

REPUBLIC OF RWANDA



MINISTRY OF JUSTICE  
P.O. BOX 160 KIGALI

Kigali, 21 JUN 2019  
N° 1480/08.25 /JN/JRLOS

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

Dear Sir,

**RE:** Submission of the report for the Forward Looking Joint Sector Review 2019/20.

Reference is made to the Terms of Reference for the preparation of the 2019/120 Forward-Looking Joint Sector Reviews 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 14<sup>th</sup> June 2019.

Sincerely,

A handwritten signature in blue ink is written over a circular official stamp of the Ministry of Justice. The stamp contains the text 'MINISTRY OF JUSTICE' and the Rwandan coat of arms.

**MUKESHIMANA Béata**  
Permanent Secretary/Solicitor General

REPUBLIC OF RWANDA



The Republic of Rwanda

Justice, Reconciliation, Law & Order Sector

FORWARD LOOKING JOINT SECTOR REVIEW FY 2019/2020

Final report

June 2019

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## INTRODUCTION

Justice, Law and Order is fundamental to Rwanda's economic, social and Governance transformation enshrined in Vision 2020 and 2050. In the medium term, The National Strategy for Transformation NST 1 - 2018-2024 as an implementation instrument for the remainder of Vision 2020 and for the first four years of the journey under Vision 2050 underscores strengthening the Justice, Law and Order as key priority area to Transformational Governance.

The sector strategic plan sets out the strategic framework. It is structured around five strategic priorities:

1. Reinforce Rwandan culture and values as a foundation for peace and unity;
2. Ensure Safety and Security of citizens and property;
3. Strengthen Justice, Law and Order;
4. Enhanced adherence to human rights;
5. Strengthen Capacity, Service delivery and Accountability of public Institutions.

The Sector Strategic Plan identifies a total of 6 sector outcomes under 5 strategic priorities with ambitious targets that are achievable. The following are outcomes identified in SSP III:

- Universal Access to Quality Justice Improved where the level of access to quality justice will be increased from **79.68%** in 2016 to **92%** by 2024;
- Maintained Safety, Security and Peace where the proportion of population with confidence in safety and security will be increased from **92.62%** in 2016 to **97.2%** by 2024;
- Control of Corruption, Transparency and Accountability improved where the proportion of population with confidence in the control of corruption, transparency and accountability will be increased from **86.56%** in 2016 to **92.56%** by 2024;
- Enhanced Unit of Rwandans where the status of unity and reconciliation among Rwandans is planned to increase from **92.5%** in 2015 to **96%** by 2024;
- Enhanced adherence to Human Rights where the proportion of population with confidence in respect of human rights will be increased from **89.2%** in 2016 to **95%** in 2024;
- Enhanced Sector Capacity and Coordination where the level of satisfaction of service delivery in the Justice Sector will be increased from **75.75%** in 2016 to **81.75%** by

2014.

To ensure a better coordination, on requirement of MINECOFIN, each sector organizes annually Joint Sector Review Meetings: Backward Looking Joint Sector Review and Forward Looking Joint Sector Review. The Joint Sector Review forums bring together all Sector Working Group (SWG) stakeholders to engage in policy dialogue and to ensure ownership, accountability and transparency of the NST 1 and Sector Strategic Plan implementation and monitoring process.

The 2019/20 Forward Looking Joint Sector Review has four (4) main objectives:

1. To present and discuss areas prioritized during the 2019/20 planning and budgeting process;
2. To discuss and validate the 2019/20 sector targets and related policy actions;
3. To select policy related studies to be conducted in 2019/20 fiscal year;
4. To assess progress towards implementation of the 2019/20 policy actions.

## **1. PRESENTATION OF 2018/19 JRLOS PRIORITIES**

The 2017/18 backward looking Joint sector review meeting which took place on the 16<sup>th</sup> October 2018 highlighted the priority areas for 2019/20 which will contribute significantly to the NST 1 and JRLOS Strategic Plan III implementation. Those priorities have been considered in planning and budget consultation process for 2019/20. However, the budget constraint cannot allow the sector to implement its all identified and agreed priorities as highlighted here below:

### **Outcome 1. Universal Access to Quality Justice Improved**

- **Improve management of civil, criminal and commercial cases by maximizing the use of Sector Integrated Electronic Case Management System (IECMS):** IECMS will be upgraded with the E-signature Corporation and Technical team of IECMS will be established under approved SPIU as it is now on MINIJUST structure.
- **Providing specialized courses to judges and legal practice training to Registrars:** Through the partnership with the Supreme Court and ILPD, USAID/DIU will support the training of 33 judges on financial, economic and cyber-crimes, 33 judges will be trained on financial, economic and cybercrimes. With the support of Embassy of the Kingdom of Netherlands, specialization trainings to Judges and legal practice will be done.

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- **Ensure increased efficiency and effectiveness of the court system by acquisition of law reporting and Judiciary Result based performance management software and ensures Supreme Court and Primary Courts infrastructures:** to implement Court restructuring, the focus will be on construction of Primary courts of Nyamata, Ngororero, Mbogo and Nyamabuye. 1,000,000,000 Frw equivalent to 20% of the budget needed was allocated to the project. The use of court mediation will be promoted by using home in expertise and ADR policy will be developed and disseminated to promote peaceful conflict resolution. The European Union Commission financed at 100% (120,000,000 Frw) the development of the ADR Policy. With a support of DIU/USAID, a Systems to ensure and improve tracking of the performance of Judges and Court registrars will be integrated to IECMS.
- **Strengthen the Rwanda Investigation Bureau (RIB) to allow it to perform its responsibility:** UNICEF will support RIB to develop Standard Operation Procedures for investigations related to children as suspects, victims or witnesses. In addition, UNICEF will support RIB in establishing a model child friendly investigation space in one RIB station.
- **Streamline Legal aid provision to ensure universal and affordable quality justice:** devise strategies to optimize impact of existing justice Home-Grown Solutions: Abunzi and MAJ will continue to be strengthened by the Government and different Development Partners European Union Commission, Duteze Imbere Ubutabera (DIU/USAID) among others. MAJ staff will get closer to citizens. The priority will be supported by ordinary budget and European Union Commission through the project "Support MINIJUST to improve access to Justice" thus amount of 91,999,930 was allocated. DIU will continue to provide legal aid services, through its partners RBA, LAF, Haguruka, Lawyers of Hope and the Initiative for Peace and Human Rights (iPeace). USAID/DIU provided support to these partners to provide "free" legal aid services to indigents and vulnerable people both in the community and in prisons, including legal representation in courts of law.

DIU will continue to support capacity building activities to legal aid providers to ensure quality legal aid services, including training on legal aid standards, on strategic litigation and on some key laws.
- **Abunzi Capacity building:** amount of 1,867,922,525 financed by European Union commission through the Project "Support MINIJUST to improve access to Justice" and Government of Rwanda was allocated for Abunzi Capacity building in term of their health insurance, transport means, communication fees and trainings in mediation skills.

Abunzi Management System (MIS) for Abunzi will be developed.

- **Maximize the use of Rwanda Forensic Laboratory:** a number of additional equipment will be acquired on ordinary budget. In Partnership between RFL and Netherlands Forensic Institute, there is Project of **EUR 400,000** to support Rwanda Forensic capacity.
- **Implement Rwanda Law Revision project :** Amount of 409,000,167 was provided for the implementation of Rwanda Law Revision Project. The focus is to develop online portal to allow citizen involvement in the legislative process. The UNDP will support a comprehensive study reviewing the national legal framework concerning persons with disabilities in Rwanda (25,000USD).
- **Enable ILPD to reinforce JRLOS Staff skills through specialization & professionalism programmes:** Friendly Justice will be promoted. With the partnership with UNICEF, ILPD will develop and include a Justice for children curriculum among ILPD specialization programmes. All specialized trainings will be conducted by ILPD.
- **Reinforce Professional Bailiff Association to speed up judgements execution:** MINIJUST will continue to ensure capacity building of bailiffs and training on IECMS will be conducted to make them able to use judgement execution module.

## **Outcome 2. Maintained Safety, Security and Peace**

- **Reinforce Rwanda National Police (RNP) to ensure personal and property security** through rehabilitation of 10 Police/RIB Stations phase III, construction of Automated Driving License Testing Center phase II, acquiring Fire Fighting Trucks, CTTC Mayange expropriation and acquisition of Crane machine. The budget allocated to the above projects is **4,340,000,662 Frw**.
- **Strengthen Crime prevention through community policing programs:** training and sensitization of 15,712 CPCs among 74,848 existing Community policing Committees will be ensured and 100 Anti-crime Clubs will be established. The budget allocated is **30,852,029 Frw**. In addition, UNDP will support the capacity building of Community policing committees' members and sensitization of citizens on crime prevention. A feasibility study for the establishment of an electronic crime reporting system to facilitate crime reporting and monitoring will be conducted. A budget of 32,500 USD was provided by UNDP.

### **Outcome 3. Control of Corruption, Transparency and Accountability Improved**

- **Strengthen mechanisms to fight injustice and corruption:** European Union Commission through the project “Enhance Accountable Democratic Governance” financed the implementation of all measures aim at improving fight injustice and corruption.
- **Asset recovery** will continue to be reinforced, measures aiming at improving the coordination of public asset recovery will be implemented and the mechanisms to speed up the prosecution of economic and financial crimes will continue to be strengthened.

### **Outcome 4. : Enhanced unity of Rwandans**

- **Promote Rwandan identity and consolidate Unity and reconciliation among Rwandans:** under this priority, Rwandan Identity will be reinforced through dialogues and awareness raising (development of unity and reconciliation galley (phase 1) and creation of unity and reconciliation clubs at Village level,) and Social healing and social reintegration will be reinforced.
- **Conservation of bodies and Genocide physical evidences** will be ensured thus 979,318 Gacaca cases will be indexed. The budget of 991 millions was provided by the government for this priority.

### **Outcome 5: Enhanced Adherence to Human Rights**

- **Reinforce Rwanda Correctional Services and streamline penitentiary services:** A budget of 9,372,608,997 was allocated by Government for Inmates correction, Rehabilitation and Social Welfare. DIU/USAID, through Lawyers of Hope, PFR and Fondation DiDe will provide trainings for prisons staff (including guards) on facilitating reintegration, social healing and psychosocial support as well as on human rights. It will be done in the prisons of Bugesera, Musanze, Huye, Nyamagabe, Nyaruguru, Rusizi and Rubavu. Embassy of the Kingdom will support RCS to develop the RCS training curriculum in 2019/2020 in 10 vocational training centres in 5 prisons. Budget fiscal year 2019/2020 is around EUR 2.3 million.
- **Ensure Compliance with international and regional core human rights instruments:** a budget of 250,766,996 was allocated to Human Rights promotion. UNDP supports and continue to strengthen reporting on implementation of international and regional human rights treaties ratified /assessed by Rwanda with the collaboration of CSOs and assessment of the implementation of UPR recommendations.



The total budget of more than **38,531,670,622 Frw** was provided by Government of Rwanda to finance JRLOS (refer to annex 1). However, some investment projects delay due to the constraint of budget. The contribution of Development Partners was captured in different priority areas. The annex 1 highlights how institutional budget were allocated in different programmes and sub-programmes.

## **2. SECTOR TARGETS AND RELATED POLICY ACTIONS IN 2019/20**

The 2019/20 Forward Looking Joint Sector Review ToRs requires each sector to provide targets and policy actions that will form the basis for sector monitoring in 2019/20. The Sector Indicator Matrix should include among others, indicators, targets and policy actions drawn from the NST1 Core Indicator Matrix (**Annex.3**) at National level relating to the sector.

The National Strategy for Transformation (NST1) Monitoring and Evaluation Matrix highlights the following 11 indicators related to Justice Reconciliation Law and Order Sector:

1. Percentage of population with confidence in safety and security;
2. The level of citizen satisfaction with property security;
3. The level of citizen's satisfaction of personal security;
4. Performance of Judiciary increased;
5. Percentage of backlog cases reduced;
6. Percentage of citizens satisfaction with fighting corruption and injustice;
7. Rate of public fund recovered;
8. Proportion of population with confidence in the control of corruption, transparency and accountability;
9. The level of unity and reconciliation among Rwandans;
10. Proportion of Population with confidence in respect of Human Rights;
11. Level of satisfaction of service delivery in the justice sector;

Eight (8) indicators among them were selected as core indicators of National Strategy for Transformation (NST1).

The **annex 2** of this report captures targets and prioritized policy actions for each of the above indicators chosen as sector indicators in 2019/20, while **Annex 3** informs about targets

and policy actions for National Strategy for Transformation (NST1) Core Indicator for JRLOS.

### **3. POLICY RELATED STUDIES IN 2019/20 AND PROGRESS ON 2018/2019 ANALYTICAL WORKS**

#### **3.1. Analytical studies for FY 2019/20**

A number of 13 analytical studies will be conducted for the Financial Year 2019/20: 4 analytical studies in area of access to justice, 3 studies in area of safety and security, 3 studies in area of control of corruption, 1 studies in area of Unity and reconciliation, 1 in area of human rights and another one 1 in area of sector capacity and reconciliation. **The details of those studies are provided in the annex 4 of this document.**

#### **3.2. Progress on 2018/2019 analytical works**

The 2018/19 Forward Looking Joint Sector Review agreed upon 11 analytical studies to be conducted. The assessment conducted has revealed that 2 analytical works are completed (Finalize the report on the history of Genocide against Tutsi in Gitarama, Butare, Gikongoro and Cyangugu former Prefectures; Research on promoting rule of law through sound enforcement of anti-corruption laws) while other 9 analytical studies are still on going.

Findings inform about the sector registered achievements, success stories, failures and existing challenges. However, JRLOS has faced difficulties in using findings from previous studies due to irregularity of conducting them. Concerned JRLOS institution will try to conduct the same researches on regular basis. The progress report against policy related studies conducted in FY 2018/19 is in **Annex 5**.

### **4. PROGRESS TOWARDS IMPLEMENTATION OF THE 2018/9 POLICY ACTIONS**

In 2018/19, JRLOS Institutions selected **24 prioritized policy actions**. At the end of March 2019, the following summary was noted but the detailed report on every policy action is given in **Annex N° 6**:

| On track   | On watch  | Lagging behind | Total     |
|------------|-----------|----------------|-----------|
| 14 (58.3%) | 8 (33.3%) | 2(8.3%)        | 24 (100%) |

**The fourteen (14) policy actions found on track are:**

- ✓ Promote Rwandan Identity and awareness on Unity and Reconciliation
- ✓ Monitor the compliance of Unity and Reconciliation policy and principles;
- ✓ Strengthen peace, security and safe practices;
- ✓ Enable citizen to play greater role in maintaining their own security by strengthening Community Policing for crime prevention, detection and neighbourhood watch;
- ✓ Increase a number of groups that actually benefit from the sensitization programs;
- ✓ Train professional police officers and provide them with adequate skills and logistical equipment;
- ✓ Put in place systems to prevent SGBV and assist SGBV victims;
- ✓ Implement the National Legal Aid and Justice for Children policies: Decentralize and intensify MAJ outreach program to grass root levels, increase the number of vulnerable court representations; Assessment of national legal aid and justice for children policies;
- ✓ Improve professionalism, specialization and the access to legal information to enhance quality and timely justice;
- ✓ Strengthen reporting on implementation of international and regional human rights treaties ratified /assessed by Rwanda with the collaboration of CSOs
- ✓ Receive, analyze and investigate complaints on human rights violation reported to the commission;
- ✓ Construction of new prisons facilities that conform to international standards ( Mageragere and Rubavu constructions)
- ✓ Rehabilitation of existing prisons ( Huye and Nyamagabe prisons);
- ✓ Enhance capacity of investigating institutions (RIB, NPPA and Office of Ombudsman)

**The eight (8) policy actions found on watch are:**

- ✓ Increase quality and quantity of service delivery in all police stations;
- ✓ Maximize the use of IECMS by putting in place skilled enough local team, and operationalize Rwanda Forensic Laboratory (RFL);

- ✓ Equip RIB with requisite infrastructure and specialized staff to make it fully operational;
- ✓ Implement the court restructuring to enhance court efficiency and effectiveness: staffing based on new organizational structure, equipping Court of Appeal, extending and rehabilitating Primary Court houses
- ✓ Implement National Human Rights Action Plan: assessment of implementation of NHRAP;
- ✓ To assess the implementation of the recommendations addressed to the institutions
- ✓ Strengthen mechanisms to investigate, prosecute public funds Embezzlement cases in line with the Auditor general's recommendations;
- ✓ Strengthen anti-corruption Consultative Councils at District and Sector level.

**Two (2) policy actions lagging behind are:**

Development of Alternative Dispute Resolution Policy (ADR) and upgrading asset declaration system. All policy actions were financed by European Commission project and procurement process are undergoing. Observed delay was due to delay in signing the financing agreement between European Commission and Rwanda.

It is paramount that the JRLOS Stakeholders plan as a sector, allocate resources as a sector, monitor and evaluate the activities as a sector and succeed as sector. This requires all stakeholders whether Public, Development Partners or Private to have a strong commitment and ownership in justice service delivery.



**MUKESHIMANA Béata**  
Permanent Secretary/Solicitor General  
Ministry of Justice

**Chair, JRLO Sector Working Group**



**Martin Koper**  
Head of Development Cooperation  
Embassy of the Kingdom of the Netherlands

**Co-Chair, JRLO Sector Working Group**

**Annex 1 : Linkage Sector Outcomes Budget and Programme and sub-programmes**

| <b>Institution</b>      | <b>Program</b> | <b>Sub-Program</b>  | <b>2019-2020 Budget Allocation</b> |
|-------------------------|----------------|---|------------------------------------|
| <b>05 SUPREME COURT</b> |                |   | <b>12,679,001,097</b>              |
|                         | 01             | Administrative And Support Services                                 | 11,742,674,403                     |
|                         |                | 0101 Administrative And Support Services                            | 11,742,674,403                     |
|                         | 20             | Case Management   | 936,326,694                        |
|                         |                | 2001 Ordinary Courts  | 885,126,183                        |
|                         |                | 2002 Commercial Courts  | 12,000,000                         |
|                         |                | 2003 Inspections And Legal Resource Management                      | 15,195,000                         |
|                         |                | 2004 High Council Of The Judiciary                                  | 24,005,511                         |
| <b>13 MINIJUST</b>      |                |   | <b>104,351,242,284</b>             |
|                         | 01             | Administrative And Support Services                                 | 69,604,828,589                     |
|                         |                | 0101 Administrative And Support Services                            | 69,604,828,589                     |
|                         | 25             | Crime Investigation Services  | 1,239,000,000                      |
|                         |                | 2501 Crime Investigations and Detection                             | 1,239,000,000                      |
|                         | 26             | General Police Operations   | 1,967,000,662                      |
|                         |                | 2601 Public Order And Security                                      | 1,967,000,662                      |
|                         | 27             | Specialised Police Services   | 9,987,389,488                      |
|                         |                | 2701 Airwing  | 463,022,400                        |
|                         |                | 2702 Traffic And Mic Services                                       | 8,845,013,723                      |
|                         |                | 2703 Marine Services  | 6,600,000                          |
|                         |                | 2704 Fire And Rescue  | 400,000,000                        |
|                         |                | 2705 Canine Brigade   | 71,901,336                         |
|                         |                | 2706 Community Policing And Public Relations                        | 200,852,029                        |
|                         | 28             | Police Training Schools   | 1,031,916,069                      |
|                         |                | 2801 Police Academy (Npa)   | 531,916,069                        |
|                         |                | 2802 Pts Gishali  | 500,000,000                        |
|                         | 29             | Inmates And Tigestes: Correction, Rehabilitation And Social Welfare | 9,372,606,997                      |
|                         |                | 2901 Civic Education  | 58,300,000                         |
|                         |                | 2902 Vocational Training  | 25,500,000                         |

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|    | 2903 Inmates And Tigistes Social Welfare                  | 7,382,000,000 |
|    | 2904 Detention Facilities Development                     | 1,897,306,997 |
|    | 2905 Inmates Education                                    | 9,500,000     |
| 30 | Prisons And Tig Camps Management                          | 1,541,257,800 |
|    | 3001 Prisons Management                                   | 1,536,552,800 |
|    | 3002 Tig Camps Management                                 | 4,705,000     |
| 31 | Prisons And Tig Production                                | 82,000,000    |
|    | 3101 Prisons Income Generation                            | 82,000,000    |
| 32 | Rcs Training And Capacity Building                        | 902,011,808   |
|    | 3201 Rcs Training School                                  | 902,011,808   |
| 58 | Community Legal Services And Human Rights                 | 2,776,842,429 |
|    | 5801 Community Programmes                                 | 423,894,184   |
|    | 5802 Human Rights Services                                | 178,844,218   |
|    | 5803 Legal Aid Services                                   | 325,626,440   |
|    | 5804 Abandoned Property Management                        | 5,670,072     |
|    | 5805 Mediation (Abunzi) Committees                        | 1,842,807,515 |
| 59 | Legislative, Litigation And Legal Advisory Processes      | 1,093,760,328 |
|    | 5902 Legal Advisory Services                              | 19,600,000    |
|    | 5903 Civil Litigation                                     | 1,074,160,328 |
| 60 | Professional Legal Courses And Research                   | 529,971,594   |
|    | 6002 Continual Legal Training                             | 529,971,594   |
| 61 | Legal Reform  | 409,000,167   |
|    | 6101 Legal Reform   | 409,000,167   |
| 75 | Fight Against Genocide                                    | 1,201,750,117 |
|    | 7501 Genocide Commemoration And Awareness                 | 1,197,750,117 |
|    | 7502 Genocide Repercussions Advocacy                      | 4,000,000     |
| 76 | Genocide Research And Documentation                       | 1,022,142,843 |
|    | 7601 Genocide Research                                    | 30,500,000    |
|    | 7602 Genocide Documentation And Information Dissemination | 991,642,843   |
| ET | Forensic Laboratory Services                              | 759,763,393   |
|    | ET01 Forensic Laboratory Tests and Evidences              | 759,763,393   |

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|  | EU Crime Intelligence and Counter Terror services   | 800,000,000          |
|  | EU01 Crime Intelligence and Counter Terror services | 800,000,000          |
|  | EV Inspection, Compliance and Research              | 30,000,000           |
|  | EV01 Inspection and Compliance services             | 30,000,000           |
| <b>17 NATIONAL PUBLIC PROSECUTION AUTHORITY (NPPA)</b>             |   | <b>6,786,938,892</b> |
|  | 01 Administrative And Support Services              | 5,800,208,892        |
|  | 0101 Administrative And Support Services            | 5,800,208,892        |
|  | 88 Strategy, Policy And Regulatory Services         | 201,900,000          |
|  | 8804 Victims and Witnesses Protection               | 38,600,000           |
|  | 8805 Criminal Record Services                       | 1,000,000            |
|  | 8806 Prosecution Inspection and Research            | 41,300,000           |
|  | 8807 Seized and Confiscated Asset Management        | 121,000,000          |
|  | 89 Prosecutorial Services                           | 784,830,000          |
|  | 8901 Offence Prosecution                            | 200,000,000          |
|  | 8904 Decentralized Offence Prosecution              | 550,000,000          |
|  | 8905 International Offence Prosecution              | 20,000,000           |
|  | 8906 Economic and Financial Offence Prosecution     | 9,500,000            |
|  | 8907 Sexual and GBV Offence Prosecution             | 5,330,000            |
| <b>0101-NATIONAL COMMISSION FOR UNITY AND RECONCILIATION(NURC)</b> |   | <b>1,148,915,425</b> |
|  | 01 Administrative And Support Services              | 602,683,202          |
|  | 0101 Administrative And Support Services            | 602,683,202          |
|  | 04 Unity And Reconciliation Monitoring              | 252,307,000          |
|  | 0401 Unity And Reconciliation Monitoring            | 252,307,000          |
|  | 09 Conflict Prevention And Management               | 293,925,223          |
|  | 0901 National Community Dialogue And Advocacy       | 152,595,000          |
|  | 0902 Stakeholder Coordination                       | 141,330,223          |
| <b>0106 OMBUDSMAN OFFICE</b>                                       |   | <b>2,682,214,196</b> |
|  | 01 Administrative And Support Services              | 1,617,513,182        |
|  | 0101 Administrative And Support Services            | 1,617,513,182        |
|  | 06 Injustice And Corruption Prevention And Combat   | 240,825,014          |
|  | 0601 Awareness Campaigns And Outreach               | 92,500,000           |

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|   |   |                      |
|---|---|----------------------|
|   | 0602 Corruption And Injustice Investigations    | 115,700,000          |
|   | 0603 Good Governance And Integrity              | 32,625,014           |
|   | EY Accountable Democratic Governance            | 823,876,000          |
|   | EY01 Accountable Democratic Governance Enhanced | 823,876,000          |
| <b>0303-NATIONAL HUMAN RIGHTS COMMISSION (NHRC)</b> |   | <b>1,321,919,080</b> |
|   | 01 Administrative And Support Services          | 1,071,152,084        |
|   | 0101 Administrative And Support Services        | 1,071,152,085        |
|   | 17 Human Rights Protection And Promotion        | 250,766,996          |
|   | 1701 Human Rights Promotion                     | 153,350,000          |
|   | 1702 Human Rights Protection                    | 97,416,996           |

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**Annex.2 Targets and Policy Actions for the Sector Indicators Matrix (For a maximum of the selected 10 sector selected indicators)**

| Sector outcome                             | Sector outcome indicators (not exceeding 10 including NST1 indicators)                | Baseline (2017/18)             | 2019/20 Targets | 2019/20 Policy Actions/ priority outputs (maximum of 2 per each indicator)   |
|--|---|--------------------------------|-----------------|--|
| <b>TRANSFORMATIONAL GOVERNANCE</b>         |   |                                |                 |  |
| Enhanced peace and security                | A. Percentage of population with confidence in safety and security                    | 94.97 (RGS 2018)               | 95.00%          | 1. Strengthen Crime intelligence information gathering system by engaging community (Engage CPCs in crime prevention, Enhance CPCs skills in crime detection ( 15,712 against 74,848 CPCs members will be trained);<br>2. Ensure rehabilitation and reintegration into the society of 5200 adult delinquents and 1500 street children.   |
|  | B.The level of citizen satisfaction with property security                            | 87.4% (RGS 2018)               | 88.10%          | 1. Reinforce RNP through constructing 10 modernized Police/RIB stations and acquiring one crane machine;<br>2. Develop delinquents tracking system.  |
|  | The level of citizen's satisfaction of personal security                              | 95.4% (RGS 2018)               | 98.40%          | 1. Conduct a study to identify the causes of crimes for better prevention;<br>2. Conduct a research on root causes and magnitude of delinquency in Rwanda for its eradication.   |
| Strengthened Judicial System (Rule of Law) | A. Performance of Judiciary increased   | 78.48%(RGS 2018)               | 80%             | 1. Promote Legal skills, professionalism and specialization;<br>2. Improve functionalities and accessibility of IECMS to users.  |
|  | B. Percentage of backlog cases reduced  | 25% (Judiciary Report 2017/18) | 23%             | 1. Promote Alternative Dispute Resolution (ADR mechanisms);<br>2. Raise awareness on justice sector services delivery focusing on the introduction of plea-bargaining as the role of prosecutors and Investigators.  |
| Strengthened anti-corruption mechanisms    | A. Percentage of citizens satisfaction with fighting against corruption and injustice | 92.30%                         | <b>93.30%</b>   | 1. Promote e-services to reduce corruption rate (Construct Automated Driving License, IECMS awareness, ... );<br>2. Provide Investigators and Prosecutors with professionalized skills in handling corruption and injustice related cases to increase conviction rate and speed up the prosecution of corruption and embezzlement cases. |

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|------------------------------------|---|----------------------------------|---------------|---|
|                                    | B. Rate of public fund recovered  | 53%<br>(MINIJUST Report 2017/18) | <b>67.50%</b> | 1. Sustain strategies to speed up public funds recovery (Linking IECMS and Asset Declaration System to other existing online systems like RRA, NIDA, Land Management Service,...)<br>2. Devise measures leading to Zero tolerance to Public Officials whose faults lead to Government lost).  |
|                                    | C. Proportion of population with confidence in the control of corruption, transparency and accountability | 83.5%<br>(RGS 2018)              | 88.56%        | 1. Strengthen asset declaration system to ensure veracity declarants information (Link Asset declaration System to other systems);<br>2. Devise measures aim at engaging citizens in fighting corruption and injustice.   |
| Enhanced unity among Rwandans      | The level of unity and reconciliation among Rwandans  | 93.5%(RGS 2018)                  | 93.50%        | 1. Reinforce Rwandan Identity through operationalisation of Unity and Reconciliation Forum at District and Sector level, establishing a Unity and Reconciliation Club at Village level, establishing and operating a media based platform for Abarinzi b'Igihango ("Urubuga rw'Abarinzi b'Igihango"), dialogues among different groups and developing the first phase of the Unity and Reconciliation Gallery;<br>2. Reinforce Social healing and social reintegration. |
| Sustained Respect for human rights | Proportion of Population with confidence in respect of Human Rights                                       | 87.61%(RGS 2018)                 | 91%           | 1. Promote inmates' well being by constructing modernized prisons and rehabilitating the old ones;<br>2. Strengthen reporting on implementation of international and regional human rights treaties ratified /assessed by Rwanda with the collaboration of CSOs.  |
| Enhanced Service delivery          | Level of satisfaction of service delivery in the justice sector   | 74.3%(RGS 2018)                  | 78%           | 1. Scale up legal aid provision through both Public Institutions and CSOs/NGOs;<br>2. Reinforce Rwanda Forensic Laboratory to enable it to scale up scientific evidences provision from 93% up to 95%.  |
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**Annex.3 Targets and Policy Actions for JRLOS NST 1**

| Sector outcome                             | Sector outcome indicators (not exceeding 10 including NST1 indicators) | Baseline (2017/18)             | 2019/20 Targets | 2019/20 Policy Actions/ priority outputs (maximum of 2 per each indicator)  |
|--|--|--------------------------------|-----------------|---|
| <b>TRANSFORMATIONAL GOVERNANCE</b>         |  |                                |                 |   |
| Enhanced peace and security                | A. Percentage of population with confidence in safety and security     | 94.97 (RGS 2018)               | 95.00%          | 1. Strengthen Crime intelligence information gathering system by engaging community (Engage CPCs in crime prevention, Enhance CPCs skills in crime detection (15,712 against 74,848 CPCs members will be trained);<br>2. Ensure rehabilitation and reintegration into the society of 5200 adult delinquents and 1500 street children. |
|  | B. The level of citizen satisfaction with property security            | 87.4% (RGS 2018)               | 88.10%          | 1. Reinforce RNP through constructing 10 modernized Police/RIB stations and acquiring one crane machine;<br>2. Develop delinquents tracking system.   |
|  | The level of citizen's satisfaction of personal security               | 95.4% (RGS 2018)               | 98.40%          | 1. Conduct a study to identify the causes of crimes for better prevention;<br>2. Conduct a research on root causes and magnitude of delinquency in Rwanda for its eradication.  |
| Strengthened Judicial System (Rule of Law) | A. Performance of Judiciary increased                                  | 78.48%(RGS 2018)               | 80%             | 1. Promote Legal skills, professionalism and specialization;<br>2. Improve functionalities and accessibility of IECMS to users.   |
|  | B. Percentage of backlog cases reduced                                 | 25% (Judiciary Report 2017/18) | 21%             | 1. Promote Alternative Dispute Resolution (ADR mechanisms);<br>2. Raise awareness on justice sector services delivery focusing on the introduction of plea-bargaining as the role of prosecutors and Investigators.   |

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| Strengthened anti-corruption mechanisms | A. Percentage of citizens satisfaction with fighting corruption and injustice                             | 92.30%                        | <b>93.30%</b> | <ol style="list-style-type: none"> <li>Promote e-services to reduce corruption rate (Construct Automated Driving License, IECMS awareness, ... );</li> <li>Provide investigators and prosecutors with professionalized skills in handling corruption and injustice related cases to increase conviction rate and speed up the prosecution of corruption and embezzlement cases.</li> </ol> |
|   | B. Rate of public fund recovered  | 53% (MINIJUST Report 2017/18) | <b>67.50%</b> | <ol style="list-style-type: none"> <li>Sustain strategies to speed up public funds recovery (Linking IECMS and Asset Declaration System to other existing online systems like RRA, NIDA, Land Management Service,...);</li> <li>Devise measures leading to zero tolerance to Public Officials whose faults lead to Government lost).</li> </ol>  |
|   | C. Proportion of population with confidence in the control of corruption, transparency and accountability | 83.5% (RGS 2018)              | 88.56%        | <ol style="list-style-type: none"> <li>Strengthen asset declaration system to ensure veracity declarants information (Link Asset declaration System to other systems);</li> <li>Devise measures aiming at engaging citizens in fighting corruption and injustice.</li> </ol>   |

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**Annex.4: Sector Priority Analytical Studies for 2019/20**

| <b>Sector outcome</b>  | <b>Planned Analytical Work &amp; Duration</b>  | <b>209/20 Budget</b> | <b>Funding Source (GoR, if otherwise, specify, also state the status i.e. Secured/ Still under mobilization)</b> |
|--|--|----------------------|--|
| <b>Universal Access to Quality Justice</b>                             | Research on the role of justice sector and human rights CSOs in improving development outcomes (2019-2021) | 26,850,000           | Embassy of the Kingdom of the Netherlands  |
|  | Baseline study on Access to justice satisfaction   | 10,000,000           | RCN supported by EKN   |
|  | Assessment on the implementation of Legal Aid Policy   | 11,000,000           | USAID/DIU through LAF  |
|  | Conduct the impact evaluation of the Abunzi from 2004-2018   | 90,000,000           | European Union Commission  |
| <b>Maintained Safety, Security and Peace</b>                           | Root causes of delinquency in Rwanda   | 60,000,000           | National Rehabilitation Service (NRS)  |
|  | Impact assessment on rehabilitation program in Rwanda  | 40,000,000           | National Rehabilitation Service (NRS)  |
|  | Study to identify the causes of crimes for better prevention   | 50,000,000           | RIB  |
| <b>Control of Corruption, Transparency and accountability improved</b> | Baseline study on status of corruption   | 110,000,000          | European Union Commission  |
|  | Study on the role of assets declaration in fighting against corruption                                     | 65,950,000           | European Union Commission  |
|  | Baseline study on forms of injustice and strategies for prevention   | 110,000,000          | European Union Commission  |
| <b>Enhanced Unity of Rwandans</b>                                      | Conduct the Rwanda Reconciliation Barometer 2020( interim report)  | 94,600,000           | UNDP   |

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| <b>Sustained Respect for human rights</b>        | Analysis of the Implementation of UPR recommendations accepted by the Rwandan Government in 2015                    | 80,000,000 | UNDP and SWISS Embassy (LAF)              |
| <b>Enhanced Sector Capacity and Coordination</b> | Research on barriers to justice sector and human rights CSO towards active engagement and collaboration (2019-2021) | 27,720,000 | Embassy of the Kingdom of the Netherlands |

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**Annex.5: Progress against 2018/19 Sector Analytical Studies**

| NST 1 sector outcome                                | 2018/19 Planned Analytical Work                                  | Brief progress  | Comment/Challenges and actions to be taken if any  | Responsibles |
|---|--|---|--|--------------|
| <b>Outcome 1: Universal Access to Justice</b>       | Study on judgement execution in civil matters                    | Concept note and questionnaires were validated. The study is being conducted in this Q4 of 2018/19.                 |  | NHRC         |
|   | Criminal Justice Policy including penitentiary policy            | The inception report validated on Thursday, 9/5/2019.   |  | MINIJUST     |
|   | Beneficiary feedback survey in legal aid provision               | At the end of March 2019, the survey tools were developed. Data collection will be done by beneficiary cell phones. | This survey has been completed and initial findings are available. This survey was meant to inform LAF on the quality of legal assistance services provided through its ICT for Justice Project. Beneficiaries responded to few questions submitted into their mobile phones to inform LAF on level of satisfaction and improvement needed. The draft report is available.                                     | LAF          |
| <b>Outcome 4: Enhanced Unity and Reconciliation</b> | Develop and conduct an annual status on Unity and Reconciliation |   | Expected funds from stakeholders were not secured. NURC will produce the annual status report as provided by the law by using in house capacity. However, 2 different additional researches were conducted in 2018/2019 and these are: An assessment on the Religious Leaders understanding of unity and reconciliation and their role in its promotion; An assessment on healing approaches in use in Rwanda. | NURC         |

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|  | Research on Unity and Reconciliation status in youth   | Phase 1 was done and the second phase is ongoing.   | Data analysis for phase 2 is ongoing.   | NURC                              |
|  | Finalize the report on the history of Genocide against Tutsi in Gitarama, Butare, Gikongoro and Cyangugu former Prefectures. | At the end of March 2019, the draft reports of the History of Genocide against Tutsi in Gitarama, Butare, Gikongoro and Cyangugu former Prefectures were available. | Final reports are available.  | CNLG                              |
| <b>Outcome 5: Control of corruption, transparency and accountability</b> | Research on promoting rule of law through sound enforcement of anti-corruption laws  | Assessment of Court Judgments related to corruption was done. Assessment on the status of asset recovery in Rwanda was done. Findings were published on 26/2/2019.  | The target was achieved.  | Transparency International Rwanda |
|  | Baseline study on status of corruption   | At the end of March 2019, the ToRs regarding the study on status of corruption were developed and approved. The Office of Ombudsman has started tender process.     | The tender process is ongoing.  | Office of the Ombudsman           |
|  | Study on the role of assets declaration in fighting corruption   | At the end of March 2019, ToR for the study were drafted and approved.  | The tender process has started.   | Office of the Ombudsman           |
| <b>Enhanced sector capacity and coordination</b>                         | History study on Genocide against Tutsi in the Ministry of Justice   | At the end of March 2019, the draft final report was available.   | Waiting for final report.   | MINIJUST                          |
|  | Baseline study for all new SDG indicators in SSP III   | Not yet conducted.  | The list of indicators were sent to RGB to be considered in their next surveys. | JSCS & NL EMBASSY                 |

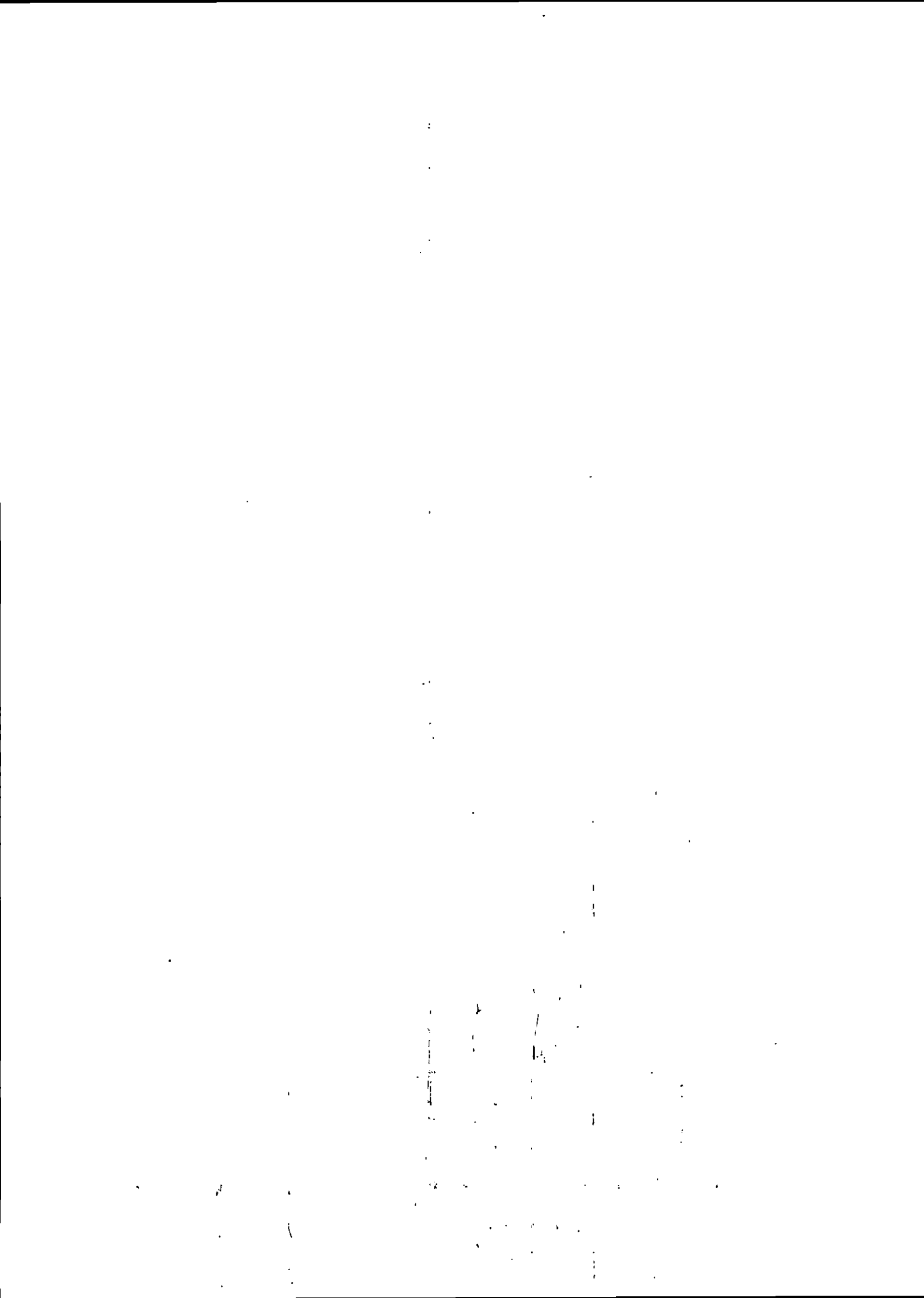
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Annex.6 Progress against 2018/19 Policy actions (for the selected 10 sector indicators)

| NST 1 sector outcome               | Sector outcome indicator                             | Baseline (2017/18) | 2018/19 Policy Actions  | Brief Description of Progress against implementation of 2018/19 Policy actions (This should be brief with focus on fastracking progress since a detailed assessment will be captured in the Backward Looking JSRs)   | Institution |
|------------------------------------|--|--------------------|---|--|-------------|
| <b>TRANSFORMATIONAL GOVERNANCE</b> |  |                    |   |  |             |
| Enhanced unity among Rwandans      | The level of unity and reconciliation among Rwandans | 93.5% (RGS 2018)   | 1. Promote Rwandan identity and awareness on Unity and Reconciliation | <p>From July 2018 to March 2019, the following was done:</p> <ol style="list-style-type: none"> <li>1. Dialogues in youth: Senators and Deputies conducted Ndi Umunyarwanda dialogues in <b>87 secondary schools</b> selected from all Districts;</li> <li>2. Dialogues at grassroots level and members of civil society organizations across Districts</li> <li>3. Ndi Umunyarwanda in <b>18</b> Government institutions. The average participation level in all these institutions was <b>74%</b>;</li> <li>4. Dialogues in specific groups (<b>635</b> Ex-combatants and Inmates-prisoners of <b>10</b> prisons);</li> <li>5. NURC Produced visual arts on unity and reconciliation with an aim of obtaining ideas of the young generation on unity and reconciliation. This was through competitions of students from <b>6</b> schools sampled in all provinces and Kigali City and <b>21</b> professional young artists;</li> <li>6. <b>300</b> people composed of Genocide against the Tutsi perpetrators, their families and genocide survivors held social healing dialogues. This was conducted in 4 different sessions in partnership with faith based organisations. This was held in Bugesera District;</li> <li>7. In Ngoma District, healing dialogues were conducted among Genocide against Tutsi survivors, families of genocide prisoners and released genocide prisoners;</li> <li>8. In partnership with Nyamata Catholic Church in Bugesera, 300 people that have completed a six months healing process last year and grouped into 20 dialogue groups received a refresher 2 days training facilitated by 20 community facilitators;</li> </ol> | NURC        |

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|   |                   |  | <p>9. NURC in partnership with Primature, MIGEPROF, MINALOC, Unity Club Intwararumuri and Districts conducted sensitization campaigns in all Districts and the audience was Umudugudu committees, Unity and Reconciliation District and Sector Forum members, Amasibo leaders, members of Umugoroba w'Ababyeyi committees and Coordinators of National Women Councils;</p> <p>10. Through DIU/USAID support, Prison Fellowship Rwanda reached out to 1,047 people (including 202 victims and their families, 195 prisoners, 150 ex-prisoners and 500 community members) in different reconciliation and social healing activities including dialogues, therapy sessions, trainings and education/sensitization campaigns.</p> |      |
|   |                   | 2. Monitor the compliance of Unity and Reconciliation policy and principles. | <p>From July 2018 to March 2019, the following was done:</p> <ul style="list-style-type: none"> <li>- Monitoring unity and reconciliation compliancy was conducted through monitoring specific programs that include Parliamentary elections and the report shows that in general the unity and reconciliation principles were complied with during the elections;</li> <li>- From 13/03/2019 to 04/04/2019, NURC monitored compliancy with unity and reconciliation principles and policy in <b>30</b> Districts. The report is being consolidated and it will be produced in the 4th quarter.</li> </ul>  | NURC |
| Percentage of population with confidence in safety and security | 94.97% (RGS 2018) | 1. Strengthen peace, security and safe practices                             | <p>Conducting joint operations between RNP, RDF and RIB: <b>2,334</b> joint target operations were conducted from July 2018 to March 2019 against the annual target of <b>834</b>.</p>  | RNP  |
|   |                   |  | <p>Conducting campaigns to prevent illicit drugs: From July 2018 to May 2019, <b>91</b> Campaigns against drugs have been conducted against the target of <b>15</b>. In addition, <b>527</b> operations of drug dealing were conducted by joint forces operations.</p>  | RNP  |
|   |                   |  | <p>Completion of canines' training ground, retaining wall, fence, rain water harvesting and landscaping for canine brigade's training ground: At the end of May 2019, the canines training ground was constructed at <b>100%</b>; The retaining wall was constructed at <b>100%</b>, fence was not constructed because there was no budget for it in this fiscal year 2018/19 and the rain water harvesting &amp; general landscaping were constructed up to <b>100%</b>.</p>   | RNP  |

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|  |  | Acquiring fire trucks: There is a target of acquiring 2 massive fire trucks and 3 medium engines in 2018/19. At the end of May 2019, the shipment process was undergoing.   | RNP |
|  |  | UN Peacekeeping operations missions supported by RNP: as planned, 6 Police Formed Units (FPUs) of 1117 were rotated; 79 Individual Police Officers (IPOs) were deployed; 11 investigators from RIB were deployed, 5 senior Immigration Officers (SIOs) and 02 Professional deployed.  | RNP |
|  |  | Reducing the fatalities per 10,000 motor vehicles and motor cycles up to 27: from July 2018 to May 2019, there were 83 operations and the following elements were recorded: 597 fatal accidents, 1092 serious injuries and 631 people have died. There were 597 fatal accidents per 282,699 motor vehicles registered from July 2018 to March 2019. Thus, the number of fatalities per 10,000 motor vehicles and motor cycles are 21.1 against the annual target of 27. | RNP |
|  |  | Inspection of vehicles for roadworthiness: 140,589 inspections were made on 86,460 motor vehicles inspected. The target was to get 115,000 inspections. In addition, 36,511 Motor vehicles were tested for Speed Governor in favor of road worthiness. The 134,954 vehicles were tested for emission gas.   | RNP |
|  | 2. Enable citizen to play greater role in maintaining their own security by strengthening Community Policing for crime prevention, detection and neighborhood watch. | From July 2018 to May 2019, 28,862 CPCs were trained against the target of 12,000 (IGP's Performance Contract 2018/19).   | RNP |
|  |  | 1,639 anti-crime clubs were sensitized from July 2018 to May 2019 against the annual target of 817.   | RNP |

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| The level of citizen satisfaction with property security | 87.4% (RGS 2018) | 1. Increase a number of groups that actually benefit from the sensitization programs;                  | RIB did the following public awareness campaign activities on fighting against emerging crimes:<br>i. In November 2018, RIB launched its Service Charter with a view to improving transparency in criminal investigations and filling of criminal cases;<br>ii. In October and November, RIB conducted anti GBV public awareness campaigns with the IOSC mobile vans in Kanyinya and Camp-Kigali in Nyarugenge, and in Gisagara, Ngororero District, Musanze and Nyamasheke Districts;<br>iii. <b>123</b> talk shows were conducted on different Radios and TVs Stations on various crime. | RIB         |
|  |                  |  | From July 2018 to March 2019; the Prosecution prepared and aired <b>12</b> radio talk shows on SGBV, Genocide ideology, economic and financial crimes on Radio & TV Isango Star , RBA , Radio <b>10</b> and Radio Flash.   | NPPA        |
|  |                  |  | A joint Umuganda on 27th October 2018 countrywide and the focus was on fighting against Human trafficking, drug abuse and trafficking; and cyber crimes.   | MINI<br>UST |
|  |                  |  | Two joint press conferences; a JRL OS open day (18/3/2019); a Justice week (18-22/3/2019) and a friendly football match to close a justice week (22/3/2019) were organized from July 2018 to May 2019.   | MINI<br>UST |
|  |                  | 2. Train professional police officers and provide them with adequate skills and logistical equipments. | Cumulatively, from July 2018 to June 2019, 3,957 (192.5%) Police Officers have finished their courses in various crime prevention techniques against the annual target of training 2,052 Police Officers. At the beginning of June , 668 Police Officers were still undergoing courses aimed to improve their skills in crime prevention techniques.   | RNP         |

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|  | The level of citizen satisfaction with personal security        | 95.4% (RGS 2018) | <p>1. Put in place systems to prevent SGBV and assist SGBV victims.</p> <p>2. Increase quality and quantity of service delivery in all police stations</p> | <p>1. Rwanda Forensic Laboratory (RFL) is in place and operational;</p> <p>2. IOSC management Information System (MIS) is under development;</p> <p>3. In RIB and NPPA there are specialized Units for GBV consequently all GBV related cases including SGBV are urgently handled;</p> <p>4. SGBV cases are prevented through IOSC mobile clinic field visits, Radios talks, TV shows and social media campaigns designated to that effect;</p> <p>5. SGBV victims are assisted through counselling in IOSC counselling room 6. There were <b>43</b> justice Caravanes in both 2018 and 2019. People were sensitized to fight against GBV crimes.</p> <p>1. National Prevention Mechanism (NPM) and JRLOS District Committees conduct regular outreaches in police stations to ensure quality services into Police stations;</p> <p>2. RFL is equipped to provide relevant evidences;</p> <p>3. Supporting investigation cases by scientific evidences: Out of 2,969 cases that needed scientific evidence, 2,191 cases were investigated and supported by scientific evidences. This makes <b>74 %</b> of achievement against <b>70%</b> of target;</p> <p>4. RIB also launched the Service charter at all RIB stations in order to inform the citizens of their rights and obligations.</p> | <p>RIB<br/>NPPA<br/>RFL</p> <p>NHRC<br/>RFL<br/>RIB</p> |
| Strengthened Judicial System (Rule of Law) | Level of satisfaction of service delivery in the justice sector | 74.3% (RGS 2018) | <p>1. Maximize the use of IECMS by putting in place skilled enough local team, and operationalize Rwanda Forensic Laboratory (RFL);</p>                    | <p>1. In classical Justice, all cases are filled and processed through IECMS (Investigation, Prosecution, Adjudication and Judgement execution of criminal matters. Only the judgement execution of civil, commercial, social and administrative matters is not yet processed through the IECMS;</p> <p>2. In Military Justice, cases are not yet processed through IECMS;</p> <p>3. The IECMS is already upgraded to accommodate Military Justice from mid March and to perform judgement execution of civil, commercial, social and administrative matters and online auction;</p> <p>4. From July 2018 to 14/5/2019, <b>563</b> IECMS end users were trained (<b>232</b> with the support of UNDP while <b>331</b> were trained with the support of DIU/USAID);</p> <p>5. The IECMS management local team is not yet put in place. Waiting for the establishment of SPIU.</p>  | <p>MINIJUST</p>   |

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|  |  |   | <p>RFL was put in place and it is now operational.</p> <ol style="list-style-type: none"> <li>1. From July 2018 to March 2019, out of <b>1,004</b> cases received for scientific evidence, <b>984</b> cases equivalent to <b>93.5%</b> were handled by RFL;</li> <li>2. Among <b>984</b> handled cases, <b>939</b> cases equivalent to <b>95.4%</b> were handled by RFL its self and <b>45</b> cases were referred to other Laboratories.</li> </ol> <p><b>Note:</b> The reason of referring some cases to other laboratories is due to lack of laboratory equipment and reagents. Currently, microbiology unit in biology division, toxicology and blood alcohol unit in chemistry division and ballistic unit in physical evidence division are not working at all. Drugs and chemistry unit in chemistry division is partially working due to lack of laboratory equipment and reagents.</p>  | RFL  |
|  |  | <p>2. Implement the National Legal Aid and Justice for Children policies:<br/>Decentralize and intensify MAJ outreach program to grass root levels, increase the number of vulnerable court representations<br/>; Assessment of national legal aid and justice for children policies.</p> | <p>The following was done to implement the National Legal Aid and Justice for Children Policies:</p> <ol style="list-style-type: none"> <li>1. Cumulatively from July 2018 to March 2019, Abunzi received <b>34,065</b> cases of which 13,766 (<b>40%</b>) are from males and 20,299 (<b>60%</b>) were from females. Among the received cases, <b>32,656</b> cases equivalent to <b>96%</b> cases were fully mediated while 1,409 (<b>4%</b>) are still undergoing;</li> <li>2. <b>885</b> Abunzi from Nyaruguru and Nyamasheke districts were trained on mediation skills and on key laws, with the support of DIU/USAID;</li> <li>3. Cumulatively, from July 2018 to March 2019, MAJ staff have received 16,069 cases and 16,026 (<b>99%</b>) cases were handled as follow: 11,271 (<b>70.3%</b>) through providing legal advices or mediation, 2,817 (<b>17.5%</b>) by preparing court submissions, 1938 (<b>12%</b>) have been oriented in other institutions while 43 (<b>0.26%</b>) were still undergoing at the end of March 2019;</li> <li>4. Cumulatively from July 2018 to March 2019, <b>5,885</b> people made up of <b>1,168</b> Minors ( by RBA) and <b>4,717</b> vulnerable (RBA, MAJ and LAF) were represented in courts;</li> <li>5. <b>1,344</b> vulnerable and indigent people were provided with other different legal aid services (like lgal advice, drafting of submissions, referrals and accompaniment, etc) by Haguruka, iPeace, LAF and RBA, through the DIU/USAID support.</li> </ol> | <p>MINI<br/>UST,<br/>RBA,<br/>LAF<br/>DIU/U<br/>SAID</p> |

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| Public perception of Rule of Law | 84.59% (RGS 2018) | 1. Equip RIB with requisite infrastructure and specialized staff to make it fully operational; | 1. RIB bought and distributed Furniture and computers at station bureaus;<br>2. <b>1093</b> investigators were trained on investigation techniques. Some courses were conducted for example; Crime scene management course, IECMS, DNA Forensic, Cyber crime investigation, Economic and financial crimes course in the aim of enhancing the capacity of RIB investigators. The 2018/19 target is to train <b>492</b> investigators. | RIB      |
|                                  |                   | 2. Strengthen existing ADR mechanisms.   | ADR policy is not yet developed. The procurement is at technical evaluation process  | MINIJUST |

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| Strengthened Judicial System (Rule of Law) | Public perception of performance of the Judiciary | 78.48% (RGS 2018) | 1. Improve professionalism, specialization and the access to legal information to enhance quality and timely justice | <p>1. <b>87</b> Judges Judges and Registrars were trained on mediation skills, <b>57</b> (judges and registrars) were trained on opinion writing and <b>130</b> judges and Registrars on IECMS hands on skills;</p> <p>2. RCN via its two projects, Strengthening Proximity Justice in Rwanda (SPJR) an Ubutabera Bwegereye Umuturage (UBU Project) conducted awareness campaigns in <b>9</b> Districts (Nyarugenge, Gicumbi, Nyabihu, Rutsiro, Karongi, Kicukiro, Nyanza, Kayonza, Ngoma) using Justice caravan. Citizens were informed on legal procedures, land law, GBV, Funtionning of Abunzi Committees, Execution of judgement and Abunzi decisions, etc. The <b>47</b> sessions were conducted. around <b>296,800</b> persons were reached by the campaign. After the Justice caravan JRLOS District Committes with provided legal aid to <b>1,078</b> citizens who attended the campaigns. <b>68,800</b> Leaflets summarizing messages related to the most used laws, <b>940</b> t-shirts, <b>110</b> umbrellas, <b>90</b> small bags with legal messages were distributed to citizens who participated to the Justice caravan sessions. During this period, RCN Justice &amp; Democracy conducted awareness campaigns using radio programs: <b>24</b> episode called Inkebura y'ubutabera and <b>12</b> magazine called Tugane Abunzi. The messages were about the fonctionning of Abunzi committees, mostly used laws and laws related to speicific issues raised by the population (Eg Banque Lambert etc). The program were aired on RBA, Huguka, Energie Raio, Isangano, Ishingiro.</p> <p>3. JRLOS District Committees conduct a non-stop sensitization work among citizens ( <b>185,751</b> people from July 2018 to March 2019) and students in secondary schools ( <b>21,908</b> students from July 2018 to March 2019) on how to fight emerging crimes;</p> <p>4. An estimated <b>733,333</b> people have been reached through a weekly radio program supported by DIU/USAID and aired on <b>5</b> radio stations across the country at the same time (Isango, Isangano, Izuba, Energy radio and RC Huye) on access to justice and judicial processes.</p> | Judiciary, RCN J&D, MINJ UST, DIU/USAID |
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|                                    |   |        | <p>2. Implement the court restructuring to enhance court efficiency and effectiveness: staffing based on new organizational structure, equipping Court of Appeal, extending and rehabilitating Primary Court houses</p> | <p>1. Courts restructuring was successfully done and staffing based on new organizational structure was done<br/> 2. The Court of Appeal was established and equipped<br/> 3. The contract for rehabilitation of Primary Courts (Kagano, Ndora, Mukamira and Gakenke buildings) is under process.</p> | Judiciary |
| Sustained Respect for human rights | Proportion of Population with confidence in respect of Human Rights | 89.20% | <p>1. Implement National Human Rights Action Plan: assessment of implementation of NHRAP</p>  | <p>1. Assessment of the implementation of National Human Right Action Plan is under process</p>   | NHRC      |

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|   |                   | 2. Strengthen reporting on implementation of international and regional human rights treaties ratified/assessed by Rwanda with the collaboration of CSOs | <ul style="list-style-type: none"> <li>• Three reports that were due for submission from March to May 2019 (reports on ESCR, ICCPR and CMW) are on drafting process;</li> <li>• Rwanda's report on CRPD was presented before the Committee on the Rights of Persons with Disabilities from 14th -15th March 2019 in Geneva, Switzerland;</li> <li>• Rwanda's report under the African Charter on the Rights and Welfare of the Child was presented on 21/3/2019 in Addis Ababa, Ethiopia;</li> <li>• Rwanda Governance Score card 2018 edition indicated that Rwanda's compliance with its reporting obligations on the core Human Rights stands at 100%;</li> </ul>                     | MINI<br>UST |
| Number of Human Rights cases reported to NHRC and proportion of these that get resolved | 87.61% (RGS 2018) | Receive, analyze and investigate complaints on human rights violation reported to the commission   | <ul style="list-style-type: none"> <li>• From July 2018 to March 2019, NHRC had 1222 Human Rights cases to be processed (367 new cases and 855 backlog cases from 2017/18). The NHRC has processed 990 complaints equivalent to <b>81%</b>;</li> <li>• Among those 990 processed cases, 62 (<b>6.2%</b>) are still under investigation while 928 complaints (<b>93.7%</b>) for which the commission conducted investigations were submitted to relevant authorities for action.</li> <li>• From these 928 complaints submitted by NHRC to relevant institutions, 537 (<b>57.8%</b>) complaints have already been solved while 391 (<b>42%</b>) complaints are not yet solved.</li> </ul> | NHRC        |
|   |                   | 2. To assess the implementation of the recommendations addressed to the institutions   | <ul style="list-style-type: none"> <li>• Recommendations given to various institutions in 2017/18 NHRC annual report are being assessed.</li> </ul>  | NHRC        |

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|   | Sleeping space in prison per inmates          | 1.39 square metres/inmate (RCS, May 2018) | 1. Construction of new prisons facilities that conform to international standards (Mageragere and Rubavu constructions)   | <ul style="list-style-type: none"> <li>• Construction activities at Mageragere prison: At the end of May 2019, overall activities in constructing Mageragere Prison were executed at <b>58%</b> block against the target of <b>90%</b>.</li> <li>The general achievement is around <b>75%</b> against the target of <b>90%</b></li> <li>• At the end of May 2019, the construction works of second inmates' block at Rubavu was executed at <b>100%</b>.</li> </ul>                         | RCS                     |
|   |   |   | 2. Rehabilitation of existing prisons ( Huye and Nyamagabe prisons)   | <ul style="list-style-type: none"> <li>• At Nyamagabe Prison, at the end of May 2019, the construction works were executed at <b>28%</b> against <b>30%</b> target</li> <li>• At Huye Prison, at the end of May 2019, the construction works were executed up to <b>60%</b> against the target of <b>100%</b>. The target was not achieved as there was a delay in finishing evaluation process due to non responsiveness of bids. Some bid prices exceeded the funds available.</li> </ul> | RCS                     |
| Zero corruption across government services and institutions achieved and maintained | Percentage recovery of embezzled public funds | 53% (MINIJUST 2017/2018)                  | 1.Reinforce mechanisms of assets declaration and verification ( integration of asset declaration system with other national systems from NIDA, RRA, RLMUA, etc, | <ul style="list-style-type: none"> <li>• The ToRs for the integration were developed, and approved, hence the tender process is about to start.</li> </ul>  | Office of the Ombudsman |

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|  |                   | 2. Strengthen mechanisms to investigate, prosecute public funds Embezzlement cases in line with the Auditor general's recommendations; | <ul style="list-style-type: none"> <li>• For OAG Report 2015/16, there are 59 cases to be investigated by RIB . At the end of March 2019, 52 cases equivalent to <b>88%</b> were completely investigated while investigation of 7 cases equivalent to (12%) is still ongoing. Among the received 60 cases from RIB, 3 cases were filed to Courts, 51 were closed while 6 are still pending. Meaning that 53 cases equivalent to <b>90%</b> were handled by the Prosecution. The 31 suspects involved in 4 cases have returned 4,472,396 Rwfs without trial. Two (2) suspects involved in 1 case accepted to pay fine of 865,584 Frws without trial.</li> <li>• Regarding the 2016/17 OAG report, among 116 total cases to be investigated, 52 equivalent to <b>44.8%</b> were completely investigated by RIB while investigation of 64 (<b>55.2%</b>) cases is ongoing. Among the received 48 cases from RIB, the Prosecution has closed 6 cases equivalent to <b>12.5%</b> and other 42 cases equivalent to <b>87.5%</b> are still pending. The 8 suspects involved in 2 cases have returned 804,686 Frw without trial.</li> </ul> | NPPA<br>RIB                    |
| The level of satisfaction with the control of corruption | 81.96% (RGS 2018) | 1.Enhance capacity of investigating institutions ( RIB,NPPA and Office of Ombudsman )  | <ul style="list-style-type: none"> <li>• 1093 RIB investigators were trained on investigation techniques. Some courses such as scene crime management course, IECMS, Cyber Crime investigation, DNA forensic, Economic and financial crimes course in the aim of enhancing the capacity of RIB investigators were conducted against the 2018/19 target of 492.</li> <li>• RIB bought and distributed furniture and computers at station bureaus; RIB also launched the Service charter in order to inform the citizens of their rights and obligations, with the aim of curbing corruption in its staff;</li> <li>• 30 investigators from the Office of the Ombudsman were trained as planned ;</li> <li>• The Office of the Ombudsman may request for administrative sanctions of the leaders of any organ that fails to comply with obligations of prevention of corruption.</li> </ul>   | RIB<br>Office of the Ombudsman |

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|  |  | <p>2. Strengthen anti-corruption Consultative Councils at District and Sector level</p> | <ul style="list-style-type: none"> <li>• Evaluation of Districts Advisory Councils to fight Against Corruption and Injustice (DACACI) has been conducted and revealed the anti corruption initiatives adopted by some districts. Those initiatives include the following: <ul style="list-style-type: none"> <li>o Public trial of corruption cases in Sectors ( Kirehe and Karongi DACACI);</li> <li>o Publishing activities of DACACI on District's website ( Gatsibo DACACI)</li> <li>o Inviting some investors in DACACI meetings (Nyamasheke DACACI)</li> <li>o Inventory of all cases won by the Government in Nyamasheke District so that the concerned people may start to pay( DACACI Nyamasheke )</li> </ul> </li> <li>• The National Advisory Council to fight Against Corruption and Injustice monitors the activities of the anti corruption at District level; the Council at District level monitors the activities of the Council at Sector level.</li> </ul> | <p>Office of the Ombudsman</p> |
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