rights and Peace Consolidation	ONE UN	Grant	240,906,718	71,501,986	30/06/2013	30/06/2018	71,501,986	176,378,983	83%	74%	60%	⊙

RNP	Promoting Access To Justice, Human And Peace Consolidation In Rwanda	One UN	Grant	1,989,370,855	179,305,000	7/1/2013	6/30/2018	177,305,165	721,874,727	99%	36%	66%	On watch
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