

**REPUBLIC OF RWANDA**



**MINISTRY OF JUSTICE  
JUSTICE SECTOR COORDINATION SECRETARIAT  
Po Box 160 KIGALI**

**JUSTICE, RECONCILIATION, LAW AND ORDER SECTOR COMMUNICATION  
STRATEGY (2018/19-2023/24)**

**January, 2019**

## LIST OF ACRONYMS

<b>ADR</b>	: Alternative Dispute Resolutions
<b>CNLG</b>	: Commission Nationale de Lutte Contre le Genocide
<b>Comms</b>	: Staff in charge of Communication and Public Relations
<b>EDPRS</b>	: Economic Development and Poverty reduction Strategy
<b>FPU</b>	: Formed Police Officers
<b>GBV</b>	: Gender Based Violence
<b>ICT</b>	: Information and Communication Technology
<b>IECMS</b>	: Integrated Electronic Case Management System
<b>ILPD</b>	: Institute of Legal Practice and Development
<b>IPAD</b>	: Interactive Personal Application Device
<b>JRLOS</b>	: Justice, Reconciliation, Law and Order Sector
<b>JSCS</b>	: Justice Sector Coordination Secretariat
<b>KIAC</b>	: Kigali International Arbitration Centre
<b>LAF</b>	: Legal Aid Forum
<b>LIP</b>	: Legal Information Portal
<b>MINJUST</b>	: Ministry of Justice
<b>MMC Ltd</b>	: Muhabura Multichoice Ltd
<b>NCHR</b>	: National Commission for Human Rights
<b>NGO</b>	: Non-Governmental Organisations
<b>NPPA</b>	: National Public Prosecution Authority
<b>NST</b>	: National Strategy for Transformation
<b>NURC</b>	: National Unity and Reconciliation Commission
<b>OB</b>	: Ordinary Budget
<b>OGS</b>	: Office of the Government Spokesperson
<b>PBA</b>	: Professional Bailiffs Association
<b>PR&amp;CO</b>	: Public Relations & Communication Officer
<b>PRO</b>	: Public Relations Officer
<b>PSO</b>	: Peace Support Operations
<b>RALGA</b>	: Rwanda Association of Local Government Authorities
<b>RBA</b>	: Rwanda Bar Association
<b>RCN J&amp;D</b>	: RCN Justice & Democratie
<b>RCS</b>	: Rwanda Correctional Services
<b>RFL</b>	: Rwanda Forensic Laboratory
<b>RGB</b>	: Rwanda Governance Board
<b>RIB</b>	: Rwanda Investigation Bureau
<b>RISD</b>	: Rwanda Initiative for Sustainable Development
<b>RLEA</b>	: Rwanda Law Enforcement Academy
<b>RLRC</b>	: Rwanda Law Reform Commission
<b>RLRC</b>	: Rwanda Law Reform Commission
<b>RNP</b>	: Rwanda National Police
<b>SSP</b>	: Sector Strategic Plan
<b>SWAP</b>	: Sector Wide Approach
<b>SWG</b>	: Sector Working Group
<b>SWOT</b>	: Strengths, Weaknesses, Opportunities and Threats
<b>TIR</b>	: Transparency International Rwanda
<b>TWG</b>	: Thematic Working Group
<b>UN</b>	: United Nations

**UNDP** : United Nations Development Program  
**UPR** : Universal Periodic Review  
**USAID** : United States Agency for International Development

## TABLE OF CONTENT

<b>Executive summary</b> .....	<b>5</b>
<b>CHAPTER I: INTRODUCTION</b> .....	<b>6</b>
1.1. Background.....	6
1.2. Methodology used.....	6
1.3. Objectives of the Sector.....	8
1.4 Coordination of Sector Communication activities.....	8
<b>CHAPTER II. OVERVIEW OF THE SECTOR IN TERMS OF COMMUNICATION</b> .....	<b>9</b>
2.1. Overview of the JRLOS member institutions.....	9
2.4. Snapshot on key players of the JRLO Sector Working Group.....	12
2.2. Challenges.....	13
2.3. Some Sector achievements with regards to communication.....	14
2.5. Objectives of the JRLOS communication strategy.....	14
2.5.1. General objective of the Sector Communication Strategy.....	15
2.5.2. Specific objectives of the Justice Sector Communication Strategy.....	15
2.5.3 Priority areas in Sector Communication Strategy.....	15
<b>CHAPTER III: STRATEGIC FRAMEWORK</b> .....	<b>16</b>
3.1. The JRLOS communication SWOT analysis.....	16
3.2. The Results chain.....	19
3.3. Strategic communication tools to be used.....	21
3.4. Calendar of institutional annual events/Activities and campaigns which need awareness.....	22
3.5. Analysis of Targeted Audience.....	32
3.5.1. Internal audience.....	32
3.5.2. External audience.....	33
3.5.3. Summary of Key topics on which messages can be developed.....	34
3.5.4. Evaluation and amendment.....	35
<b>Appendix 1: Monitoring and evaluation Framework</b> .....	<b>A</b>
<b>Appendix 2: COMPILED SECTOR COMMUNICATION ACTION PLAN &amp; BUDGET 2018/2019</b> .....	<b>F</b>

## Executive summary

The Justice, Reconciliation, Law and Order Sector Communication strategy 2018/19 – 2023/24 builds upon various achievements in communication across Sector institutions and partners. The rationale behind development of the current communication strategy is to join efforts in providing needed information to various target audiences and improve services delivery in Justice Sector. The outcome expected from successful implementation of this communication strategy is “*awareness of Justice Sector Services improved*”.

This Sector communication strategy has been developed through participatory meetings and workshops of Justice Sector and partner institutions Communication and Public Relations staff organised by the Ministry of Justice (MINIJUST). Chapter one highlights the importance of communication in general and defines the methodology used, objectives of the Sector as well as coordination of sector communication activities.

Chapter 2 provides an overview of the sector in terms of communication whereby member institutions and partners are described. In addition, priority areas in sector communication are highlighted for implementation, achievements and key challenges are also noted. The strategic plan part of the document describes the sector’s strengths, opportunities, threats and weaknesses on which strategic objectives are based is highlighted in chapter 3. These strategic objectives are based on the following outputs:

***Outcome 1: Awareness of Justice Sector Services improved***

***Output 1: Joint Justice Sector awareness activities organized***

***Output 2: Sector Communication staff involved in different annual JRLOS institutional events***

***Output 3: JRLOS communication services improved***

***Output 4: Awareness of laws and JRLOS programs increased and citizen participation in legislative drafting ensured***

***Output 5: Awareness of decentralized Justice Sector institutions increased***

***Output 6: National and international Rwandan image safeguarded***

Additionally, analysis of target audience, inventory of key activities/campaigns as well as key messages to be delivered are also detailed in chapter 3. The last part of the sector communication strategy is about appendices in which the Monitoring and Evaluation (M&E) framework which details outcomes and related outputs, together with their indicators, baseline values and annual milestones. It also contains 2018/2019 action plan with detailed activities to be implemented at the estimated cost of **Three hundred forty three million, thirty two thousand, seven hundred sixty Rwandan francs (343,032,760 Frw)** for the first year of implementation 2018/2019.

## **CHAPTER I: INTRODUCTION**

### **1.1. Background**

Effective communication is able to move an organisation from one point to another in terms of profitability for Corporates and reaching other objectives and Organisational mission. The first step in achieving effective communications is to know your audience, set target to satisfy their needs in terms of information and prepare appropriate information for proper audience. Organizational magazines, journals, meetings and various other forms of oral and written communication help in moulding employee's attitudes hence contributing towards achievements of set goals. It is also said that one cannot survive without communication. It helps controlling organizational member's behaviour in various ways. There are various levels of hierarchy and certain principles and guidelines that employees must follow in an organization, without communication, there is no other way they can be aware. They must comply with organizational policies, perform their job role efficiently and communicate any work problem and grievance to their superiors. Thus, communication helps in controlling function of management and operations in general. Briefly, effective communication is a foundational block of successful organisations.

In the efforts to reach Sustainable Development Goals, Rwanda Vision 2050 targets, National Strategy for Transformation (NST1) goals, Rwanda has embarked on the development of infrastructures including those of communication, information sharing and dissemination. Moreover, accountable governance will be reinforced by development in communication, incorporating it into national planning system and streamlining mechanisms of dissemination of Government's programs among citizens. Communication is central to all aspects of sustainable development and accountable governance. This requires that accurate information on the state and public services is available to citizens so that they can monitor government performance. Consequently, the elaboration of this communication strategy took into consideration most Government programs that aim at the sustainable and transformational development of the country. With the recently developed Sector Strategic Plan (SSP III), Sector communication strategy will play a key role in the implementation of SSP III goal and targets by well coordinating sector communication activities.

### **1.2. Methodology used**

The Justice, Reconciliation, Law and Order Sector (JRLOS) communication strategy was developed through participatory workshops bringing together Sector Communication staff, Justice Sector Coordination Secretariat staff and other partners who composed the drafting team. Furthermore, desk research was used to find out more about what has been done across sector vis-à-vis communication.

This document is the fruit of teamwork carried out by Justice Sector Communication and Public Relations staff, communication staff from Civil Society Organisations working with the Justice Sector who are members of Thematic Working Group of Communication (TWG 4) as provided for by the

Prime Minister's Order establishing Justice Sector Coordination Secretariat. The journey started with a three days workshop for communication staff to update the Sector Communication Strategy, which took place in Musanze (La Palme Hotel) from 11-13 January 2017. The second workshop took place at Lemigo Hotel from Tuesday the 31<sup>st</sup> October 2017 to Friday the 3<sup>rd</sup> November 2017 and was held to fine-tune the document. Another small group workshop took place on 5<sup>th</sup> April 2018 at Classic hotel to fine tune the narrative and the monitoring and evaluation framework for validation at technical level. All these workshops brought together all Staff in charge of communication in JRLOS institutions, partners and Civil Society Organisations. Further, all members of the communication TWG validated the document at technical level during a regular meeting of 18<sup>th</sup> April 2018. The strategy was validated by the Sector Working Group members in a meeting held on Thursday 31<sup>st</sup> May 2018 at Lemigo Hotel.

The following people are recognised for their effort in the elaboration of this strategy:

<b>Nr</b>	<b>Names</b>	<b>Title</b>	<b>Institution</b>
1.	INGABIRE Delphine	PRO	NPPA
2.	NSABIMANA Aphrodis	Director of Communication	Judiciary
3.	Amri SAFARI	A.g PRO	Ombudsman Office
4.	NDATUWERA Jean Claude	Information education and communication officer	NCHR
5.	AIP Vincent HABIMANA	Webmaster	RCS
6.	UMUGIRANEZA Francoise	PR &CO	MINIJUST
7.	CIP SENGABO Hillary	Spokesperson	RCS
8.	NSHIMIYIMANA Joseph	Justice Sector M&E Specialist	MINIJUST
9.	MUKANEZA Xaverine	Justice Sector Policy, Planning and Strategy Specialist	MINIJUST
10.	RUBAGUMYA Jean Chrysostome	External relations Coordinator	RCN J&D
11.	NSENGIMANA Theogene	Media Officer	CNLG
12.	SEZIKEYE Paul	IT & Communication Officer	RBA
13.	NKUBITO Richard	Former Director of PR and Social Media	RNP
14.	NSANGA Denise	Communication & Community Outreach Specialist	NURC
15.	SIBOMANA Jean D'Amour	Public Relations Officer	ILPD
16.	MUKANDAYISENGA Rachel	PR & CO	RLRC
17.	MUTUYIMANA Jeanne d'Arc	Publication & Documentation Officer	CNLG
18.	HABIMANA Alexis	PR&CO	LAF
19.	MUKANEZA Xaverine	Justice Sector Policy, Planning & Strategy Specialist	MINIJUST
20.	NSHIMIYIMANA Joseph	Justice Sector Monitoring and Evaluation Specialist.	MINIJUST

### **Under the coordination of:**

<b>SN</b>	<b>Names</b>	<b>Title</b>	<b>Institution</b>
1.	Dr. KAYIHURA M. Didas	The Rector of ILPD and Chair of TWG	ILPD
2.	NABAHIRE Anastase	Justice Sector Secretariat Coordinator	MINIJUST
3.	Sam Mandela MUZINGA	Communication Researcher& Justice Sector focal person in OGS	OGS
4.	MUTIMUKEYE Regine	Justice Sector Capacity Development& Public Awareness Specialist	MINIJUST

### **1.3. Objectives of the Sector**

The Justice Sector is a coordination structure which enables institutions in the Sector to work together effectively towards common objectives, without compromising their operational, legal or constitutional independence and without duplicating their efforts. The sector is mandated to strengthen the rule of law, to promote a culture of peace and good governance. Specifically, the Justice Sector is mandated to:

1. Ensure universal access to quality Justice;
2. To ensure the genocide ideology is eradicated and reconciliation mechanisms are reinforced;
3. To ensure that the rule of law, accountability and human rights are promoted;
4. Ensure that law and order are maintained and enhanced.

In order to reach such objectives, effective communication among the JRLOS institutions and its partners is of great importance. More importantly, communication strategy helps different institutions to identify communication opportunities, gaps and to plan activities accordingly. The JRLOS communication strategy will help to inform the public about the rule of law, individual rights in effort to have a socially and economically healthy nation, to build understanding and behaviour change towards crime prevention and to prevent misunderstandings.

### **1.4 Coordination of Sector Communication activities**

As per the survey by Rwanda Governance Board (Citizen Report Card 2017), citizens' perception towards justice services delivery ranks at 74.3%. Though there is an increase compared to the previous year's ranking, the percentage is still low considering awareness activities carried out by JRLOS institutions. This might be due to poor coordination of communication activities across the Sector, irrelevant communication channels used compared to the target audience, insufficient budget to use appropriate channels among others.

With the aim of decreasing duplication among sector communication activities and enhance Sector Wide Approach (SWAP), Sector communication staff will sit on an annual basis and agree on activities/campaigns to be carried out by institutions in a given period in terms of communication. This



action plan should be validated by the members of Thematic Working Group of communication as well as the Steering Committee members and will make it clear as to who does what and when. Furthermore, some sector awareness activities will need contribution from each institution for implementation to strengthen SWAP. Apart from unforeseen events, all annual events and activities will be included in the action plan with the aim of increasing involvement to reach a wide audience and reducing duplication.

## **CHAPTER II. OVERVIEW OF THE SECTOR IN TERMS OF COMMUNICATION**

Communication issues in Justice Sector are handled in a forum called **Thematic Working Group of communication (TWG)** which is provided for in the Prime Minister Order N° 123/03 of 13/10/2010 establishing the Justice Sector and determining its mandate, structure and functioning, in its article 9 point 4. The mission of the Justice Sector Thematic Working Groups is to ensure the **delivery of Justice Sector strategy outputs** while aligning the institutional plans and budgets with the Strategy.

The current communication strategy has been developed to be used as a starting point on which to base communication related decisions by various member institutions. It is also a way of focusing on where the Sector wants to be and what needs to be done in the next 6 years. Further, it is a tool for discovering strengths and opportunities and identifying challenges of the Sector, which will lead to strong planning mechanisms in order to overcome them. Finally yet importantly, this document is a way of monitoring the achievements of the Sector in terms of communication to be able to deliver against set targets.

### **2.1. Overview of the JRLOS member institutions**

The Justice, Reconciliation, Law and Order Sector (JRLOS) is complex and brings together many actors. They include Government institutions, Civil Society Organizations, Development Partners, and the Private Sector. From 2008, the Government of Rwanda established the Justice Sector Wide Approach as a structure for technical and inclusive policy engagement with all Justice Sector Stakeholders. In 2010, the Prime Minister Order N°123 of 25/10/2010 legally established the Justice Reconciliation Law and order Sector (JRLOS). The following are key players and their mandates according to Laws establishing them:

#### **1. Ministry of Justice (MINIJUST):**

The general mission of the Ministry of Justice/Office of the Attorney General is to organize and oversee the promotion of the rule of law, law enforcement and justice for all.

#### **2. The Judiciary:**

The Judicial authority is composed of ordinary Courts, specialized Courts and the High Council of the Judiciary, which is the supreme governing organ. It receives cases and renders judgments in conformity with enacted laws.

### **3. The Institute of Legal Practice and Development (ILPD):**

ILPD serves as a capacity-building wing of the sector. Its mission of is to:

- ✚ Contribute to the development of justice in Rwanda and the region, through offering initial professional training to persons holding a bachelor's degree in law, in particular, by offering postgraduate programs for judges, prosecutors, lawyers, bailiffs, notaries,... to bring their quality up to international standards with regards to legal practice.
- ✚ To offer continuing legal education in order to improve the knowledge and skills of personnel in the Justice Sector, in particular by offering training for clerks, criminal investigating officers, mediators and all other personnel dealing with legal matters in different ministries and institutions;
- ✚ To conduct research and inform evidence based decision making in the sector;
- ✚ To contribute to the development and dissemination of the law.

### **4. Rwanda National Police (RNP):**

Rwanda National Police is generally responsible for ensuring security of persons and property throughout the country.

### **5. Rwanda Correctional Services (RCS):**

The general mission of Rwanda Correctional Services is to implement the general policy and strategies for effective management of inmates and Tigistes by ensuring respect for human rights. It aims at promoting effective justice and human rights through ethical and professional correction while ensuring the safety of the general public and healthy communities.

### **6. The National Commission for the Fight Against Genocide (CNLG):**

The mission of CNLG is to prevent and fight against Genocide, its ideology and overcoming its consequences.

### **7. The National Commission for Human Rights (NCHR):**

The overall mission of the National Commission for Human Rights is to promote and protect Human Rights.

### **8. Rwanda Law Reform Commission (RLRC):**

The overall and permanent mission of RLRC is to review Rwandan laws with a view to ensuring their development and reform. In order to fulfill its mission, RLRC collaborates with other public and private institutions, whether national or international as well as national or international non-governmental organizations.

## **9. The National Public Prosecution Authority (NPPA):**

The National Public Prosecution Authority is responsible for investigating and prosecuting offences throughout the country. The National Public Prosecution Authority is a single institution. It is composed of the Office of the Prosecutor General, the Public Prosecution service at the intermediate level and the Public Prosecution Service at the Primary level.

## **10. The National Unity and Reconciliation Commission (NURC):**

The overall mission of the National Unity and Reconciliation Commission is to promote national unity and reconciliation among Rwandans.

## **11. The Office of OMBUDSMAN:**

The mission of the Office of OMBUDSMAN is leading the fight against corruption through public education, prevention and law enforcement.

## **12. Rwanda Forensic Laboratory (RFL):**

Rwanda Forensic Laboratory has the overall mission of providing its clients with services of conducting scientific analysis of evidence for judicial purposes and services requested by individuals or other institutions and organizations whether inside or outside the country. It also has the mission of financial self-sustainability and contribution to the public treasury.

## **13. Rwanda Investigation Bureau (RIB):**

The overall mission of Rwanda Investigation Bureau is to uphold the rule of law through effective crime prevention and response.

## **14. Rwanda Law Enforcement Academy (RLEA):**

The overall mission of RLEA is to provide tailored and quality training programs for law enforcement agents and agencies to address their capacity challenges.

## **15. The Military Prosecution Department:**

It is responsible for the prosecution of offences committed by people subject to the jurisdiction of military courts. It investigates and prosecutes offences before Military Courts.

## **16. Military Justice:**

The Military Justice System deals with the following types of cases:

- Criminal offenses suspected to have been committed by military personnel in application of the Penal Code. The primary purpose is to maintain order and discipline by holding military offenders accountable for their crimes.
- A suit for damages arising out of a criminal case committed by a soldier may also be filed in the same court hearing the criminal trial in a military court. It may also be separated and filed in a civil court with competent jurisdiction over the suit as provided by article 145 of the referenced Organic Law.

## 2.2. Snapshot on key players of the JRLO Sector Working Group

- ✓ In addition to Government institutions, the Justice Sector also works with Development Partners, Civil Society Organizations and Private Sector. Some Development Partners include the Embassy of the Kingdom of The Netherlands (Currently Co-Chair of the SWG), the Swedish Embassy, the Delegation of the European Union, UNDP, and USAID.
- ✓ Civil Society Organizations are also actively working in the Sector to strengthen Justice, Reconciliation, Law and Order. Those include Legal Aid Forum, Transparency International, RCN Justice & Democracy, Rwanda Initiative for Sustainable Development (RISD) among others.
- ✓ Partner Organizations including Rwanda Bar Association (RBA), Kigali International Arbitration Centre (KIAC), Professional Bailiffs Association (PBA) and Muhabura Multichoice Company (MMC) among others are paramount in delivery of the sector services to citizen.

## 2.3. Civil Society and Private Sector partner organizations

### 1. Legal Aid Forum (LAF)

The mission of LAF is to promote and support the provision of accessible and quality legal aid services through coordination of service delivery related to legal advisory and assistance, advocacy and education for population and research of gaps in service delivery and laws.

### 2. Rwanda Bar Association (RBA)

The mission of RBA is to gather all the members of the Bar Association to promote and protect the interests of the legal profession and the public in the administration of justice. The Bar does this by preserving the integrity of the profession through regulation and supporting professional development, and by helping to shape the law and advancing respect for the rule of law and human rights

### 3. Kigali International Arbitration Centre (KIAC)

KIAC mission is to promote Rwanda as a venue of efficient arbitration services and a Center of excellence for research and training of professionals in Alternative Disputes Resolution (ADR) mechanisms.

#### **4. Professional Bailiffs Association (PBA)**

The mission and objectives of this organization is to bring together professional bailiffs, make a follow up and advocate for fair execution of judgments and perform other duties relating to its responsibilities. In addition, PBA promotes development and a better service delivery in relation to bailiffs' responsibilities, promotes the interests of the profession and resolve conflicts that may occur amongst members of the Association and between members and non-members.

#### **5. Transparency International Rwanda (TIR)**

Transparency International has a global movement with one vision, to have a world free of corruption. Transparency gives voice to the victims and witnesses of corruption and work towards a world free of corruption.

#### **6. RCN J&D**

The social objective of RCN J&D is to contribute to ensuring respect for the fundamental rights of every person, the rights to justice in particular and the protection of the right recognized by international conventions.

#### **7. Muhabura Multichoice Company Ltd (MMC Ltd)**

MMC Ltd is a business-oriented company with a mandate, among others, to expand, maintain and enhance the efficiency of production activities that were formerly implemented by Rwanda Correctional Services (RCS) to boost RCS self-reliance.

### **2.4. Challenges**

Performance of the Sector in terms of awareness and communication is mostly hindered by the following challenges:

1. Limited capacity in terms of modern communication equipments
2. Issues in media partnership
3. Scattered awareness activities leading to duplication
4. Ineffectiveness of tools currently used in awareness and weak reporting mechanisms
5. Insufficient effective legal awareness
6. Lack of enough budget allocated for joint awareness activities of the Sector
7. Insufficient visibility of Justice Sector institutions and services delivered
8. Lack of a common platform on which Justice Sector related news can be uploaded on a daily basis for easy access by the audience (JRLS web site/Portal, newsletter...)
9. Limited skills of Justice Sector communication staff in legal language/terminologies
10. Limited knowledge in hands on skills like basic ICT skills for content management, publisher, graphic design, Photoshop, Adobe...

## 2.5. Some Sector achievements with regards to communication

The first Sector communication strategy was developed to cover the period of 2013/2014 - 2016/2017 and since then a lot has been achieved especially in coordination related matters. With the support/advocacy of Justice Sector Coordination Secretariat, the Communication TWG recorded among others, the following achievements in the Sector:

1. Communication staff in JRLOS institutions developed the first Sector Communication Strategy 2013/2017 to guide communication activities in the Justice Sector institutions.
2. Various capacity development initiatives for Sector communication staff aiming at improving their daily performance were carried out. Among those, we can note professional Social media use, Legal Media terminology, professional writing and communication skills.
3. Social media visibility of all Justice Sector institutions was improved, as all Justice Sector institutions are currently active on social media platforms mostly Twitter, Facebook, You Tube and Flickr.
4. JRLOS staff at the managerial level were trained in the use of social media and this contributes to Rwanda's own mechanism of "Telling our story" and improving service delivery.
5. Annual Website assessment is carried out to assess website content in terms of quality and regularity and rank JRLOS institutions based on their online visibility. In the first assessment, RNP emerged as **the best performing JRLOS** institution concerning online visibility and quality of content.
6. The TWG of communication members carried out a study visit to Rwanda National Police on 23<sup>rd</sup> December 2015 to learn the best practices in communication.
7. Through regular TWG meetings and in collaboration with the Justice Sector Coordination Secretariat, some public relations and communication staff who were not allowed **to participate in institutional management meetings** in order to be aware of activities being organised by their institutions were advocated for through Steering Committee meetings and the issue was settled.
8. Through Justice Sector Secretariat advocacy, most of communication staff who did not have basic equipments like professional Cameras/IPAD, Recorders, Lap Tops etc. to perform their daily work were advocated for and they got basic equipments, which reduced communication gaps.
9. Increased partnership with the Office of Government Spokesperson, which allowed the Sector Communication staff to be active in National communication framework and increase their institutional online visibility.
10. Citizens' access to justice related information was improved through various channels (websites, Radio/TV shows, pamphlets, social media...)
11. Sector institutions carried out various awareness campaigns and press conferences to spread needed information.

## 2.6. Objectives of the JRLOS communication strategy

It is one of the prime duties of the state to provide accessible justice for its citizens through communication and dissemination of all needed information. That awareness can be achieved through involving the population in legislative drafting process and facilitating easy access to duly published

laws. Sustainable mechanisms set up to deliver justice need to be known to the public to ensure accountability and “telling our story” as a country. Civil Society has a supporting role to play in the delivery of universal justice as well as to inform and help the population to have access to justice and they should work closely with the Justice Sector in the communication programs.

### **2.6.1. General objective of the Sector Communication Strategy**

The general objective of this communication strategy is to ensure that the public has sufficient and accurate information about Rwanda Justice, Reconciliation, Law and Order Sector (JRLOS) service delivery mechanisms leading to community inclusiveness and improvement of justice service delivery mechanisms.

### **2.6.2. Specific objectives of the Justice Sector Communication Strategy**

1. To strengthen capacity of Sector institutions in terms of modern communication equipments and skills;
2. Improve partnership between media houses and Justice Sector institutions;
3. Ensure strong awareness activities coordination within JRLOS institutions;
4. Create new innovations to increase effectiveness of tools used in awareness;
5. Mobilise budget for joint awareness activities of the Sector (strategy implementation) and
6. Increase institutional visibility and their services.

### **2.6.3 Priority areas in Sector Communication Strategy**

The Justice Sector Communication Strategy targets will be reached through the implementation of the following strategic interventions:

**Outcome 1: Awareness of Justice Sector Services improved:** The main purpose of every communication activity is behaviour change derived from getting all desired information on a given situation. Rwanda Governance Board (RGB) surveys ranks Justice Sector among sectors with good performance with the exception in service delivery and legal awareness. This may be due to limited information about justice services across Justice Sector and target audience which is the reason why the strategy mainly aims at improving awareness of Justice Sector services as an outcome.

**Output 1: Joint Justice Sector awareness activities organized:** This output will be achieved through organising Sector joint activities like open day, sector community work, joint press conferences, friendly games, Justice Week etc...within which service delivery related messages will be delivered. This will contribute towards the improvement of Justice Sector services awareness.

**Output 2: Sector Communication staff involved in different annual JRLOS institutional events:** Limited information about Justice Services is also due to low involvement of Sector communication staff in different sector events. Across the Sector, there are various seasonal, annual events/campaigns, which are most of the time nationwide and attract wide audience. It is crucial for Sector communication staff to get involved in order to reach the widest audience possible through use of various communication channels.



**Output 3: JRLOS communication services improved:** This will be measured through the level of institutional performance in communication activities like the number of web stories on institutional website. Online visibility through social media platforms among others. Enhanced sharing of information using various channels will provide needed information to the target audience and hence, will contribute towards the improvement of communication services across the sector institutions.

**Output 4: Awareness of laws and JRLOS programs increased and citizen participation in legislative drafting ensured:** There is a persistent issue raised by citizens through RGB surveys whereby citizens claim that awareness of laws is poor and that they do not get involved in legislative drafting process to ensure full ownership of laws once they get published. This will be achieved through increased awareness of laws especially making all active laws available for audience using social media platforms, outreach programs, consultation campaigns on laws being drafted and having a “one stop center website” for Rwandan laws.

**Output 5: Awareness of decentralized JRLOS institutions increased:** As part of availing all needed information about services offered by Justice Sector institutions, the public should know mission and vision of each JRLOS institution. In addition, some institutions have decentralized structures delivering same services as the central level offices, but are not known by the citizens who keep on carrying out long distance journeys to get the service, which they should have got at decentralised level. Hence, it is of great importance to increase awareness on such structures in order to help citizens get needed information and services in their local areas.

**Output 6: National and international Rwandan image safeguarded:** Safeguarding Rwandan image whether internally or externally is every citizen’s duty. However, not everyone is able to do it in a proper way without having enough information at hand. This is why especially staff in charge of communication should be well acquainted with all related information to be able to screen those to respond to, through which channels and in which frequency. Hence, they should read extensively and share relevant information to whom it may concern in a proper time.

### CHAPTER III: STRATEGIC FRAMEWORK

#### 3.1. The JRLOS communication SWOT analysis

This section analyses the Strengths, Weaknesses, Opportunities and Threats of Justice, Reconciliation, Law and Order Sector in terms of communication and proposes possible solutions to weaknesses and threats that are found. Later on, this section will have a direct linkage to the Monitoring and evaluation matrix, which will help the Sector Coordination Secretariat to monitor progress against targets.

Strengths	Weaknesses	Proposed solutions
<ul style="list-style-type: none"> <li>Existence of communication policies respected in JRLOS institutions;</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient inter-communication mechanisms among JRLOS institutions.</li> </ul>	<ul style="list-style-type: none"> <li>Involvement of Communication staff in JRLOS events preparation.</li> </ul>



<ul style="list-style-type: none"> <li>Justice Sector provides services to the grassroots through MAJ staff, empowered Abunzi and JRLOS District Committees with active participation of Civil Society Organizations;</li> <li>Progressive Introduction of Alternative Dispute Resolution (ADR) mechanisms;</li> <li>Existence of communication staff on JRLOS institution structures;</li> <li>Availability of ICT infrastructures and new communication platforms;</li> <li>Diversity of communication related services offered by JRLOS institutions;</li> <li>Relevance of communication services to JRLOS institutions' top management.</li> </ul>	<ul style="list-style-type: none"> <li>Insufficiency of communication staff and equipments in some institutions;</li> <li>Weak coordination of joint JRLOS communication activities (website, newsletter, press conference, open days, talk shows etc.</li> <li>Lack of joint communication implementation plan and M&amp;E</li> <li>Insufficient institutional communication budget;</li> <li>Lack of professional hands-on skills in communication;</li> </ul>	<ul style="list-style-type: none"> <li>Reinforcement of Communication services in term of staff, skills and equipments.</li> <li>Organize JRLOS joint awareness activities</li> <li>Organise quarterly workshop to elaborate JRLOS joint Communication Action Plan and M&amp;E Framework</li> <li>Advocate for increase where necessary.</li> <li>Organise training sessions on hands-on skills</li> </ul>
<p><b>Opportunities</b></p>	<p><b>Threats</b></p>	<p><b>Proposed solutions</b></p>
<ul style="list-style-type: none"> <li>JRLOS member institutions are trusted by citizens;</li> <li>Increased trust of JRLOS institutions by the International Community;</li> <li>The rise of media houses and</li> </ul>	<ul style="list-style-type: none"> <li>Existence of some biased rights' groups;</li> <li>Manipulation of International Justice by some international actors;</li> <li>Genocide denial;</li> <li>Citizens' ignorance about laws;</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining trust vis-à-vis international communities</li> <li>Perform a Global media Overview on Rwanda Justice on a daily basis</li> <li>Increase Legal awareness activities</li> </ul>

<p>communication channels;</p> <ul style="list-style-type: none"> <li>• Positive media relations;</li> <li>• Communication support from the Office of the Government Spokesperson;</li> <li>• JRLS' relationship with Development Partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of awareness of decentralized legal services and structures;</li> </ul>	<p>↔ Increase awareness of decentralized justice structures</p>
--	---	---

### 3.2. The Results chain

**Outcome: Awareness of Justice Sector Services improved**

**Output 1: Joint Justice Sector awareness activities organized**

**Output 2: Sector Communication staff involved in different annual JRLOS institutional events**

**Output 3: JRLOS communication services improved**

**Output 4: Awareness of laws and JRLOS programs increased and citizen participation in legislative drafting ensured**

**Output 5: Awareness of decentralized Justice Sector institutions improved**

**Output 6: National and international Rwandan image safeguarded**

**Policy Actions:**

1. Organize JRLOS open days;
2. Organize joint community work (umuganda);
3. Organize joint press conferences;
4. Organize inter-institutional games;
5. Design joint annual action plan;
7. Justice week organized
8. Organize quarterly workshop to plan, monitor and evaluate awareness activities

**Policy Actions :**

1. Organize legal aid; Police; anti-corruption; anti GBV; Road safety; RCS; reconciliation weeks and Genocide commemoration.
2. Organize international Human Rights day, Organize International People with disability day; UN convention on prevention and punishment of Crime of Genocide day. Judicial Year launch District anti-injustice campaign,
3. Organize International conference of Human rights
4. Organize international day of peace
5. Organize reconciliation and unity award events
6. Mandela Day
7. Coordinate JRLOS institutional events

**Policy Actions:**

1. Avail communication relevant equipments;
2. Put in place Legal Information Portal (LIP) or sector website
3. Organize hands-on communication related skills;
4. Review Institutional structures to increase the number of communication staff where necessary.

**Policy Actions:**

1. Organize outreach programs ,workshop and trainings;
2. Organize periodic radio and TV shows;
3. Feeding institutional websites, social media platforms with new laws highlights;
4. Organize consultation campaigns on laws being drafted;
5. Upgrade Legal Information Portal (LIP);
6. RLRC website as a one stop center for Rwandan laws

**Policy Actions:** 1.Organize awareness campaign for MAJ, JRLOS District committees; CPCs, Abunzi, Abatahira, SCURs, District Anti-corruption and injustice councils, reconciliation forums, Never Again Clubs (Anti Genocide Clubs), Human Rights Clubs, Observatory of Child Rights, Anti-Crime clubs, Abarinzi b'Igihango, Associations for Unity and reconciliation, RCS Anti Genocide Clubs in Prisons,

**Policy Actions:**

1. Publish good practices within Justice Sector;
2. Awareness on Published international justice services related surveys;
3. Constantly review ,analyze global media and act accordingly
4. Regular publication of institutional JRLOS performance reports and success stories
5. Promote media Partnership



**Inputs:** Budget availability, Qualified staff in charge of communication, and committed leaders within JRLOS institutions



**Inputs:** Budget availability, Qualified staff in charge of communication, and committed leaders within JRLOS institutions



**Inputs:** Budget availability, Qualified staff in charge of communication, and committed leaders within JRLOS institutions



**Inputs:** Budget availability, Qualified staff in charge of communication, and committed leaders within JRLOS institutions



**Inputs:** Budget availability, Qualified staff in charge of communication, and committed leaders within JRLOS institutions



**Inputs:** Budget availability, Qualified staff in charge of communication, and committed leaders within JRLOS institutions

### 3.3. Strategic communication tools to be used

This communication strategy has proposed communication channels taking into consideration the target audience of the Sector and the message(s) to be delivered. In order to reach the target audience, the Sector shall use but not limited to the following channels:

- **Publicity and Promotional Materials** (Posters, banners, brochures, flyers, leaflets, e-billboards, etc) to customize the communication with different segments of the target audience. This may be done occasionally once the sector is preparing an important event.
- **TV and Radio Shows:** Justice Sector's Institutions shall jointly plan and coordinate their respective TV and Radio Shows. There will be an organized way of working together and arrange the dissemination of the laws and related messages through shows using the respective available resources of institutions.
- **Use of community based media and live performance on a selected topic** (mobile cinema) which will succeed with the help of local authorities.
- **Advertising:** the sector shall use Radio and TV spots, Supplements through the most popular media houses for conveying message to the public and raising awareness about events, activities, laws etc.
- **Social Media:** The Sector shall maximize the use of all available Social Media platforms (Facebook, Twitter, YouTube, Flickr, Linked Inn, Instagram, Sound Cloud, etc) to regularly convey messages and react to queries from the public.
- **Media relations** will also have a crucial role and will be enhanced with regular contact with journalists, maintaining their updated mailing lists, regular press briefs and conferences, subject spokesperson to brief the journalists about a given subject matter will be done in this respect.
- Establish **one stop center** where the updated laws shall be accessible
- **Direct communication with key officials:** field visits, open telephone calls, round table discussions, conferences, lectures, training events, public events, email exchange between the institutions will have an impact in building the network.
- **Website and other online Services:** The Sector shall maximize the use of institutional websites, revamp and update of Legal Information Portal (LIP) or sector website, web based services and all the applicable online services (e.g.: Irembo, Integrated Electronic Case Management System-IECMS, etc) to regularly convey messages and react to queries of the public and ensure quality service delivery.

SN	Current	New	Purpose
1.	Radio and TV shows	<ul style="list-style-type: none"> <li>- Quiz shows and competitions</li> <li>- Use of Dramas (sketches)</li> <li>- Mobile caravan</li> <li>- DJ mentions</li> <li>- Radio/TV spots</li> <li>- Vox pop (use of celebrities voices to give certain message)</li> <li>- Joint open days</li> <li>- Joint community works</li> <li>- Joint inter institutional tournaments</li> <li>- Justice week</li> <li>- Umutumirwa</li> <li>- Joint awareness campaigns</li> <li>- Use of public transport screens</li> </ul>	<ul style="list-style-type: none"> <li>• To increase opportunities for interface between the Justice Sector and the population, especially in rural areas.</li> <li>• To promote teamwork, better coordination among JRLOS staff and good media relations.</li> <li>• To enhance interpersonal communication among staff which in turn boosts internal communication within institutions and then spreads among the sector's external audience.</li> </ul>
2.	Trainings of media on coverage and reporting of justice related news.		
3.	Institutional newsletters and magazines		
4.	Leaflets, brochures, pamphlets		
5.	Activity/operations reports		
6.	Promotional materials (pull-up banners, posters, banners, stickers, etc.)		
7.	Documentary films and other audio visual materials		
8.	Press conferences		
9.	Websites updates		
10.	Community outreach programs		
11.	Toll free numbers		
12.	Supplement articles in Newspaper		
13.	Press releases		
14.	Social media platforms		
15.	Open days		
16.	Adverts		

### 3.4. Calendar of institutional annual events/Activities and campaigns which need awareness

Across all Justice Sector Institutions, there are annual campaigns whether local or international, events and interventions which take place within institutions throughout the year. These events dictate institutions to inform the public. Therefore, different communication channels are used to inform the public.

<b>SN</b>	<b>Institution</b>	<b>Name</b>	<b>Brief description</b>	<b>When does it take place (Q)</b>
<b>1.</b>	<b>RNP</b>	<b>Police Week</b>	Showcasing human security activities and citizen engagement in crime prevention	May-June each year (Q4)
		<b>Road safety week</b>	Sensitizing all categories of road users on traffic rules and regulations	December each year (Q2)
		<b>Center of excellence (KICD)</b>	Training on handling issues of GBV, child abuse and human trafficking	May-June (Q4)
		<b>Community policing</b>	Rwandan youth volunteers general assembly	July, November and December
		<b>Peace support operations</b>	Rotating of Formed Police Officers (FPU). Training of Peace Support Operations (PSO) trainers	May, August, September and November
		<b>Fire and rescue brigade</b>	Training programs to schools and hospitality facilities	Continuous
		<b>Police marine</b>	Awareness campaign and training to fishermen cooperatives	Continuous
		<b>Anti-corruption campaign</b>	Sensitization on integrity and developing anti-corruption culture and ethical conduct in police services delivery.	December each year
		<b>RNP media interaction sessions</b>	Inviting different media houses and justice sector partners to discuss security related issues.	Quarterly
<b>2.</b>	<b>Office of the Ombudsman</b>	<b>District anti-Injustice campaign</b>	Annual campaign through which messages relating to fighting injustice are spread across Districts.	In December each Year
		<b>Anti-Injustice Week</b>	Annual campaign to fight against injustice	In May each year starting with 2018/19
		<b>Anti-corruption week</b>	Annual campaign to fight against corruption	
		<b>Asset declaration</b>	Annual activity whereby some public servants including higher officials have to declare their assets to the Ombudsman office through a system with the aim of controlling corruption among public servants.	Each Year long till 30th June
		<b>Injustice Prevention</b>	6 Districts are covered each year depending on the plan to raise awareness on the prevention of injustice.	Annual
<b>3.</b>	<b>RCS</b>	<b>Remorse &amp; reconciliation</b>	Awareness campaign organised to strengthen unity and reconciliation	Annual

			between genocide perpetrators and victims.	
		<b>Use of Biogas</b>	Awareness campaign to sensitize people to use biogas in order to reduce firewood used for environment protection	Annual
		<b>RCS week</b>	Annual week of Rwanda Correctional Services through which different awareness activities including community work are carried out to inform the public about services offered by RCS.	Annual
		<b>Awareness on production activities</b>	This campaign aims at increasing awareness of public towards production activities carried out by inmates including livestock, handicraft, agriculture, carpentry and masonry.	Annual
		<b>UN Peace keeping mission</b>	This is carried out to support other countries to strengthen their programs related to correction following international standards for treatment of inmates.	Annual
		<b>Mandela Day Celebration</b>	Annual Day celebrated with the aim of implementing human rights for prisoners	Every year on 18/07
<b>4.</b>	<b>NURC</b>	<b>Reconciliation Week</b>	During this week, all Rwandans celebrate achievements in unity and reconciliation and discuss remaining challenges in their respective communities as well as possible solutions.	1 <sup>st</sup> October
		<b>International Day of peace</b>	<ul style="list-style-type: none"> <li>• Every year, the UN invites all Member States, UN Bodies, Regional and NGOs to observe the International Day of Peace by commemorating and strengthening the ideals of peace both within and among all nations and peoples.</li> <li>• In Rwanda, this event is coordinated by the NURC in collaboration with partners in peace building and reconciliation with the support of the UNDP.</li> </ul>	21 September
		<b>Unity Award</b>	<ul style="list-style-type: none"> <li>• In partnership with Unity club, this award was given to individuals and/or</li> </ul>	During the annual Unity Club forum



			<p>organisations/associations with best practices for reconciliation.</p> <ul style="list-style-type: none"> <li>From 2015, a recognition certificate is awarded to individuals who showed outstanding acts of humanity during the hard and dark history of Rwanda.</li> </ul>	
		<b>Ndi Umunyarwanda Campaign</b>	<ul style="list-style-type: none"> <li>Ndi Umunyarwanda provides a platform to learn about Rwanda's story, to cement the Rwandan identity, build trust and look to the future as Rwandans.</li> </ul>	Every institution is requested to fix time for Ndi Umunyarwanda dialogue.
5	NCHR	<b>International conference on human rights</b>	The NCHR convenes International Conferences on Human Rights to assess progress in implementation of some policies related to human rights. Representatives from Member States, delegates or observers from a number of United Nations bodies and specialized agencies, regional intergovernmental organizations and non-governmental organizations participate in those conferences. Hence, all participants share best practices of their respective countries in human rights matters. At the end, all representatives commit to implement the declarations from those conferences.	At least 1 International conference per year
		<b>African child day celebration</b>	The Commission joins other institutions in the celebration of this Day and delivers lectures in schools, in order sensitize them on their rights and on how the child's rights are respected in the country.	16 June every year (Q4)
		<b>International day of people with disabilities</b>	This Day was established by the United Nations in 1992, in the framework of respecting Disabled Persons and protecting them against any form of discrimination, as provided for in International Conventions and Rwandan laws. The campaign aims at urging different organs to respect the rights of Disabled Persons, in order to implement programs set up in the framework of protecting the disabled.	3 December every year (Q2)

		<p><b>Human right report</b></p>	<p>The Commission produces annual report that clearly shows the progress it made year after year. That progress, in particular, includes the bringing its services closer to the population. Moreover, the report shows that progress as a sign of the vigor work achieved in creating a culture of respect for human rights in Rwanda, a task that require time, tenacious effort and dedication. The report also recommends the necessity of the organizational entities concerned with the findings of the Commission to take a particular interest in those findings and find appropriate solutions to them. Not only the annual report is produced but also thematic reports are produced on particular issues.</p>	<p>Q1 (Before September 30<sup>th</sup>)</p>
		<p><b>International women's day</b></p>	<p>The Commission joins other institutions in the celebration of this Day. It is for the Commission a good opportunity to talk about women's rights and to reflect on the journey made towards gender equity both globally and in Rwanda, as well as devise mean to tackle the remaining challenges</p>	<p>8 March every year (Q3)</p>
		<p><b>International Human rights day</b></p>	<p>The Commission joins the International Community in celebrating this day that provides an opportunity to confirm its commitment to protect and promote respect for human rights. The Commission together with Governments and Non-Governmental Organizations that are active in the human rights promotion and protection organize conferences, meetings, exhibitions, cultural events, debates and many more events to discuss issues pertaining to human rights with a focus on empowering people to know their rights.</p>	<p>10 December every year (Q2)</p>

		<b>Human Rights campaign and Public hearing</b>	The Commission organizes outreach programs of the population on human rights matters and, in collaboration with local authorities; they receive complaints of human rights violations and find solutions to them through public hearing system.	Regularly (Q2,3&4)
		<b>Monitoring human rights activities</b>	The Commission carries out visits to custodial places with the purpose of inspecting whether the rights of detainees are respected and urge relevant authorities to address identified cases of violation of the rights of detainees and other vulnerable groups.	Q4 and when deemed necessary
		<b>Preparation of UPR report</b>	<p>The Universal Periodic Review (UPR) is a unique process which involves a review of the human rights records of a country as a UN Member State. The report is designed to ensure equal treatment for every country when their human rights situations are assessed.</p> <p>The Commission participates in various meetings on the preparation of UPR. It provides views and advices at technical level so that the resolutions from the previous cycle are implemented before the following cycle of UPR.</p> <p>The Commission advises relevant institutions to fully implement all recommendations. In this regard, the Commission conducts an assessment and publishes the findings on the implementation of the recommendations issued during the Universal Periodic Review on the respect of human rights in Rwanda.</p>	Every 4 years
		<b>The process of designing National human rights action Plan</b>	NCHR collaborates with other organs in designing strategies to prevent violations of Human Rights. That National Human Rights Action Plan is like a vade mecum for all institutions, especially the ones that deal with human rights issues.	Q2

6.	RLRC	<b>Publication and awareness of updated laws</b>	It is a campaign used on every law published by putting it on the web site, spreading the information on the Commission's social media platforms and organise a press conference in case of need.	Continuous
		<b>Public Consultation on legislative drafting process</b>	Process of collecting ideas and suggestions from the citizens on laws in pipeline.	Continuous
		<b>Awareness on new Laws</b>	Regular workshops and citizens assemblies organised to inform them about laws.	Quarterly
7.	ILPD	<b>Graduation ceremony</b>	The date for graduation is communicated accordingly	The graduation date is fixed every year.
		<b>Enhance national and international awareness on ILPD programs and services.</b>	Continuous awareness campaign on services provided by ILPD.	Continuous
		<b>Publication of Research Findings</b>	No fixed period	occasional
		<b>Dissemination of law</b>	No fixed period	occasional
8.	MINIJ UST	<b>Legal aid week</b>	<ul style="list-style-type: none"> <li>Since 2009, the Ministry of Justice, in partnership with other Justice Sector Institutions have been organising the annual Legal Aid Weeks.</li> <li>The Legal Aid Week's activities focus on two major areas of intervention: <b>legal representation</b> for people in detention centres (prisons, police stations, transit centres) and <b>providing legal aid services</b> to the general population and prisoners in the form of legal information, education, advice, orientation and written court submissions.</li> </ul>	Every year Q3
		<b>Asset recovery campaign</b>	This is an ongoing campaign aiming at recovering all government funds embezzled.	Ongoing
		<b>Coordination meetings</b>	These are quarterly meetings bringing together all Government Legal Officers to discuss pertinent issues relating to their work. It is organised by the Ministry of Justice.	Quarterly

		<b>Achievements of Justice Sector through annual JRLOS Peer Review Retreats</b>	Annual JRLOS Retreat, which brings together all sector leaders, partners and all CSOs working in Justice for peer-to-peer evaluation and orientation.	Quarter 3
		<b>Rwanda-Netherlands advisory Panel on rule of law</b>	<ul style="list-style-type: none"> <li>This is an annual meeting, which alternate countries where it is held between Rwanda and Netherlands.</li> <li>There have been two meetings so far and according to the MOU two more will be held.</li> </ul>	Quarter 4
		<b>Public awareness on laws</b>	Continuous legal awareness through radio shows, public meetings, outreach programs etc.	Continuous
		<b>Justice Sector Open day</b>	Annual event where by all JRLOS institutions and stakeholders showcase their services to the citizens organised in a selected Province.	Annual
		<b>Justice Sector Inter institutional friendly match</b>	Sector awareness through friendly games on a selected theme.	Annual
		<b>Justice Week</b>	Annual week organised to increase awareness of the citizens towards justice services during which some of them are delivered free of charge.	Annual
		<b>Justice Sector community work</b>	This is an annual community work organised by the Ministry with its stakeholders to raise awareness on a certain issue in Justice sector.	Annual
<b>9.</b>	<b>CNLG</b>	<b>Commemoration of 1994 Genocide against Tutsi</b>	Tutsi Genocide Memorial Day	7 <sup>th</sup> April every year
		<b>Advocacy for Genocide survivors</b>	Advocating for genocide survivors in matters relating to health, education and compensation.	Continuous
		<b>campaign against Genocide Ideology and denial</b>	Ongoing campaign against genocide ideology and denial through lectures in schools, prisons, transit centers, TIG camps etc...	Continuous
		<b>Dissemination of Research</b>	Process of disseminating genocide against Tutsi related research and studies carried out everywhere.	Continuous
		<b>The celebration of the UN convention on prevention and</b>	In collaboration with the parliamentary anti-genocide association and higher Learning institutions.	It is celebrated every 9 <sup>th</sup> December

		<b>punishment of the crime of genocide</b>		
10.	Judiciary	<b>Launch of Judicial year</b>	Annual event marking the opening of the judicial year whereby reports for the previous year as well as the plan of activities for the starting Judicial year are presented.	Annual
		<b>Anti-corruption Week in Courts</b>	Annual week organised by Judiciary to raise awareness on fighting corruption in courts.	Annual
		<b>Use of IECMS</b>	This is the ongoing awareness campaign around Integrated Electronic Case Management System (IECMS) used to file court cases in all Rwandan courts.	Ongoing
11.	NPPA	<b>Awareness campaign on EAAP conference</b>	East African Association of Prosecutors conference	Annual
		<b>Awareness campaign on fighting GBV and drugs use and trafficking</b>	Awareness campaign organised to fight against GBV and Drugs in Prisons, Schools	Continuous
12.	RIB	<b>Awareness on Traffic of Human Being</b>		
		<b>RIB retreat coverage.</b>		
		<b>Crime prevention awareness campaigns (Anti-drug campaign in youth countrywide)</b>		
		<b>Community work participation and awareness</b>		
		<b>Press conference on crime trend during festive seasons</b>		
		<b>Basic course Pass out</b>	Occasional events	
		<b>Advanced course Pass out</b>		
		<b>Anti GBV Campaign</b>		
		<b>Isange one stop center</b>		
<b>Other Sector Partners</b>				

<b>SN</b>	<b>Institution</b>	<b>Name</b>	<b>Brief description</b>	<b>When does it take place</b>
<b>1.</b>	<b>Rwanda Bar Association</b>	<b>Pro bono services awareness</b>	This is a weekly services where Advocates provide legal assistance and /or representation in courts free of charge to vulnerable	Continuous
		<b>Legal Advisory services to the vulnerable persons</b>	Every Friday of the week the legal aid service and membership department Avail Advocates to provide legal advisory services	Continuous
		<b>Awareness of Laws regulating the Bar Association and its code of conduct</b>	This Event will be focusing on promotion of awareness on laws regulating the Bar Association and its code of conduct to the Public through Radio and TV shows.	Continuous
<b>2.</b>	<b>RCN</b>	<b>Dissemination of research publication</b>	Whenever there are studies published, there is an awareness campaign to disseminate the findings	Occasional
		<b>Public awareness of most used laws ( Abunzi, Proximity justice)</b>	This is a campaign organised to increase people's awareness on most used laws through dramas etc.	Annual
<b>3.</b>	<b>LAF</b>	<b>Awareness on key Laws</b>	The Legal Aid Forum informs through radio programmes and community dialogue about the key new Laws.	Continuous
		<b>Publish success stories from Legal Representation</b>	The Legal Aid Forum through its Lawyers has a programme of representing indigent and vulnerable groups in Court, and some of success stories are published periodically.	Periodical
		<b>Capacity Building</b>	<ul style="list-style-type: none"> <li>LAF is working to strengthen all member organisations and increase their skills, professionalism and ability to provide quality and accessible services to Rwandans.</li> <li>This is done through development of practice manuals, trainings, experience sharing and through internships and study visits to legal aid providers in other countries. The desire among members to build their capacities is evidenced by the high attendance at LAF trainings and events.</li> </ul>	Annual

		<b>Monitoring UPR Process</b>	<ul style="list-style-type: none"> <li>Monitoring the State's implementation of UPR recommendation is an important activity for civil society to ensure Government's accountability and respect of human rights. The findings can serve as the basis for advocacy with the national Government, and may be developed as submissions to human rights mechanisms.</li> </ul>	Ongoing
		<b>Conferences to publish Research Findings</b>	LAF advocacy programmes include the organisation of high-level conferences on legal aid and access to justice and to launch reports. Different conferences have to be organised on different issues related to access to justice and legal aid that need action to be done by relevant institutions, especially with justice sector institutions.	Occasional

### 3.5. Analysis of Targeted Audience

This JRLOS communication strategy targets different types of audience, which can be grouped into two major categories: **internal and external audience**. For more analytical purpose, a number of target groups at both internal and external level have been identified. For **the internal audience**; greater cooperation between the Secretariat and JRLOS member institutions is expected to optimize performance of the Sector. For the **external audience**, most expectations lie in behavior change towards the rule of law, to promote human rights and justice.

#### 3.5.1. Internal audience

This audience consists of all stakeholders in the Justice Sector such as JRLOS institutions, development partners and Civil Society Organizations operating in the field of Justice and human rights. It is segmented as follows:

- **Members of JRLOS Thematic Working Groups:** These include Directors of Planning from all Justice Sector institutions, ICT staff, communication staff as well as members of Policy Issues thematic working group whose members vary according to the policy being analysed. With this segment, a good cooperation is needed in order to ensure joint planning, budgeting, implementation, reporting and Monitoring & Evaluation.



- **Leadership Group, Steering Committee and Sector Working Group:** these fora facilitate in the decision making process as well as providing political guidance, hence good relationship with them in terms of communication should be ensured.
- **All Justice Sector staff:** with this segment, a good cooperation is needed in order to ensure realization and implementation of all planned activities and smooth flow of information.
- **Legal practitioners like lawyers, bailiffs and paralegals:** these implement justice system on a daily basis and they are part of service delivery process.
- **Ministries, other public institutions as well as Local authorities through RALGA:** good cooperation must be insured as they are among the main stakeholders to carry out outreach programs.

### 3.5.2. External audience

This group covers Rwandan citizens in general and foreigners who request Justice Sector services but also the wider International Community. These people need information about the Rwandan judicial system. In this segment, there are also Justice Sector Development Partners, NGOs, local and international media that need information about the judicial system of Rwanda in their daily work. The sub segmentation of the external audience is as follows:

Segment	Sub segment	Why is it strategic?
<b>Rwandan citizens</b>	Rural population	These are less informed and they constitute a big percentage of Rwandans.
	Urban population	They are partly informed and still need regular updated information on new laws and Justice related information.
	Youth (Teenagers, Students and non-Students).	The youth is the future of any country, furthermore they are the biggest force in the country and if used properly, it leads to the country's development. Therefore, they should be invested in with regards to knowledge about Rwandan justice system to prevent them from getting involved in crimes.
	- Children - Women Vulnerable groups (people with disability, illiterates, Prisoners, etc)	They deserve to know their rights and responsibilities
	- Political parties - Researchers - Rwanda diaspora - Private Sector	They also need to know their rights and services delivered according to their categorisations.
<b>Foreigners</b>	- Foreign community living in Rwanda and abroad; - International community	These are specialised groups and satisfaction of their justice related needs should be specialised and tailored to them. Mostly, the International

		Community needs enough information on which to base their judgments.
<b>Others</b>	<ul style="list-style-type: none"> <li>- Justice Sector development Partners</li> <li>- Civil society organizations</li> <li>- local and international media groups : this group of audience is very crucial and can reach the vast majority</li> </ul>	These are the main stakeholders to the Justice Sector and hence the appropriate message should be tailored to them.

In the long run with the help of ICT department of the sector, detailed information regarding mostly their interaction with the Justice Sector, problems they face as well as the services that they exploit most will be availed. Effective communication and coordination of the above mentioned segments is the backbone of this communications strategy. In addition, there is the wider international community which as noted above, can sometimes have a negative perception of Rwandan justice system and this negative image can work to the detriment of Rwanda. The aim here should be to present a more balanced picture of the system and its operation, emphasizing its achievements and the way in which it is tackling its challenges.

### 3.5.3. Summary of Key topics on which messages can be developed

Taking into consideration our target groups, the key topics on which to base messages shall include but not be limited to the following:

<b>Key topics</b>	<b>Appropriate messages (to be developed).</b>
Raising awareness of the existence of the Sector and its service to citizens as well as investors and tourists. This topic is important to the target audience in general as they will be able to know where to take their issues. Furthermore, the sector needs to know how the population reacts to its services.	<p>This is the main purpose of JRLOS communication strategy to inform all concerned all services delivered by JRLOS institutions.</p> <p>Various messages will be developed and spread according to the need.</p>
Giving citizens all information regarding lawyers and bailiffs as well as laws governing them.	Message related to judgement execution will be developed and delivered.
To inform the public of any change which happens in the JRLO Sector especially in the legislative process as well as capacity building in law related matters	

<b>Key topics</b>	<b>Appropriate messages (to be developed).</b>
Communicate to the public any changes with impact on Rwanda's judicial system	
Legal awareness to citizens on new laws, decrees, orders, policies and directives regarding justice through requesting the citizens to participate in the ongoing process (legislative reforms) to ensure democracy and good governance.	
Promotion of Gender equality and human rights programs through national and international events like international women's day, Day of African Child and so on.	Messages related to human rights will be developed and spread
Portraying high-quality service delivery due to training for justice sector actors which contributes to a judiciary that is better equipped to independently resolve conflicts fairly, efficiently and effectively.	As service delivery is crosscutting, various messages related to Justice Service delivery will be spread.
The reconciliation process after 1994 Genocide against Tutsi	Messages related to achievements in unity and reconciliation of Rwandans will be developed and delivered.
Preventing and combating the Genocide ideology	Messages about genocide prevention will continuously be delivered.
Fighting corruption	Messages related to fighting corruption will continuously be developed and delivered.
Prevent and combat any kind of violence and rape against women and children	Messages related to fighting GBV and child abuse as well as awareness about laws punishing related crimes.
Fighting economic and financial crimes	Messages related to raising awareness of citizens on fighting economic and financial crimes will be developed and delivered.

#### **3.5.4. Evaluation and amendment**

This communication strategy is subject to regular evaluation and revision to assess its effectiveness with both JRLOS internal and external audiences. It will be carried out by the JRLOS communication team (TWG IV) and will be based on the results from audience consultations about their satisfaction with communications to and from the sector as well as findings of the surveys. The evaluation exercise will help to identify gaps and overlaps and to inform the audience in an appropriate manner. The process will consider any feedback from the consultation process; any feedback or suggested

amendments via other routes like social media, internet, and any changes in technology usage. Evaluation will also be done through regular activity reports from institutions about the implementation process depicting success, failures, gaps etc. Therefore, after the compilation of all reports from institutions, necessary measures will be suggested.

## Appendix 1: Monitoring and evaluation Framework

Performance Indicator	Expected Annual targets							Policy actions	Means of verification	Responsible institutions
	Baseline 2017/18	2018/19	2019/2020	2020/21	2021/22	2022/23	2023/24			
<b>Outcome: Awareness of Justice Sector Services improved</b>										
<b>Outcome Indicator:</b> Level of citizen awareness of Rwandan laws and JRLOS programs	64.9%	2% Increase	2% Increase	2% Increase	2% Increase	2% Increase	2% Increase		RGS	All JRLOS institutions
<b>Output 1: Joint Justice Sector awareness activities organized</b>										
Number of open days organised	0	1	1	1	1	1	1	1. Organize JRLOS open days; 2. Organize joint community work (umuganda); 3. Organize joint press conferences; 4. Organize inter-institutional games; 5. Design joint annual action plan; 7. Justice week organized 8. Organize annual workshop to plan, monitor and evaluate awareness activities	JSCS report	JSCS( lead); JRLOS institutions OGS;
Number of community works organized	0	1	1	1	1	1	1			
Number of joint press conferences organized	0	2	2	2	2	2	2			
Number of inter-institutional games organized	0	1	1	1	1	1	1			
Number of Justice Week Organised	0	1	1	1	1		1			
Number of Joint annual workshops to plan, to monitor and evaluate awareness activities throughout sector institutions.	0	1	1	1	1	1	1			
<b>Output 2: Sector Communication staff involved in different annual JRLOS institutional events</b>										
Participation level <sup>1</sup> of sector communication staff in annual events	Low	High	High	High	High	High	High	1. Organize legal aid; Police; anti-corruption; anti GBV; Road safety; RCS; reconciliation weeks and Genocide commemoration	Institutional communication reports	Communication staff of respective JRLOS institutions

<sup>1</sup> Low=less than 50%; medium = between 50% and 80% ; High= above 80%

Performance Indicator	Expected Annual targets							Policy actions	Means of verification	Responsible institutions
	Baseline 2017/18	2018/19	2019/2020	2020/21	2021/22	2022/23	2023/24			
								2. Organize international Human Rights day, Organize International People with disability day; UN convention on prevention and punishment of Crime of Genocide day. Judicial Year launch District anti-injustice campaign, 3. Organize International conference of Human rights 4. Organize international day of peace 5. Organize reconciliation and unity award events 6. Mandela Day 7. Coordinate JRLOS institutional events		
<b>Output 3: JRLOS communication services improved</b>										
Level of institutional performance in communication activities (number of web stories, social media posts)	52 web stories <sup>2</sup>  52 social media posts	52 web stories  52 social media posts	52 web stories  52 social media posts	52 web stories  52 social media posts	52 web stories  52 social media posts	52 web stories  52 social media posts	52 web stories  52 social media posts	1. Avail communication relevant equipments ; 2. Put in place Legal Information Portal (LIP)/JRLOS website 3. Organize hands-on communication related skills;	Website & Social media assessment	JRLOS institutions OGS;

<sup>2</sup> 1 web story per week

Performance Indicator	Expected Annual targets							Policy actions	Means of verification	Responsible institutions
	Baseline 2017/18	2018/19	2019/2020	2020/21	2021/22	2022/23	2023/24			
								4. Review Institutional structures to increase the number of communication staff where necessary.		
<b>Output 4: Awareness of laws and JRLS programs increased and citizen participation in legislative drafting ensured</b>										
All active laws uploaded on RLRC website	Only New laws	All active laws	All active laws	All active laws	All active laws	All active laws	All active laws	1. Organize outreach programs, workshop and trainings; 2. Organize periodic radio and TV shows; 3. Feeding institutional websites, social media platforms with new laws highlights; 4. organize consultation campaigns on laws being drafted; 5. Upgrade Legal Information Portal(LIP)/ put in place website; 6. RLRC website as a one stop center for Rwandan laws	RLRC communication report	<b>RLRC (lead)</b> All JRLS institutions; Civil society Organizations
<b>Output 5: Awareness of decentralized Justice Sector institutions increased</b>										

Performance Indicator	Expected Annual targets							Policy actions	Means of verification	Responsible institutions
	Baseline 2017/18	2018/19	2019/2020	2020/21	2021/22	2022/23	2023/24			
Number of Awareness campaigns organized by Sector institutions	N/A	2 for each decentralized institutions	2 for each decentralized institutions	2 for each decentralized institutions	2 for each decentralized institutions	2 for each decentralized institutions	2 for each decentralized institutions	1. Organize awareness campaign for MAJ, JRLOS District committees; CPCs, Abunzi, Abatahira, SCURs, District Anti-corruption and injustice councils, reconciliation forums, Never Again Clubs (Anti Genocide Clubs), Human Rights Clubs, Observatory of Child Rights, Anti-Crime clubs, Abarinzi b'Igihango, Associations for Unity and reconciliation, RCS Anti Genocide Clubs in Prisons,	Institutional reports	All JRLOS Institutions

**Output 6: National and international Rwandan image safeguarded**



Performance Indicator	Expected Annual targets							Policy actions	Means of verification	Responsible institutions
	Baseline 2017/18	2018/19	2019/2020	2020/21	2021/22	2022/23	2023/24			
Number of new social medias followers (on Twitter & Facebook)	N/A	Baseline	Increase of 2%	Increase of 2%	Increase of 2%	Increase of 2%	Increase of 2%	1. Publish good practices within Justice sector; 2. Awareness on Published international justice services related surveys; 3. Constantly review ,analyze global media and act accordingly 4. Regular publication of institutional JRLOS performance reports and success stories 5. Promote media Partnership	Institutional Social media platform assessment	All JRLOS Institutions
Number of articles on success stories published	N/A	1 web story	1 web story	1 web story	1 web story	1 web story	1 web story			
Weekly Institutional Medias Reviews	52 Weekly institutional Media Reviews	52 Weekly institutional Media Reviews	52 Weekly institutional Media Reviews	52 Weekly institutional Media Reviews	52 Weekly institutional Media Reviews	52 Weekly institutional Media Reviews	52 Weekly institutional Media Reviews Increase of 2%			

## Appendix 2: COMPILED SECTOR COMMUNICATION ACTION PLAN & BUDGET 2018/2019

Output	Indicator	Baseline 2017/2018	Quarterly targets				Activities	Budget	Source of Budget	Responsible institutions
			Q1	Q2	Q3	Q4				
<b>Outcome: Justice Sector Service delivery improved</b>										
<b>Output 1: Joint Justice Sector awareness activities organized</b>	Number of Justice Sector open days organized	0			1		<ol style="list-style-type: none"> <li>1. Transport</li> <li>2. Stand decoration</li> <li>3. One day video shooting &amp; editing, Photo shooting</li> <li>4. Mobilise exhibitors &amp; media coverage</li> <li>5. Promotional materials (Banners, T Shirts, Caps, Brochures</li> <li>6. Hire hotel services for exhibitors</li> </ol>	13,798,000.00	OB	MINIJUST(lead); JRLOS institutions
	Number of Justice Sector community works organized	0					<ol style="list-style-type: none"> <li>1. Produce promotional materials and branded items (banners, T-Shirts, caps)</li> <li>2. Transport of staff to the site of community work</li> <li>3. Hire Hotel services for participants</li> <li>4. Mobilise Sector Partners</li> </ol>	12,422,000.00	OB	
	Number of joint press conferences/Briefs organized	2	1		1		<ol style="list-style-type: none"> <li>1. Mission allowances,</li> <li>2. Hotel services,</li> <li>3. Mobilisation of speakers</li> <li>4. Inviting the media</li> <li>5. Preparing press documents</li> </ol>	4,095,000.00	OB	
	Number of inter-institutional games organized	0		1			<ol style="list-style-type: none"> <li>1. Transport of players</li> <li>2. Hotel Services (lunch)</li> <li>3. Mobilisation of players</li> <li>4. Awards for the winning team</li> <li>5. Hire Referees</li> <li>6. Print Promotional Materials</li> </ol>	20,500,000.00	OB	

Output	Indicator	Baseline 2017/2018	Quarterly targets				Activities	Budget	Source of Budget	Responsible institutions
			Q1	Q2	Q3	Q4				
	Number of Justice Week Organised	0				1	1. Transport, 2. Hotel services, 3. Mobilisation of sector Partners 4. Design Promotional tools to be used	40,760,000.00	OB	
<b>Output 2: Sector Communication staff involved in different annual JRLOS institutional events</b>	Participation level of communication staff in JRLOS annual events	low	high	high	high	high	1. Involve JRLOS Comms in the Preparation of the communication plan for institutional events 2. Mobilise concerned PROs to cover news about sector events especially where the concerned Leader is sent for awareness purposes. 3. Transport and mission fees 4. Promotional materials for events	28,800,000.00	OB	All JRLOS Institutions
<b>Output 3: JRLOS communication services improved</b>	Level of institutional performance in communication activities (Number of web stories).	12	12	12	12	12	1. Covering the event 2. Transport and mission fees 3. Extensive reading 4. Avail communication modern equipments	21,140,000.00	OB	All JRLOS institutions
	Number of social media posted	12	12	12	12	12	1. Covering the event 2. Transport and mission fees 3. Extensive reading			
<b>Output 4: Awareness of laws and JRLOS programs increased and</b>	Level of citizen awareness of Rwandan laws and JRLOS programs	64.90%	65.20%	65.50%	65.80%	66.10%	1. Outreach programs 2. Meetings, 3. Radio shows 4. TV shows 5. Feed institutional social media platforms	51,200,000.00	OB	All JRLOS Institutions

Output	Indicator	Baseline 2017/2018	Quarterly targets				Activities	Budget	Source of Budget	Responsible institutions
			Q1	Q2	Q3	Q4				
<b>citizen participation in legislative drafting ensured</b>	All active laws up uploaded on RLRC website	All active laws	All active laws	all active laws	all active laws	all active laws	1. Review of recent OG to screen those relating to the Institution's Mission	0	N/A	
<b>Output 5: Awareness of decentralized Justice Sector institutions increased</b> (MAJ, JRLOS District committees, CPCs, Abatahira, SCURs, District Anti-corruption and injustice councils, Reconciliation forums, Never Again Clubs(Anti Genocide Clubs), Human Rights Clubs, Observatory of Child Rights, Anti-Crime clubs, Abarinzi b'Igihango, Associations for Unity and reconciliation, RCS Anti Genocide	Number of quarterly outreach programs organized by each institution	4	4	4	4	4	1. Organise Quarterly outreach Programs by institutional decentralised entities (MAJ, District Committees...) 2. Provide Mission fees and transports for them	136,997,760.00		All JRLOS Institutions

Output	Indicator	Baseline 2017/2018	Quarterly targets				Activities	Budget	Source of Budget	Responsible institutions
			Q1	Q2	Q3	Q4				
Clubs in Prisons)										
<b>Output 6: National and international Rwandan image safeguarded</b>	Number of new social medias followers on institutional Twitter handles	Baseline 2017/2018	0.5% increase	0.5% increase	0.5% increase	0.5% increase	1. Publish good practices within Justice Sector; 2. Awareness on Published international Justice services related surveys; 3. Constantly review ,analyze global media and act accordingly 4.Regular publication of institutional JRLOS performance reports and success stories	13,320,000.00	OB	All JRLOS Institutions
	Number of new social medias followers on institutional Facebook accounts/ Pages	Baseline 2017/2018	0.5% increase	0.5% increase	0.5% increase	0.5% increase				
	Number of articles on success stories published on institutional websites.	1	1	1	1	1				
	Weekly Institutional Medias Reviews	weekly media Reviews	weekly Media Reviews	weekly Media Reviews	weekly Media Reviews	weekly Media Reviews				
<b>Total</b>							<b>343,032,760.00</b>	OB	All JRLOS institutions	