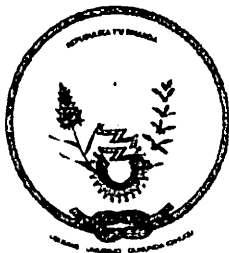


REPUBLIC OF RWANDA

Kigali,
N° 26.72./15/JRLOS



MINISTRY OF JUSTICE
P.O. BOX 160 KIGALI
Tel: (250) 252586561 Fax: (250) 252586509
E-mail : mjust@minijust.gov.rw

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


Dear Sir,

Re: Submission of the report for the Backward- Looking Joint Sector Review 2014/15.

Reference is made to the Terms of Reference for the preparation of the 2014/15 Backward- Looking Joint Sector Review requesting us to lead the exercise and submit a summary report to you:

I have the pleasure to submit the above-mentioned report with its annexes as approved by the JRI.OS Joint Sector Working Group meeting that took place on 3rd November 2015.

Sincerely,


KALIHHANGABO Isabelle
Permanent Secretary/Solicitor General

Cc:

- The Hon. Minister of Justice/Attorney General
- Head of Development Cooperation, Embassy of the Netherlands, Kigali
- Members of the JRI.O Sector Working Group (all)

KIGALI.

REPUBLIC OF RWANDA



MINISTRY OF JUSTICE

Justice, Reconciliation, Law and Order Sector Secretariat

Backward Looking Joint Sector Review, 2014/15

Final Report

November 2015

GB

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ACRONYMS

CEDAW:	Convention on the Elimination of all Forms of Discriminations Against Women
CNLG:	Commission National pour la Lutte contre le Génocide
CPC:	Community Policing Committee
EDPRS:	Economic Development and Poverty Redaction Strategy
ICD:	International Crimes Department
ICF:	Investment Climat Facility for Africa
IECMS:	Integrated Electronic Case Management System
ILPD:	Institute of Legal Practice and Development
JRILOS:	Justice, Reconciliation, Law and Order Sector
LAF:	Legal Aid Forum
MAJ:	Maison d'Accès à la Justice
MINALOC:	Ministry of Local Government
MINECOFIN:	Ministry of economic Planning and Finance
MINIJUST:	Ministry of Justice
MININTER:	Ministère de la Sécurité Intérieure
MOU:	Memorandum of Understanding
NHRC:	National Human Rights Commission
NPPA:	National Public Prosecution Authority
NURC:	National Unity and Reconciliation Commission
Q:	Quarter
RCJP:	Rwanda Commercial Justice Project
RCS:	Rwanda Correctional Services
RGB:	Rwanda Governance Board
RGS:	Rwanda Governance Score Card
RLRC:	Rwanda Law Reform Commission
RNP:	Rwanda National Police

Rwfs : Rwandan Francs
SDG: Sustainable Development Goals
TV: Television
UN: United Nations
UPR: Universal Periodic Review
WEF : World Economic Forum

I. Introduction

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

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

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

This Backward-Looking Joint Sector Review Report presents:

- A summary of progress in achieving sector objectives with focus on progress against agreed policy actions for the EDPRS 2 Core Indicator and other Sector selected indicators;
- Budget execution performance;
- A brief presentation on progress against implementation of recommendations from the 1st June 2015 Forward Looking Joint Sector Review meeting;
- A statement of 2016/17 broad priority areas;
- A summary on key issues within the Justice Sector.

II. Summary of progress in achieving sector objectives

This section highlights four (4) main sub sections including:

- The progress report based on agreed policy actions for the EDPRS 2 Core Indicator and other Sector selected indicators;
- Progress in achieving EDPRS 2 midterm targets;
- A brief assessment of progress in achieving 2015/2016 policy actions;
- A brief assessment of progress on how relevant cross cutting issues of EDPRS such as gender and capacity building have been mainstreamed.

2.1. Progress report based on agreed policy actions for the EDPRS 2 Core Indicator and other Sector selected indicators

For the sub section related to the progress against 2014/2015 targets and their corresponding policy actions, the data source for all information on performance is administrative data from 2014/15 reports provided by justice sector institutions. The following are a summary of implementation progress for selected policy actions and 2014/2015 targets:

	Achieved	Partially achieved	Not implemented	Total
2014/15 targets	7	2	1	10
2014/15 prioritized policy actions	12	6	1	19

2.1.1. Achievements against EDPRS 2 Core Indicator

2.1.1.1. Control of corruption, transparency and accountability

The EDPRS 2 Core indicator's target for the year 2014/15 has been fully achieved and even exceeded as stated in the Rwanda Governance Score card (RGS) version 2014, because the control of corruption, transparency and accountability was scored at 79,04% against 73% which was the target of the year¹.

The following Policy actions contributed to the achievement of the above indicator:

- i. **Reinforcing the mechanisms to accelerate investigation and prosecution of alleged corruption and increase corruption cases received and completed by 5%:** Due to legal instruments put in place, capacity building and development, new concept of working through performance contracts both into Ombudsman Office and National Prosecution Authority, 45 corruption cases (74%) among 61 received in 2014/15 were proceeded and closed. This exceeded the planned target of completing 66.5% of received cases.
- ii. **Also, investigation and prosecution of individuals involved in mismanagement of Government projects contributed to this achievement:** From July 2014 to June 2015, 18 (100%) mismanaged projects highlighted by the Auditor General Report (2012-2013) were handled and closed, overachieving the target that was to prosecute at least 90% individuals involved in the mismanagement of Government projects.
- iii. **In addition, prosecution of embezzlement cases contributed to the achievement of JRLOS EDPRS 2 Core indicator,** because from July 2014 to June 2015, all 5 pending cases (100%) have been prosecuted as planned and 707 (94.7%) among 746 new corruption and embezzlement cases received were handled. However, there is a gap in won cases of government public funds recovery because from July 2014 to June 2015, only 8.23% of won funds were recovered against the target of recovering 40%.

¹ Rwanda Governance Board, Rwanda Governance Scorecard, Kigali, 2014 Edition, p. 54-57.

Fortunately, measures aimed at making a proper follow up on courts' cases in which government is among parties and speeding such a judgements execution have been put in place: upon the MINIJUST proposal, the Prime Minister instructed officially all government institutions and districts to be actively involved in courts' cases process and to pursue the execution of all won judgments in which they were involved. A list of people who embezzled government funds is published and updated quarterly. A Memorandum of Understanding (MOU) has been signed between Ministry of Justice and the Bailiffs' Association in order to speed judgements execution.

2.1.2. Achievements against other Sector Selected Indicators

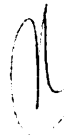
2.1.2.1. Service delivery in the Justice Sector

The target for 2014/15 was to increase scores from 69.9% in 2012 up to 73% in 2014/15. **The target has been achieved and even exceeded.** As shown in the Rwanda Governance Score card (RGS) edition 2014, the service delivery in the justice sector scored at 74.75 %². This success is a result of a lot of interventions including the following policy actions:

i. **The Integrated Electronic Case Management System (IECMS):** As planned, the procurement process for hiring a company to develop the IECMS has been done and a competent firm to develop the system chosen. The consultant finalized the system analysis, completed its design and made it validated by competent organs. The system development has started, and the trainings of IECMS Project Management Team, Trainers' team and users have begun and will continue.

ii. **ILPD reforms aimed at adopting a business model and increase intakes:** ILPD has increased the modes of teaching. In addition to full time teaching mode it has Part Time Mode, Executive Mode, Weekend Program and the Work Based Learning Mode. Consequently, against 325 planned students to be graduated in Legal Practice and Legislative Drafting, 260 trainees completed the Diploma in Legal Practice program while other 192 trainees are still undertaking the program and are expecting to complete in December 2015. Regarding short courses, on 2000 people planned to be trained in critical and rare skills, ILPD has trained 2169 (108.4%) people in different courses as follows: 35 in terrorism, international and transnational crimes, 23 in mediation, 30 in privatisation, 40 in contracts' negotiation, drafting and management, 44 in the use of DNA technology, 40 in human rights and correctional regimes, 791 in judgments execution, 573 in rules of procedures in civil matters, 40 in fraud and money laundering investigation, 109 in detection, assessment, securing and presentation of evidence before courts, 90 in rules of procedure in criminal matters, 40 in construction's law, 112 in sentencing and human rights, 33 in investigation and prosecution of offences related to public procurement, 58 in professional practice for lawyers, 29 gender based violence, 57 in contract management and litigation, 25 in emerging issues in criminal justice system in East Africa.

² RGB, op.cit, p. 62.



2.1.2.2. Performance of the Judiciary

The target was to increase the scores from 74.96% in 2012 to 76% in 2014/15. In the Rwanda Governance Score Card edition 2014, RGB has reported that Judiciary has performed well with **80.26 %³**. The following are some policy actions related to the above indicator with their progress:

i. Restructure the functioning of the court system to ensure increased efficiency: partially implemented. The restructuring process of courts is still being discussed with the concerned institutions. However, there has been effort in processing cases: 70, 385 (123.22 %) processed cases from July 2014 to June 2015. Judiciary has made considerable progress in terms of reduction of backlog cases (37.14 % of backlog cases against 38% planned for 2014/15).

ii. Fast track efforts to eliminate case backlog in the Supreme Court: partially implemented. All 6 additional judges provided for in the Organic Law N° 01/2013/OL of 07/02/2013 modifying and complementing Organic Law N° 03/2012/OL of 13/06/2012 determining the organization, functioning and jurisdiction of the Supreme Court are in place. However, the backlog is still a challenge in Supreme Court. At the end of 2014/15, from the total of 1757 pending cases and 1547 cases (88.04%) were considered as backlog cases⁴. In those 1547 backlog cases, 182 (11.7%) were civil cases; 1123 (72.59%) were penal while 242 (15.64%) cases were commercial cases. The Judiciary continues to fast track efforts to eliminate case backlog in courts.

2.1.2.3. Access to Justice

The target for 2014/15 was to increase the score of access to Justice from 68.18% in 2012 up to 70% in 2014/15. In Rwanda Governance Score card (RGS) edition 2014, this indicator was scored at **80.2%⁵**, meaning that the target was fully achieved and even exceeded. The following are some policy actions that contributed to this achievement:

i. Strengthen the functioning of abunzi through training and provision of materials: The target was to provide training and materials to Abunzi in 7 Districts, but all mediation committees' members have been trained (30,768 mediators) and basic materials (scarves, forms, registers, and metallic box) have been distributed in 22 out of 30 districts. This success was due to the contribution and collaboration of Civil Society organizations. Also, this impacted on the Abunzi performance: from July 2014 to June 2015, the 36, 152 cases (90.77%) out of 39,827 received by Abunzi committees have been solved through mediation, while 2,062 (5.18%) cases were oriented in courts and only 1,613 (4.05%) were still pending waiting for analysis at the end of the year.

³ RGB, op.cit, p. 23.

⁴ Backlog cases are those awaiting trial for more than six (6) months.

⁵ RGB, op.cit, p. 24.

ii. Implement National Legal Aid Policy to increase the number of people receiving legal aid: this policy action is **partially implemented**. As provided for into the 2014/15 action plan, following activities have been done in order to implement this policy: establishment of a National Legal Aid Steering Committee, preparation of the 2015/16 action plan and budget for the Policy implementation, publication of the law on functioning of Abunzi, the law on organization and functioning of Courts and the law on functioning of Bailiffs, and the Legal Aid Week has been organized twice, one for Gacaca judgements execution and another one to handle various legal related matters.

Consequently, **90,77%** of cases submitted to Abunzi Committees have been solved against the target of settling **88%** of cases received. On their side, among 22,992 received cases, MAJ handled **20,918 (91%)** either through mediation, courts orientation, either submitting cases to relevant institutions. Also, **2,028** minors, **105** indigents and **2** special genocide suspects were represented in courts. In order to increase awareness of different stakeholders, in collaboration with the LAF, a workshop is being prepared in order to disseminate and update the implementation plans of the Legal aid and the Justice for children policies.

2.1.2.4. Increasing the number of indictments for international crimes

In order to capture the aspects of effectiveness of the prosecutorial work such as prosecution rate and conviction rate, the Leadership Group meeting held on 11th November 2014 has revised the set target. The number of indictments to be transmitted has been reduced from 252 to 160 indictments which have been prepared and transmitted to countries hosting fugitives, and achieved fully this sector indicator. The following are some policy actions that contributed to this success:

i. Strengthening the genocide fugitive tracking unit to reinforce its capacities: As planned, the Specialized Unit (International Crimes Department (ICD) composed of a Head, 9 National Prosecutors, 1 assistant and 2 translators has been officially established. The 2 Senior Legal Advisors and 1 consultant were hired to strengthen the ICD on matters related to international crimes.

ii. Reinforcing NPPA's capacity to actively follow up on the trail process of international crimes including genocide: NPPA's capacity has been reinforced and the Prosecutor General Office brought to courts several genocide suspects from abroad such as Dr Leon MUGESERA, Pasteur Jean UWINKINDI, Charles BANDORA, Emmanuel MBARUSHIMANA and Bernard MUNYAGISHARI and made a proper follow up of trails taking place in foreign countries: Desire MUNYANEZA in Canada and Sadi BUGINGO in Norway.

2.1.2.5. Reconciliation, Social Cohesion and Unity

The target for 2014/15 was to increase the scores related to reconciliation, social cohesion and unity from 83.45% in 2012 to **85%** in 2014/15. However, in the RGS edition 2014 which

is the only available document to refer to, this target scored at **80.58%**⁶ basing on NURC Barometer data of 2013. New data on this indicator will be very soon available with the publication of findings of the Rwanda Reconciliation Barometer 2 that has to be published by December 2015. Several following ongoing policy actions may contribute to this indicator:

i. Promote dialogue and raise awareness for unity and reconciliation to reduce the number of Rwandans who judge each other based on ethnic stereotype from 35% in 2010 to 25% in 2015: The general planning orientation of NURC for 2014-2015 was to continue Unity and Reconciliation promotion and "Ndi Umunyarwanda" programme through awareness raising and dialogues. Consequently many groups of people involved in different domains have been sensitized on "Ndi Umunyarwanda" programme. Many others have been sensitized by CNLG on the fight against and prevention of genocide and its ideology. Seventy two (72) talk shows have been conducted on Radio and TV on fighting against and prevention of Genocide and its ideology.

ii. Promote and preserve Gacaca Courts records by establishing Gacaca archive and documentation centre: The target for 2014/15 was to completed feasibility study which has been done as planned. The next step is to establish and operationalize Gacaca archive and documentation centre.

2.1.2.6. User's perception of the quality and impact of Rwandan laws

The target for 2014/15 was to establish a baseline on this indicator. However this has not been done because the contributing policy actions have not been achieved as stated in the following paragraphs:

i. Conduct a study on the quality and impact of Rwandan Laws: This activity has not been implemented due to the insufficient budget. It will be carried out by Rwanda Law Reform Commission during the 2015/16 Financial Year.

ii. Develop a legislative drafting, coordination and procedures manual for the legislative process to ensure stakeholder participation and quality legislation: a draft Legislative drafting manual is available in English version and it has to be translated in **Kinyarwanda** and **French**. In addition, it was also planned to develop a national legislation plan but only meetings and visits to different institutions to collect information that would help in developing a national legislative plan were done. Rwanda Law Reform Commission is doing a proper follow up to finish the started work.

2.1.2.7. Reduction of serious crime rate

The target for 2014/15 was to reduce **serious crimes rate** by 5%. During this budget year, **16,804** crimes were investigated countrywide and among them serious crimes were equal to **4,131** cases implying a reduction of 8% if compared to **4,516** crimes reported in 2013/2014. The following are some policy actions which contributed to this performance:

⁶ RGB, op.cit.,p44

i. Identify, document and fight crimes by training 275 police officers in crime prevention techniques: From July 2014/15 to June 2015, seven hundred twenty four (724) Police Officers (263%) have completed various general and specific courses, including serious crimes: murder, armed robbery, breaking and theft, rape, and defilement.

ii. Restructure and strengthen the functioning of Kigali Forensic Laboratory by providing equipment and training to users in the forensic sector: Targeted activities in 2014/15 were the elaboration of the strategic paper highlighting the remaining works, required equipment, time frame for work execution, budget implication, drafting and cabinet approval of the law establishing the National Forensic Laboratory have been realized. The law has even been adopted and published.

2.1.2.8. Personal and property safety

The “personal and property safety” were scored at 91.68% in 2012, and the target for 2014/15 was to increase that score up to 92%. In the Rwanda Governance Score card (RGS) edition 2014, the “personal and property safety” were scored at 93.56%⁷ which overachieved the set target. The following are some Policy actions that contributed to this achievement:

i. Reinforce disaster management capacity through acquisition of material and equipment: Six (6) response fire fighting engines were acquired as planned: i.e one water tank; one cesspool emptier truck; three fire trucks and one fire fighting tank truck with spare parts. Also in partnership with MINALOC, Rwanda National Police procured 4 additional fire engines which were thereafter deployed in Provinces.

ii. Improve community participation and awareness on crime prevention: While it was planned to train 2,800 CPCs members: to create and sensitize 100 anti - crime clubs into secondary schools in 2014/15, the RNP has trained 17,558 CPCs (627%) from different Districts and it has established 120 anti-crime clubs (120%) in different secondary schools. The reason of this over performance is the good partnership between community policing department and Districts and Schools.

2.1.2.9. Self- reliance rate [self- reliance rate income generated/budget for inmates' feeding]

The set target for 2014/2015 concerning the self reliance rate was 55%, but at the end of that year, the self reliance rate was 48.5%. This low performance was due to the challenges met while implementing the following policy actions:

i. Promote self-reliance values and enforce policy for maximum utilization of available manpower: It was planned to generate 2,500,000,000 Rwfs in 2014/15. At the end of the year, the total value of the production was equal to 1,651,558,141 Rwfs. By considering the total production value of 1,651,558,141 Rwfs and the budget for inmates' feeding equalling to 3,402,000,000 Rwfs, the self-reliance rate is 48.5% instead of being 55% as set. This is

⁷ RGB, op.cit. p15.

due to many factors: RCS has experienced many challenges such as low investment budget and a big number of unpaid works; as a public institution RCS is not allowed to compete for public tenders; lack of modern equipment; etc. Nevertheless, MUHABURA Multi-choice Ltd has been established as a solution to boost RCS productivity.

ii. Promote measures for prisoners behavioural and mindset change to prepare them for reconciliation and integration back into society: Even if continuous, policy actions such as transformation, rehabilitation and reintegration programs have been introduced in all prisons and helped in achieving the set target. For instance 2,852 men and 2,083 women were trained in various vocational training from July 2014 up to June 2015 to prepare them for reintegration in the society after their sentence.

N. B: During the 2014/2015 financial year, some challenges and strengths have been observed throughout Justice Sector institutions.

➤ **Strengths of policy implementation**

The most important strength identified which led to the mentioned achievement is the strong commitment and active involvement in the implementation of the sector priorities demonstrated by all JRLOS stakeholders (public and private institutions, civil society organizations and development partners) at all levels.

➤ **Challenges encountered**

- ✓ The most important reason given for not implementing or partially implementing activities was the lack of budget;
- ✓ The 2014/15 was also characterized by restructuring problems in some of JRLOS institutions. This affected the ability and desire of fully implementing planned activities.

2.2. Analysis of progress in achieving EDPRS 2 midterm targets

During the elaboration of EDPRS 2, JRLOS institutions agreed upon to contribute to the following EDPRS 2 outcome as mentioned in "EDPRS 2 Core Indicators Matrix": **Enhanced rule of law, accountability and business competitiveness environment**". Planned target for 2014/15, the current status as per the RCIS edition 2014, and the EDPRS 2 midterm targets in 2015/16 are given in the following table:

EDPRS 2 OUTCOME	OUTCOME INDICATOR	UNIT	BASELINE (2012) VALUE	2014/15 target	Actual target 2014/15	2015/16 target	2016/17 target
Enhanced rule of law, accountability and business competitiveness environment	Adult population with confidence in the control of corruption, transparency and accountability	Percent	77.1 (2012)	73	79.04	78	79

The target for 2014/15 was to get 73% as scores for the control of corruption, transparency and accountability. In the Rwanda Governance Score card (RGS) edition 2014, RGB reported that the control of corruption, transparency and accountability scored at 79.04%. As it can be seen in the above table, the JRLOS EDPRS 2 core indicator exceeded the target for both 2015/16 and 2016/17.

The following table shows the targets for various outcome indicators which will inform the 2016/17 and 2017/18 planning and budgeting process:

EDPRS OUTCOME	OUTCOME INDICATORS	UNIT	BASELINE (2012) VALUE	Actual 2014/15	2015/16 Target	2017/18 Target	DATA SOURCE
Enhanced rule of law, accountability and business competitiveness environment	a) Adult population with confidence in Rule of Law	Percent	73.3 (2012)	81.64	74	>75	RGB
	(b) Adult population with confidence in Safety and security	Percent	91.3 (2012)	91.96	92	93	RGB
	(c) Adult population with confidence in the control of corruption, transparency and accountability	Percent	77.1 (2012)	79.04	78	79	RGB
	(d) Adult population with confidence in the Respect for Human Rights (Political Rights and Civil Liberties)	Percent	73.6 (2012)	77.05	75	76	RGB

From the table above, it is evident that JRLOS has already exceeded the EDPRS2 Mid Term targets and intends to revise the targets upwards due to the fact that the current achievement for some indicators' targets have exceeded the 2017/18 targets. However, the change will be effected during the next Forward looking Joint Sector Review.

2.3. A brief assessment of progress in achieving 2015/16 policy actions

During 2015/16 Forward Looking Joint Sector Review meeting, which was held on 1st June 2015 JRLOS institutions selected 7 sector indicators and 17 policy actions to be implemented. This sub section report on progress of the achievement of quarterly target as agreed upon within Sector institutions.

Description	Achieved as planned in Q 1	Partially achieved as in planned in Q1	Not achieved as in planned in Q1	Total
Q1 policy action targets	12	2	3	17

Regarding planned targets to be delivered in Q1 of 2015/16 budget year: 11 out of 17 targets were fully achieved as planned including digitalization of Gacaca archives whose the success level is impressive: 50,000 out of 80,000 pages of Gacaca documents targeted in 2015/16 have been already digitalized. Targets in the following 2 policy actions were partially achieved : - target relating to the completion of corruption and injustice cases received [among 791 complaints to be treated, only 410(52%) were treated against the target of treating 74% of them; with the target of completing 68.5 % of corruption cases received, in the 27 corruption cases received, only 8 (29.5%) cases were closed, 13 cases are still ongoing while the analysis of 6 cases has not yet started]; - elected mediation committees were trained as planned, but 60% of them were not provided with basic materials as planned and 50% of those mediation committees were not yet facilitated with communication and insurance scheme as planned. Implementation of three (3) policy actions has not yet started:

- Strengthening of the Kigali Forensic Laboratory by refurbishing and partially equipping the National Forensic Laboratory. The reason of not implementing planned activities is due to the payment delay of pending invoices of Contractor. As remedial action to this issue, a meeting to examine the way forward is planned by the end of October 2015.
- Due to the fact that no budget has been allocated to the "Implementation of irrigation project at Bugesera Prison" and "the equipment of Muhabura MC Ltd with 2 agricultural machines" the two projects have not yet started. Therefore, the Backward Looking Joint Sector Review meeting of 03rd November decided to remove those projects from policy actions of the financial year 2015/2016 and make appropriate advocacy for Muhabura MC Ltd projects.

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

- To assess whether the institutions under the JRLOS have policies, practices, systems, procedures, culture and resources that promote gender equality and women's empowerment, a gender audit in all JRLOS institutions was conducted and validated by the concerned institutions. To enhance gender mainstrimming in the JRLOS institutions, the Gender Audit recommendations were translated into the implementation plan;
- Each year, JRLOS institutions staff in charge of Human Resource Management prepare a joint sector capacity building plan to overcome gaps identified in staff skills.

III. Budget Execution performance

3.1. General performance

The overall JRLOS budget execution performance rate is high at 95,41%. The total JRLOS budget was 62,770,211,652 Rwf and total expenditure was 59,890,195,694 Rwf. With total national budget of 1,753,256,733,958 Rwf, the JRLOS budget share of the government budget was quite low at 3.58%. There has been a decrease of 0.06% compared to 3.64% of 2013/14 budget year. At this rate, the justice sector may not be able to implement some of the major EDPRS 2 and JRLOS II Strategy priorities.



3.2. Domestic budget execution performance

Regarding the domestic budget, if we consider the budget by institutions, neither over spending nor under spending observed in 2014/15 in JRLOS budget performance execution. Judiciary, NPPA and Office of Ombudsman have spent the allocated budget at the level of 99%. The NHRC has spent the allocated budget at 98%. MININTER and its allied institutions (RCS and RNP) have spent the allocated budget at the level of 96%. The NURC has spent the allocated budget at 92%. MINIJUST and its allied institutions (ILPD and RLRC) have spent at the level of 90%.

However, over spending and under spending have been observed in some of the programmes and sub programmes. Overspending has been observed in programme called "prosecutorial services", in subprogramme "offense prosecution" (105%). The overspending has been observed also in the Administrative and support services programme/subprogramme of RNP where the budget execution rate is 101%. The given reason is the extra budget allocated by MINECOFIN to cover salaries for recruited new Police Officers. Under spending has been observed in Legal reform programme (RLRC) where the spending rate is 82%. The given reason is a delay in staff recruitment which was due to restructuring process that took long. In Unity and reconciliation programme for NURC, the budget execution rate is 74%. In "legislative, litigation and legal advisory services" programme, the budget execution rate is 78%. The given reason is the restructuring where the restructuring was transferred to RLRC. For CNLG, the under spending was observed in the all its budget execution rate where the level of spending is 65%. Only one program namely "Administrative and Support Service" achieved more than 50% execution rate. Other programs "fight against genocide" and Genocide Research" present respectively execution rate of 31% and 47%.

3.3. Externally financed budget execution performance

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

- For the project called "**Promoting access to justice, Human Rights and Peace Consolidation**" managed by MINIJUST and financed by One UN, the budget performance rate in 2014/15 was 126.8%. The project has started in July 2013 and it will last for 5 years. After 2 years of implementation, the cumulative project spending grade is 23.5%.
- For the project called "**Promoting Access to Justice, Human Rights and Peace consolidation**" managed by NHRC and financed by One UN, the budget performance rate in 2014/15 was 87.8%. The project has started in July 2013 and it will last for 5 years. After 2 years of implementation, the cumulative project spending grade is 42.3%.
- For the project called "**Promoting Access to Justice, Human Rights and Peace consolidation**" managed by RNP and financed by One UN, the budget performance rate in 2014/15 was 98%. The project has started in July 2013 and it will last for 5 years. After 2 years of implementation, the cumulative project spending grade is 30%.

- For the project called “Promoting Access to Justice, Human Rights and Peace consolidation” managed by NURC and financed by One UN, the budget performance rate in 2014/15 was 100%. The project has started in July 2013 and it will last for 5 years. After 2 years of implementation, the cumulative project spending grade is 44.37%.
- For the project called “Rwanda Commercial Justice Project (RCJP), managed by Judiciary and financed by ICF, the budget performance rate in 2014/15 was 61%. The project has started on 21/08/2012 and it will take an end on 30/11/2015. The time execution rate is 87.1%. While there was only five months remaining to execute the project, the cumulative project spending grade was 66.1%.
- For the project called “Capacity building of Judiciary and prosecution for extradited suspects of the Genocide” managed by Judiciary and financed by the Government of the Netherlands, the budget performance rate in 2014/15 was 79.5%. The project has started on December 1st 2012 and it will last for 52 months because it will take an end in April 30th 2017. With the used 30 months, the cumulative project spending grade is 43.6%.

IV. Implementation of recommendations of the previous JSR

In this section, we highlight the status against recommendations from the previous JSR meeting and demonstrate the progress in implementing the 2013/14 Auditor General’s recommendations.

- The single most important recommendation made during the 2015/2016 Forward-looking Joint Sector Review required the JRLOS Secretariat to organize a midterm review. The organization of midterm review is under process and will be done during the 2016/2017 Forward-Looking Joint Sector Review.
- For the implementation of 2013/2014 Auditor General’s recommendations, 10 JRLOS institutions (NPPA, Office of Ombudsman, NCHR, RLRC, ILPD, CNLG, NURC, RNP, RCS and MININTER) were not audited. Two institutions: Judiciary and MINIJUST were audited and received clean audit reports.

V. Statement of 2016/17 broad priority areas

The following activities were identified as the main Sector priorities. In identifying the priorities, the JRLOS institutions considered the initiatives that will contribute significantly to the EDPRS2 targets and Justice Sector priorities and support effectiveness and efficiency across the entire sector. Other priorities which are also part of the JRLOS targets for 2015/16 will be captured under the JRLOS work plan and institutional action plans. The broad priority areas are listed below under the relevant outcome area with a brief explanation of how they will contribute to the national goals in the Sector.

Outcome 1. Enhanced sector capacity and coordination

1. Implement the Sector Integrated Electronic Case Management System (IECMS) including related sector-wide human resource capacity building and connectivity;
2. Sector Capacity Building and Sector Change Management Strategies developed and implemented;
3. Second phase of ILPD building completed.

Outcome 2. Strengthened Universal Access to Quality Justice

1. Management of civil, criminal and commercial cases improved by restructuring the functioning of the courts and providing internet connection to 33 primary courts ;
2. Justice delivery at local level reinforced by strengthening the Abunzi functioning through training, provision of materials and relevant incentives for income generation and Legal aid and Children Policies implemented;
3. Justice Sector Districts Coordination Committees enhanced by insuring capacity building and providing operational resources.

Restructuring the functioning of the courts, connecting with internet primary courts, strengthening the functioning of Abunzi and implementing legal aid and Justice for children policies will result in improved access to justice and service delivery.

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

1. Gacaca archive established and operationalized and documentation Centre established and operationalised and well conserve the memory of genocide against the Tutsi;
2. Primary courts buildings in Kigali expanded.

Establishing digitised and easily accessible facilities for Gacaca archives and preservation of the memory of Genocide supports the long-term unity, reconciliation, peace and social cohesion in Rwanda. It also contributes to the fight against genocide ideology which is an ongoing government priority due to the historical legacy of genocide.

Outcome 4. Enhanced rule of Law, Accountability and Competitiveness

1. Rwanda Law Revision and Harmonization projects implemented;
2. Mechanisms to fight injustice and corruption strengthened by developing and implementing a complaints referral mechanism between complaints handling institutions such as Ombudsman, MINIJUST, RNP, NPPA, NHRC....

By revising, consolidating, harmonization and enhancing the accessibility of Rwanda's laws, this activity aims to strengthen the consistency and transparency of Rwanda's legal framework. A number of surveys that measure the investment climate, such as the World

Economic Forum (WEF) Global Competitiveness Report and the World Bank/IFC Enterprise Surveys include indicators on the quality of a country's regulatory and legal framework. This activity also aligns with proposed activities to address the constraints to investment and growth as identified in the Private Sector Development Strategy⁸.

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

1. Disaster Management strengthened and the Rwanda Forensic Laboratory capacity enhanced by providing equipment and relevant training to relevant users;
2. Detentions facilities (Prisons and Police Stations) improved, transportation of detainees enhanced and Isange One Stop Centres increased;
3. The RCS self-reliance capacity enhanced by strengthening Muhabura MC Ltd;
4. RCS and RNP institutional capacity strengthened
5. Monitoring the implement the National Human Rights Action Plan.

These priorities will enhance the quality of criminal investigation and the human rights of suspects, the remanded and sentenced prisoners. The sector aims to address perceptions of law and order and the fairness of the criminal justice system which can impact on citizen's sense of personal safety and security as well as the cost and prospects of doing business for investors. The prioritised actions will facilitate the Justice Sector to ensure stability, improve confidence in the justice system and increase efficiencies in public service through generation of revenues by the RCS.

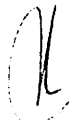
VI. Updates on key issues within the Justice Sector

6.1. Updates on prioritised analytical works in the sector

The following studies were finalized during 2014/2015:

1. The JRLOS Gender Audit was conducted and validated on 21st October 2015. That study gave a set of recommendations whose implementation will help in mainstreaming gender within JRLOS institutions.
2. Two Policies have been adopted by the Cabinet: "Legal Aid Policy" and "Justice for Children Policy". Guidelines for their implementation, required laws, regulations as well as action plans are under preparation and will be discussed very soon to ensure the awareness of those two policies to all stakeholders and beneficiaries.
3. In order to contribute to EDPRS indicator related to "Adult population with confidence in the Respect for Human Rights" several activities were carried out with the support of ONE UN, specifically the elaboration of the Universal Periodic Review Report (UPR), the Convention on the Elimination of all Forms of Discriminations Against Women Report (CEDAW), the Report on the Protocol to the African Charter on Human and People's Rights on the rights of Women in Africa (Maputo Protocol), the National Human Rights Action Plan and a Baseline Survey on Human Rights in Rwanda.

⁸ In particular binding constraint #7 regulatory environment and the proposed programme no 6 Better Regulation



4. Rwanda Reconciliation Barometer 2 has been conducted. The findings will be published by December 2015.

6.2. Updates on adoption of the Sustainable Development Goals (SDGs)

Recently, all countries in the world have adopted the 17 Sustainable Development Goals (SDGs). The Justice sector will be mostly concerned by the 16th goal: *"Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels"*. Proposed sub goals include the reduction of all forms of violence and related death rates everywhere; the end of abuse, exploitation, trafficking and all forms of violence against and torture of children; the promotion of the rule of law at the national and international levels; the assurance of equal access to justice for all, the reduction of illicit financial and arms flows in a significant manner by 2030, the strengthening of the recovery and return of stolen assets and the combat of all forms of organized crime; the reduction of corruption and bribery in all their forms; the development of effective, accountable and transparent institutions at all levels; the assurance of responsive, inclusive, participation and representative decision-making at all levels; etc. Even if some of such sub-goals are at significant levels of implementation, with the domestication and the implementation of the 16th Sustainable Development Goal, the Justice Sector will prepare a related implementation roadmap that will be discussed and adopted during the next Forward Looking Joint Sector Review.

VII. CONCLUSION

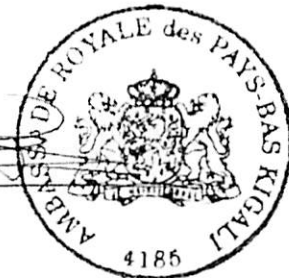
This JRLOS Backward Looking Joint Sector Review Report highlighted mostly the 2014/2015 successful policy actions in pursuing the EDPRS II indicators, assessed progress so far made in executing current budget year sector priorities and aligned the 2016/2017 Sector broad priorities. JRLOS Institutions representatives as well as JRLOS Stakeholders including Development Partners and Civil Society Organizations committed themselves to learn from the past and to work jointly in order to fast-track the implementation of EDPRS II Strategy.



Signed by

KALIHANGABO Isabelle

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



Pieter Dorst

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

Annex 1.1: EDPRS 2 Core Indicators Matrix

EDPRS OUTCOME	INDICATORS	UNIT	BASE LINE VALUE	2014/15 Targets	Actual Performance	Policy Actions	Brief Narrative Progress against Policy Actions
Enhanced rule of law, accountability and business competitiveness environment	Adult population with confidence in the control of corruption, transparency and accountability	Per cent	77.1% (2012)	73%	79.03 %.	<p>1. Reinforce the mechanisms to accelerate investigation and prosecution of alleged corruption and increase corruption cases received and completed by 5%.</p> <p>2. Mismanaged Government projects investigated and individuals involved prosecuted</p> <p>3. Prosecution of</p>	<p>Reinforcing the mechanisms to accelerate investigation and prosecution of alleged corruption and increase corruption cases received and completed by 5%: Due to legal instruments put in place, capacity building and development, new concept of working through performance contracts both into Ombudsman Office and National Prosecution Authority, 45 corruption cases (74%) among 61 received in 2014/15 were proceeded and closed. This exceeded the planned target of completing 66.5% of received cases.</p> <p>Also, investigation and prosecution of individuals involved in mismanagement of Government projects contributed to this achievement: From July 2014 to June 2015, 18 (100%) mismanaged projects highlighted by the Auditor General Report (2012-2013) were handled and closed, overachieving the target that was to prosecute at least 90% individuals involved in the mismanagement of Government projects.</p> <p>In addition, prosecution of embezzlement cases contributed</p>

EDPRS OUTCOME	INDICATORS	UNIT	BASE LINE VALUE	2014/15 Targets	Actual Performance	Policy Actions	Brief Narrative Progress against Policy Actions
						<p>embezzlement cases , cases that cause financial loss to the state , and cases that lead the state into unnecessary court cases , as well as recovery of embezzled /misused public funds reinforced (7YGP 65</p>	<p>to the achievement of JRLOS EDPRS 2 Core indicator, because from July 2014 to June 2015, all 5 pending cases (100%) have been prosecuted as planned and 707 (94.7%) among 746 new corruption and embezzlement cases received were handled. However, there is a gap in won cases of government public funds recovery because from July 2014 to June 2015, only 8.23% of won funds were recovered against the target of recovering 40%. Fortunately, measures aimed at making a proper follow up on courts' cases in which government is among parties and speeding such a judgements execution have been put in place: On the request of the Ministry of Justice. the Prime Minister instructed officially all government institutions and districts to be actively involved in courts' cases process and to pursue the execution of all won judgments in which they were involved. A list of people who embezzled government funds is published and updated quarterly. A MOU has been signed between Ministry of Justice and the Bailiffs' Association in order to speed judgements execution.</p>

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Annex 1.2: Sector Indicators Matrix (For the selected 10 sector indicators)

EDPRS/SECTOR OUTCOME	INDICATOR	UNIT	BASELINE (2012) VALUE	2014/15 Targets	Actual Performance	Policy Actions	Brief Narrative Progress against Policy Actions
ENHANCED SECTOR CAPACITY AND COORDINATION	Level of satisfaction of service delivery in the justice sector	%	69.9% (2012)	73%	74.75 %	Implement the Integrated Electronic Case Management System (by installing equipment/hardware)	The Integrated Electronic Case Management System (IECMS): As planned, the procurement process for hiring a company to develop the IECMS has been done and a competent firm to develop the system chosen. The consultant finalized the system analysis, completed its design and made it validated by competent organs. The system development has started, and the trainings of IECMS Project Management Team, Training of Trainers and users are ongoing.
						Fast track ILPD reforms aimed at adopting a business model, and increase intake/output	ILPD reforms aimed at adopting a business model and increase intakes: ILPD has increased the modes of teaching. In addition to full time teaching mode it has Part Time Mode, Executive Mode, Weekend Program and the Work Based Learning Mode. Consequently, against 325 planned students to be graduated in Legal Practice and Legislative Drafting, 260 trainees completed the Diploma in Legal Practice program while other 192 trainees are still undertaking the program and are expecting to complete in December 2015. Regarding short courses, on 2000 people

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EDPRS/SECTOR OUTCOME	INDICATOR	UNIT	BASELINE (2012) VALUE	2014/15 Targets	Actual Performance	Policy Actions	Brief Narrative Progress against Policy Actions
							<p>planned to be trained in critical and rare skills. IL.PD has trained 2169 (108.4%) people in different courses as follows: 35 in terrorism, international and transnational crimes, 23 in mediation, 30 in privatisation, 40 in contracts' negotiation, drafting and management, 44 in the use of DNA technology, 40 in human rights and correctional regimes, 791 in judgments execution, 573 in rules of procedures in civil matters, 40 in fraud and money laundering investigation, 109 in detection, assessment, securing and presentation of evidence before courts, 90 in rules of procedure in criminal matters, 40 in construction's law, 112 in sentencing and human rights, 33 in investigation and prosecution of offences related to public procurement, 58 in professional practice for lawyers, 29 gender based violence, 57 in contract management and litigation, 25 in emerging issues in criminal justice system in East Africa.</p>

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EDPRS/SECTOR OUTCOME	INDICATOR	UNIT	BASELINE (2012) VALUE	2014/15 Targets	Actual Performance	Policy Actions	Brief Narrative Progress against Policy Actions
STRENGTHENED UNIVERSAL ACCESS TO QUALITY JUSTICE	Backlog of court cases	%	42% (15,189 cases-2012)	38%	37.14 %	Restructure the functioning of the court system to ensure increased efficiency	Partially implemented. The restructuring process of primary courts is still being discussed with the relevant implementing institutions. However, there has been effort in processing cases: 70,385 (123.22 %) processed cases from July 2014 to June 2015. And Judiciary has made considerable progress in terms of reduction of backlog cases (37.14% of backlog cases against 38% planned for 2014/15)
						Fast track efforts to eliminate case backlog in the supreme court	Partially implemented: All 6 additional judges provided for in the organic law N° 01/2013/OL of 07/02/2013 are in place. However, the backlog is still a challenge in Supreme Court. At the end of 2014/15, from the total of 1757 pending cases, and 1547 cases (88.04%) were considered as backlog cases ¹ . In those 1547 backlog cases, 182 (11.7%) were civil cases; 1123 (72.59%) were penal while 242 (15.64%) cases were commercial cases. The Judiciary continues to fast track efforts to eliminate case backlog in courts.

¹ Backlog cases are those awaiting trial for more than six (6) months.

EDPRS/SECTOR OUTCOME	INDICATOR	UNIT	BASELINE (2012) VALUE	2014/15 Targets	Actual Performance	Policy Actions	Brief Narrative Progress against Policy Actions
	Access to Legal Aid	%	68.18% (2012)	70%	80.2%	<p>Strengthen the functioning of Abunzi through training and provision of material</p> <p>Implement National Legal Aid policy to increase the number of people receiving Legal Aid</p>	<p>The target was to provide training and materials to Abunzi in 7 Districts, but all mediation committees' members have been trained (30,768 mediators) and basic materials (scarves, forms, registers, and metallic box) have been distributed in 22 out of 30 districts. This success was due to the contribution and collaboration of Civil Society organizations. Also, this impacted on the Abunzi performance: from July 2014 to June 2015, the 36, 152 cases (90.77%) out of 39,827 received by Abunzi committees have been solved through mediation, while 2,062 (5.18%) cases were oriented in courts and only 1,613 (4.05%) were still pending waiting for analysis at the end of the year.</p> <p>This policy action is partially implemented. As provided for the 2014/15 action plan, following activities have been done in order to implement this policy: establishment of a National Legal Aid Steering Committee, preparation of the 2015/16 action plan and budget for the Policy implementation, publication of the law on functioning of Abunzi, the law on organization and functioning of Courts</p>

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EDPRS/SECTOR OUTCOME	INDICATOR	UNIT	BASELINE (2012) VALUE	2014/15 Targets	Actual Performance	Policy Actions	Brief Narrative Progress against Policy Actions
							<p>and the law on functioning of Bailiffs, and the Legal Aid Week has been organized twice, one for Gacaca judgements execution and another one to handle various legal related matters.</p> <p>Consequently, 90,77% of cases submitted to Abunzi Committees have been solved against the target of settling 88% of cases received. On their side, among 22,992 received cases, MAJ handled 20,918 (91%) either through mediation, courts orientation, either submitting cases to relevant institutions. Also, 2,028 minors, 105 indigents and 2 special genocide suspects were represented in courts. In order to increase awareness of different stakeholders, in collaboration with the I.A.F, a workshop is being prepared in order to disseminate and update the implementation plans of the Legal aid and the Justice for children policies.</p>
EFFECTIVELY COMBATED IMPUNITY FOR	Number of indictments for international	No	50	160	160	Strengthen the genocide fugitive tracking unit to reinforce its capacities	As planned, the Specialized Unit (International Crimes Department (ICD) composed of a Head, 9 National Prosecutors, 1 assistant and 2 translators has been officially established. The 2 Senior Legal Advisors and 1 consultant were hired to strengthen the ICD on matters related to international crimes.

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EDPRS/SECTOR OUTCOME	INDICATOR	UNIT	BASELINE (2012) VALUE	2014/15 Target s	Actual Performance	Policy Actions	Brief Narrative Progress against Policy Actions
INTERNATIONAL CRIMES AND GENOCIDE IDEOLOGY ;STRENGTHENED TRUTH TELLING AND RECONCILIATION	crimes including genocide issued					Reinforce NPPA's capacity to actively follow up on the trial process of international crimes including genocide	NPPA's capacity has been reinforced and the Prosecutor General Office brought to courts several genocide suspects from abroad such as Leon MUGESERA, Pasteur Jean UWINKINDI, Charles BANDORA, Emmanuel MBARUSHIMANA and Bernard MUNYAGISHARI and made a proper follow up of trials taking place in foreign countries: Desire MUNYANEZA in Canada and Sadi BUGINGO in Norway.
	Reconciliation, Social cohesion and Unity	%	83.4% (2012)	85%	80.58%	Promote dialogue and raise awareness for unity and reconciliation to reduce the number of Rwandan who judge each other based on ethnic stereotypes from 30.5 in 2010 to 25%	The general planning orientation of NURC for 2014-2015 was to continue Unity and Reconciliation promotion and "Ndi umunyarwanda" programme through awareness raising and dialogues. Consequently many groups of people involved in different domains have been sensitized on "Ndi Umunyarwanda" programme. Many others have been sensitized by CNLG on the fight against and prevention of genocide and its ideology. Seventy two (72) talk shows have been conducted on Radio and TV on fighting against and prevention of Genocide and its ideology.

EDPRS/SECTOR OUTCOME	INDICATOR	UNIT	BASELINE (2012) VALUE	2014/15 Targets	Actual Performance	Policy Actions	Brief Narrative Progress against Policy Actions
ENHANCE DRUGS OF LAW, ACCOUNTABILITY & COMPETITIVENESS	User's perception of the quality and impact of Rwandan Laws	%	N/A	Baseline established	The baseline was not established	Promote and preserve Gacaca courts records by establishing Gacaca archive and a documentation centre	The target for 2014/15 was to completed feasibility study which has been done as planned. The next step is to establish and operationalize Gacaca archive and documentation centre.
						Conduct a study on the quality and impact of Rwandan Laws	This activity has not been implemented due to the insufficient budget. It will be carried out by Rwanda Law Reform Commission during the 2015/16 Financial Year.
						Develop a legislative drafting coordination and procedures manual for the legislative process to ensure stakeholder participation and quality legislation	A draft Legislative drafting manual is available in English version and it has to be translated in Kinyarwanda and French. In addition, it was also planned to develop a national legislation plan but only meetings and visits to different institutions to collect information that would help in developing a national legislative plan were done. Rwanda Law Reform Commission is doing a proper follow up to finish the started work.

EDPRS/SECTOR OUTCOME	INDICATOR	UNIT	BASELINE (2012) VALUE	2014/15 Targets	Actual Performance	Policy Actions	Brief Narrative Progress against Policy Actions
	Control of corruption, transparency and accountability	%	77.1 %	73%	79.03%	Reinforce the mechanisms to accelerate investigation and prosecution of alleged corruption and increase corruption cases received and completed by 5%	<p>Reinforcing the mechanisms to accelerate investigation and prosecution of alleged corruption and increase corruption cases received and completed by 5%: Due to legal instruments put in place, capacity building and development, new concept of working through performance contracts both into Ombudsman Office and National Prosecution Authority, 45 corruption cases (74%) among 61 received in 2014/15 were proceeded and closed. This exceeded the planned target of completing 66.5% of received cases.</p> <p>Also, investigation and prosecution of individuals involved in mismanagement of Government projects contributed to this achievement: From July 2014 to June 2015, 18 (100%) mismanaged projects highlighted by the Auditor General Report (2012-2013) were handled and closed, overachieving the target that was to prosecute at least 90% individuals involved in the mismanagement of Government projects.</p> <p>In addition, prosecution of embezzlement cases</p>

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EDPRS/SECTOR OUTCOME	INDICATOR	UNIT	BASELINE (2012) VALUE	2014/15 Targets	Actual Performance	Policy Actions	Brief Narrative Progress against Policy Actions
							<p>contributed to the achievement of JRL05 EDPRS 2 Core indicator, because from July 2014 to June 2015, all 5 pending cases (100%) have been prosecuted as planned and 707 (94.7%) among 746 new corruption and embezzlement cases received were handled. However, there is a gap in won cases of government public funds recovery because from July 2014 to June 2015, only 8.23% of won funds were recovered against the target of recovering 40%. Fortunately, measures aimed at making a proper follow up on courts' cases in which government is among parties and speeding such a judgements execution have been put in place: On the request of the Ministry of Justice, the Prime Minister instructed officially all government institutions and districts to be actively involved in courts' cases process and to pursue the execution of all won judgements in which they were involved. A list of people who embezzled government funds is published and updated quarterly. A MOU has been signed between Ministry of Justice and the Bailiffs' Association in order to speed judgements execution.</p>

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EDPRS/SECTOR OUTCOME	INDICATOR	UNIT	BASELINE (2012) VALUE	2014/15 Targets	Actual Performance	Policy Actions	Brief Narrative Progress against Policy Actions
MAINTAINED SAFETY, LAW & ORDER AND ENHANCED ADHERENCE TO HUMAN RIGHTS	Serious crime rate	%	11.3 reduction (1013/14)	5% reduction	8% reduction	Identify, document and fight crimes by training 275 police Officers in Crime	From July 2014/15 to June 2015, seven hundred twenty four (724) Police Officers (263%) have completed various general and specific courses, including serious crimes: murder, armed robbery, breaking and theft, rape, and defilement.
						Restructure and strengthen the functioning of Kigali Forensic Laboratory by providing equipment, and training to users in the forensic sector	Targeted activities in 2014/15 were the elaboration of the strategic paper highlighting the remaining works, required equipment, time frame for work execution, budget implication, drafting and cabinet approval of the law establishing the National Forensic Laboratory have been realized. The law has even been adopted and published.
	Personal and property safety	%	91.68%	92%	93.56%	Reinforce disaster management capacity through acquisition of material and equipment	Six (6) response fire fighting engines were acquired as planned: i.e one water tank; one cesspool emptier truck; three fire trucks and one fire fighting tank truck with spare parts. Also in partnership with MINALOC, Rwanda National Police procured 4 additional fire engines which were thereafter deployed in Provinces.

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EDPRS/SECTOR OUTCOME	INDICATOR	UNIT	BASELINE (2012) VALUE	2014/15 Targets	Actual Performance	Policy Actions	Brief Narrative Progress against Policy Actions
						Improve the community participation and awareness of crime prevention	While it was planned to train 2,800 CPCs members; to create and sensitize 100 anti - crime clubs into secondary schools in 2014/15, the RNP has trained 17,558 CPCs (627%) from different Districts and it has established 120 anti-crime clubs (120%) in different secondary schools. The reason of this over performance is the good partnership between community policing department and Districts and Schools.
	Self-reliance rate [self-reliance rate=income generated /budget for inmates' feeding]	%	35%(2012/13)	55%	48.5%	Promote self reliance values: enforce policy for maximum utilization of available manpower	It was planned to generate 2,500,000,000 Rwf s in 2014/15. At the end of the year, the total value of the production was equal to 1,651,558,141 Rwf s. By considering the total production value of 1,651,558,141 Rwf and the budget for inmates' feeding equalling to 3,402,000,000 Rwf, the self reliance rate is 48.5% instead of being 55% as set. This is due to many factors: RCS has experienced many challenges such as low investment budget and a big number of unpaid works; as a public institution RCS is not allowed to compete for public tenders; lack of modern equipment; etc. Nevertheless, MUHABURA Multi-choice Ltd has been established as a solution to boost RCS productivity.
						Promote measures for prisoners	Even if continuous, policy actions such as transformation, rehabilitation and reintegration programs have been introduced in all prisons and helped in achieving the set

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EDPRS/SECTOR OUTCOME	INDICATOR	UNIT	BASELINE (2012) VALUE	2014/15 Targets	Actual Performance	Policy Actions	Brief Narrative Progress against Policy Actions
						behavioural and mind set change to prepare them for reconciliation and integration back in society	target. For instance 2,852 men and 2,083 women were trained in various vocational training from July 2014 up to June 2015 to prepare them for reintegration in the society after their sentence.

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ANNEX 2.1 Execution Performance for Domestically Financed Budget

AGENCY	PROGRAMMES/SUB-PROGRAMMES	BUDGET 2014/15	EXECUTION 2014/15	EXECUTION RATE
MINIJUST		5,363,140,392	4,829,598,454	90
10 ADMINISTRATIVE AND SUPPORT SERVICES		3,097,451,125	2,938,910,298	95
	1001 ADMINISTRATIVE AND SUPPORT SERVICES: MINIJUST	2,303,026,131	2,235,343,040	
	1003 ADMINISTRATIVE AND SUPPORT SERVICES: NATIONAL LAW REFORM COMMISSION	443,421,037	370,941,220	84
	1004 ADMINISTRATIVE AND SUPPORT SERVICES: INSTITUTE OF LEGAL PRACTICE AND DEVELOPMENT	351,003,957	332,626,038	
11 COMMUNITY LEGAL SERVICES AND HUMAN RIGHTS		579,098,248	564,296,844	97
	1101 COMMUNITY PROGRAMMES	81,429,998	75,721,045	
	1102 HUMAN RIGHTS SERVICES	20,340,051	18,288,168	90
	1103 LEGAL AID SERVICES	256,409,967	254,501,000	
	1104 ABANDONED PROPERTY MANAGEMENT	11,000,000	11,000,000	100
	1105 MEDIATION (ABUNZI) COMMITTEES	209,918,232	204,786,631	
12 LEGISLATIVE, LITIGATION AND LEGAL ADVISORY PROCESSES		1,307,584,926	1,016,026,029	78
	1201 LEGISLATIVE DRAFTING SERVICES	5,353,494	5,268,500	
	1202 LEGAL ADVISORY SERVICES	34,765,000	31,768,128	91
	1203 CIVIL LITIGATION	1,267,466,432	978,989,401	
14 PROFESSIONAL LEGAL COURSES AND RESEARCH		7,000,000	7,000,000	100
	1401 POST-GRADUATE COURSES AND RESEARCH	7,000,000	7,000,000	
15 LEGAL REFORM		372,006,093	303,365,283	82
	1501 LEGAL REFORM	372,006,093	303,365,283	
OMBUDSMAN		1,477,297,996	1,464,401,149	99
07 ADMINISTRATIVE AND SUPPORT SERVICES		1,080,049,981	1,073,248,144	99
	0704 ADMINISTRATIVE AND SUPPORT SERVICES: NATIONAL OMBUDSMAN	1,080,049,981	1,073,248,144	99

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AGENCY	PROGRAMMES/SUB-PROGRAMMES	BUDGET 2014/15	EXECUTION 2014/15	EXECUTION RATE
14 INJUSTICE AND CORRUPTION PREVENTION AND COMBAT		397,248,015	391,153,005	98
	1401 AWARENESS CAMPAIGNS and OUTREACH	187,769,914	187,450,920	100
	1402 CORRUPTION AND INJUSTICE INVESTIGATIONS	140,443,585	137,026,912	98
	1403 GOOD GOVERNANCE AND INTEGRITY	69,034,516	66,675,173	97
NURC		572,217,518	528,070,316	92
07 ADMINISTRATIVE AND SUPPORT SERVICES		399,728,176	381,722,138	95
	0702 ADMINISTRATIVE AND SUPPORT SERVICES: NURC	399,728,176	381,722,138	95
11 UNITY AND RECONCILIATION MONITORING		71,390,385	53,153,956	74
	1101 UNITY AND RECONCILIATION MONITORING	71,390,385	53,153,956	74
17 CONFLICT PREVENTION AND MANAGEMENT		101,098,957	93,194,222	92
	1701 NATIONAL COMMUNITY DIALOGUE AND ADVOCACY	76,107,664	69,392,383	91
	1702 STAKEHOLDER COORDINATION	24,991,293	23,801,839	95
SUPREME COURT		9,326,604,832	9,192,306,852	99
05 ADMINISTRATIVE AND SUPPORT SERVICES		8,620,303,467	8,511,819,789	99
	0501 ADMINISTRATIVE AND SUPPORT SERVICES: SUPREME COURT	8,620,303,467	8,511,819,789	99
06 CASE MANAGEMENT		706,301,365	680,487,063	96
	0601 ORDINARY COURTS	403,224,407	379,364,801	94
	0602 COMMERCIAL COURTS	248,696,503	247,368,220	99
	0603 INSPECTIONS AND LEGAL RESOURCE	15,450,435	14,824,022	96

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AGENCY	PROGRAMMES/SUB-PROGRAMMES	BUDGET 2014/15	EXECUTION 2014/15	EXECUTION RATE
	MANAGEMENT			
	0604 HIGH COUNCIL OF THE JUDICIARY	38,930,020	38,930,020	100
NPPA		4,208,012,200	4,154,836,500	99
03 ADMINISTRATIVE AND SUPPORT SERVICES		3,568,116,517	3,488,300,795	98
	0301 ADMINISTRATIVE AND SUPPORT SERVICES: NPPA	3,568,116,517	3,488,300,795	98
04 STRATEGY, POLICY AND REGULATORY SERVICES		40,578,751	39,093,394	96
	0401 PROSECUTORIAL STRATEGY, POLICY AND INSPECTIONS	23,660,746	23,099,135	98
	0402 RESEARCH STUDIES	16,918,005	15,994,259	95
05 PROSECUTORIAL SERVICES		599,316,932	627,442,311	105
	0501 OFFENCE PROSECUTION	546,151,858	574,277,237	105
	0502 SPECIAL CASE INVESTIGATIONS	22,600,000	22,600,000	100
	0503 VICTIM AND WITNESS PROTECTION	30,565,074	30,565,074	100
NCHR		988,924,176	969,585,157	98
07 ADMINISTRATIVE AND SUPPORT SERVICES		860,591,749	841,252,730	98
	0704 ADMINISTRATIVE AND SUPPORT SERVICES: NATIONAL COMMISSION OF HUMAN RIGHTS	860,591,749	841,252,730	98
13 HUMAN RIGHTS PROTECTION AND PROMOTION		128,332,427	128,332,427	100
	1301 HUMAN RIGHTS PROMOTION	60,324,302	60,324,302	100
	1302 HUMAN RIGHTS PROTECTION	68,008,125	68,008,125	100
MININTER		38,767,188,611	37,399,133,848	96
12 ADMINISTRATIVE AND SUPPORT SERVICES		26,019,830,628	25,534,696,427	98
	1201 ADMINISTRATIVE AND SUPPORT SERVICES: MININTER	364,178,276	356,340,306	98
	1202 ADMINISTRATIVE AND SUPPORT SERVICES: RWANDA NATIONAL POLICE	21,612,988,642	21,876,785,408	101
	1203 ADMINISTRATIVE AND SUPPORT SERVICES: RWANDA CORRECTIONAL SERVICES	4,042,663,710	3,301,570,713	82
13 SECURITY POLICY,		404,469,364	373,242,063	92

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AGENCY	PROGRAMMES/SUB-PROGRAMMES	BUDGET 2014/15	EXECUTION 2014/15	EXECUTION RATE
PLANNING, MONITORING AND EVALUATION				
	1301 PLANNING, MONITORING AND EVALUATION	204,989,977	193,729,010	95
	1302 SECURITY ANALYSIS	39,460,771	27,289,198	69
	1303 SMALL ARMS and LIGHT WEAPONS	160,018,616	152,223,855	95
14 CRIME INTELLIGENCE AND DETECTIVE SERVICES		1,159,480,000	1,159,480,000	100
	1401 CRIME INVESTIGATION	1,079,500,000	1,079,500,000	100
	1402 CRIME INTELLIGENCE and ANTI-TERRORISM	79,980,000	79,980,000	100
15 GENERAL POLICE OPERATIONS		2,284,388,142	2,283,170,084	100
	1501 PUBLIC ORDER AND SECURITY	1,421,888,142	1,420,670,084	100
	1503 POLICE STATION ARREST MANAGEMENT	862,500,000	862,500,000	100
16 SPECIALISED POLICE SERVICES		1,433,566,126	787,713,418	55
	1601 AIRWING	151,098,579	151,098,579	100
	1603 MARINE SERVICES	3,636,000	3,636,000	100
	1604 FIRE AND RESCUE	555,897,197	0	0
	1605 CANINE BRIGADE	485,501,000	485,344,537	100
	1606 COMMUNITY POLICING AND PUBLIC RELATIONS	237,433,350	147,634,302	62
17 POLICE TRAINING SCHOOLS		511,882,391	509,929,316	100
	1701 POLICE ACADEMY (NPA)	168,622,737	168,622,737	100
	1702 PT'S GISHALI	343,259,654	341,306,579	99
18 INMATES AND TIGISTES: CORRECTION, REHABILITATION AND SOCIAL WELFARE		5,728,720,725	5,528,619,671	97

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AGENCY	PROGRAMMES/SUB-PROGRAMMES	BUDGET 2014/15	EXECUTION 2014/15	ON RATE EXECUTI
	1801 CIVIC EDUCATION	21,897,525	21,897,525	100
	1802 VOCATIONAL TRAINING	3,139,024	3,139,024	100
	1803 INMATES AND TIGISTES SOCIAL WELFARE	4,692,046,114	4,703,147,019	100
	1804 DETENTION FACILITIES DEVELOPMENT	1,011,638,062	800,436,103	79
19 PRISONS AND TIG CAMPS MANAGEMENT				
	1901 PRISONS MANAGEMENT	884,769,755	883,805,291	100
	1902 TIG CAMPS MANAGEMENT	73,642,503	73,642,503	100
20 PRISONS AND TIG PRODUCTION				
	2001 PRISONS INCOME GENERATION	154,437,586	153,925,519	100
	2002 TIG CAMPS INCOME GENERATION	10,775,123	9,683,288	90
21 RCS TRAINING AND CAPACITY BUILDING				
	2101 RCS TRAINING SCHOOL	101,226,268	101,226,268	100
CNIG				
12	ADMINISTRATIVE AND SUPPORT SERVICES: CNIG	1,235,994,451	1,076,423,893	87
	1202 ADMINISTRATIVE AND SUPPORT SERVICES: CNIG	1,235,994,451	1,076,423,893	87
15	FIGHT AGAINST GENOCIDE	711,696,527	220,345,573	31
	1501 GENOCIDE COMMEMORATION And AWARENESS	698,397,428	207,865,350	30
	1503 GENOCIDE REPERCUSSIONS ADVOCACY	13,299,099	12,480,223	94
16	GENOCIDE RESEARCH	119,134,949	55,493,952	47
	1601 GENOCIDE RESEARCH	45,859,446	39,613,952	86
	1602 GENOCIDE DOCUMENTATION And INFORMATION DISSEMINATION	73,275,503	15,880,000	22
TOTAL		62,770,211,652	59,890,195,694	95.41

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Annex.2.2 Execution Performance against Externally Financed Budget

MAIN AGENCY	PROJECT NAME	DONOR	FIN. TYPE	PROJECT TOTAL COST	2014/15 BUDGET	START DATE	END DATE	ACTUAL BUDGET BY END JUNE 2015	CUMULATIVE DISBURSMENT END JUNE 2015	ANNUAL EXECUTION RATE IN FY 2014/2015	CUMULATIVE PROJECT SPENDING / DISBURSMENT RATE	TIME EXECUTION RATE
MINIJUST	Promoting Access to Justice. Human Rights and Peace Consolidation	ONE UN	GRANTS	5.962.597\$	575.073.585	7/1/2013	6/30/2018	729.549.675	1.032.191.551	126.8%	23.50%	40%
NHRC	Promoting Access to Justice. Human Rights and Peace Consolidation	ONE UN	GRANTS	240.905.718	83.447.202	7/1/2013	6/30/2018	73.337.576	101.926.244	87.88%	42.30%	40%
RNP	Promoting Access to Justice, Human Rights and Peace Consolidation	ONE UN	GRANTS	1.989.370.855	383.817.386	7/1/2013	6/30/2018	374.935.686	589442463	98.00%	30.00%	40%

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MAIN AGENCY	PROJECT NAME	DONOR	FIN. TYPE	PROJECT TOTAL COST	2014/15 BUDGET	START DATE	END DATE	ACTUAL BUDGET BY END JUNE 2015	CUMULATIVE DISBURSEMENT END JUNE 2015	ANNUAL EXECUTION RATE IN FY 2014/2015	CUMULATIVE PROJECT SPENDING / DISBURSEMENT RATE	TIME EXECUTION RATE
NURC	Access to Justice, Human Rights and Peace Consolidation	ONE UN	GRANT	1,344,486	271,164,244	2013	2018	271,164,244	120,328,107	100%	44.37%	40%
Judiciary	Rwanda Commercial Justice Project (RCJP)	Investment Climate Facility for Africa (ICF)	GRANTS	2,100,000	1,053,441	8/21/2012	11/30/2015	642,739	1,536,018	61%	66.1%	87.1%
Judiciary	Capacity Building of Judiciary and Prosecution for Extradited Suspects of the Genocide Project	Government of the Netherlands	GRANTS	4,103,000,000	1,242,784,095	12/1/2012	4/30/2017	988,478,780	2,635,869,756	79.5%	43.6%	57.6%