



MINISTRY OF JUSTICE
P.O. BOX 160 KIGALI

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

Dear Sir,

Subject: Submission of the JRLOS 2016/17 Backward Looking Joint Sector Review Report

Reference is made to the Terms of Reference for the preparation of the 2016/17 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 annexes as approved by the JRLOS Joint Sector Working Group meeting that took place on the 14th November 2017.

Sincerely,


KALIHANGABO Isabelle
Permanent Secretary/Solicitor General

Cc:

-The Head of Development Cooperation/Embassy of the Netherlands-KIGALI
-Member of the JRLO Sector Working Group (all)

KIGALI



REPUBLIC OF RWANDA



MINISTRY OF JUSTICE

Justice, Reconciliation, Law and Order Sector Secretariat

Backward Looking Joint Sector Review, 2016/17

Final Report

November 2017

A handwritten signature in blue ink, located at the bottom left of the page.

A handwritten signature in blue ink, located at the bottom right of the page.

Table of Contents

Table of Contents ii

ACRONYMS iii

1. INTRODUCTION 1

2. PROGRESS IN ACHIEVING SECTOR OBJECTIVES WITH FOCUS ON 2016/17 TARGETS 2

 2.1 EDPRS 2 mid-term assessment report findings vis à vis JRLOS targets 2

 2.2 Achievements against JRLOS Selected Indicators 6

 2.3 Progress on how relevant cross cutting issues of EDPRS have been mainstreamed in JRLOS 7

3. BUDGET EXECUTION PERFORMANCE 9

 3.1 General performance 9

 3.2 Externally financed budget execution performance 9

4. IMPLEMENTATION OF RECOMMENDATIONS OF THE PREVIOUS JSR 9

5. STATEMENT OF 2018/19 BROAD PRIORITY AREAS 11

6. UPDATES ON KEY ISSUES WITHIN THE JUSTICE SECTOR 12

 6.1 Updates on prioritised analytical works in the sector 12

 6.2. Updates on Cabinet Resolutions 13

7. CONCLUSION 13



ACRONYMS

CNLG: CNLG: Commission National pour la Lutte contre le Génocide
CSO: Civil Society's Organization
DPs: Development Partners
EDPRS: Economic Development and Poverty Redaction Strategy
FY: Financial year
ICT: Information, Communication and Technology
IECMS: Integrated Electronic Case Management System
ILPD: Institute of Legal Practice and Development
JRLOS: Justice, Reconciliation, Law and Order Sector
JSR: Joint Sector review
LAF: Legal Aid Forum
MAJ: Maison d'Accès à la Justice
MINIJUST: Ministry of Justice
NGO: Non-Governmental Organization
NHRC: National Human Rights Commission
NPPA: National Public Prosecution Authority
NURC: National Unity and Reconciliation Commission
OAG: Office of auditor General
Q: Quarter
RCS: Rwanda Correctional Services
RGB: Rwanda Governance Board
RGS: Rwanda Governance Score Card
RLRC: Rwanda Law Reform Commission
RLRC: Rwanda Law Reform Commission
RNP: Rwanda National Police
RNP: Rwanda National Police
Rwfs: Rwandan Francs
SDG: Sustainable Development Goals
SFCG: Search For Common Ground
ToT: Training of trainers
UN: United Nations
UNDP: United Nations for development Program
USD: US dollar



1. INTRODUCTION

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

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

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

The 2016/17 backward Looking Joint Sector Review has the following main objectives:

- To assess progress in achieving sector objectives with focus on 2016/17 targets for: EDPRS 2 core indicators (annex 1.1), selected sector indicators (annex 1.2) and their corresponding policy actions. This will also include a discussion on catch up plans for areas lagging behind;
- To present and discuss budget execution performance (annex.2.1) for 2016/17;
- To highlight priority areas for the 2018/19 fiscal year that will inform the planning and budgeting process for institutions in the sector;
- To review progress against implementation of recommendations from the last JSR meetings.
- To validate the draft Sector Strategic Plans (SSPs) for the National Strategy for Transformation (NST1) and also validate the list of SDGs indicators to be monitored at Sector level.



2. PROGRESS IN ACHIEVING SECTOR OBJECTIVES WITH FOCUS ON 2016/17 TARGETS

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

- EDPRS 2 mid-term evaluation assessment report and lessons learnt from the EDPRS 2 implementation;
- Progress in achieving 2016/17 policy actions and analysis linked to the progress on targets for 2016/17;
- A brief assessment of progress on how relevant cross cutting of EDPRS have been maintreamed.

General success stories in JRLOS

- The Global Competitiveness Index Report 2017/2018 released by the World Economic Forum ranked Rwanda among the first globally with regards to judicial independence. Rwanda was ranked the first (1st) in Africa and the twenty third (23rd) globally before some European and American famous countries like Germany which is the 24th, France which is the 28th and Unites States which is the 25th among 137 Countries in which the survey was conducted.
- Rwanda continues to feature as one of the safest countries in the World, according to a Gallup Global Law Order Report 2017. The report has ranked Rwanda 11th globally and 2nd in Africa with over 87% of citizens saying that they feel safe and confident in the security organs.
- Rwanda was ranked the second in Africa and 50th globally by the World Internal Security and Police Index (WISPI), 2016. The Index aims to measure the ability of the security apparatus within a country to respond to internal security challenges, both now and in the future.
- Rwanda was ranked the first in the Region, the 4th in Africa and the 50th globally according to Corruption Perceptions Index 2016.
- On 9th November 2017, Rwanda was awarded by African Association for Public Administration and Management Golden Cup (AAPAM) a Golden Cup for innovative access to quality Justice services offered by Maisond'Acces à la Justice (MAJ).

2.1 EDPRS 2 mid-term assessment report findings vis à vis JRLOS targets

The aim of the EDPRS 2 mid-term evaluation was to assess progress made in relation to the expected outcomes from 2013/14-2015/16. The evaluation identified lessons to inform the elaboration of the next generation of the strategy, catch-up plans for Vision 2020 as well as for the elaboration of the Vision 2050. The EDPRS 2 mid-term evaluation informed that service delivery in justice sector improved by 1% from 74.74% in 2014 to 75.75% in RGS 2016.

The progress on main indicators of the the Justice Reconciliation, Law and Order Sector are listed in the following table:



Table 1: JRLOS achievements vs EDPRS targets¹

EDPRS OUTCOME	OUTCOME INDICATORS	UNIT	BASELINE (2012)	TARGET	Actual performance as of 2016	
			VALUE	2015/16		2017/18
Enhanced rule of law, accountability and business competitiveness environment	Adult population with confidence in the Rule of law	Percent	73.3%	74%	> 75	76.6% (achieved)
	Adult population with confidence in safety and security	Percent	91.3%	92%	93%	89.3% (on-track)
	Adult population with confidence in the control of corruption, transparency and accountability	Percent	77.1%	78%	79%	79.40% (achieved)
	Adult population with confidence in the Respect for Human Rights (Political Rights and Civil Liberties)	Percent	73.6%	75%	76%%	85.60% (achieved)
	Service delivery in Justice Sector	Percent	69.9%	74%		75.75% (achieved)
	Backlog of court cases	Percent		31.9%		23.3% (achieved)
	Access to justice	Percent	68.18%	70%		80% (achieved)

Assessment of progress of outcome indicators EPDRS II

1. Adult population with confidence in the Rule of law

With a baseline of 73.3% and 74% midterm target, the indicator was achieved at 76.6 %. This was largely possible because of the following:

- **Use of the Integrated Electronic Case Management System (IECMS):** The MIS system has increased improvement of case management and by extension, delivery of service. The system covers all Primary Courts and RCS, with varied coverage for police stations.
- **Reforms at the Institute of Legal Practice and Development (ILPD):** The reforms included adopting a business model and increasing number of intakes. ILPD as a post graduate legal institute of choice in the region has made the below achievements:
 - 325 foreign students attended the DLP course as 2016 from Burundi, Uganda, Kenya, South Soudan, Soudan, Cameroun, Malawi, Zambia and Gambia.

¹ RGS 2016 page 12

- The construction of ILPD building is at 40% completion
- Legal framework and capacity :
 - The law on ILPD is in the process
 - ILPD sustains itself by 70% instead of depending on Government Budget.
- **Restructuring the court systems to ensure increased efficiency:** Under continuous review and implementation, there has been great effort in improvement in the processing of court cases: 70,385 (123.22%) processed cases from July 2014 to June 2015. The Judiciary has also made considerable progress in terms of reduction of backlog cases. IECMS is operational at 60%: 45 in Judiciary (SC, HC, CHC, 12 TGI, 3 CC, 31 PC), 40 Prosecution, 80/423 (12.29%) in RNP, 14 (100%) in Prisons, MINIJUST (100%) and RBA (100%). Next roll out phase will be in 29 using a temporary solution of using mobile networks. Extradition cases have been prosecuted and tried with international fair trial standards done at 100% achieved. Construction of the International Criminal Chamber of the High Court currently at 85% completion; with Construction of Commercial courts Building standing at 10% completion.
- **Access to legal aid and justice:** Access to legal aid had a baseline of 68.18% (2012), 2015/16 target of 70% and has achieved 80%. This indicator is on track. Since January to December 2016; 70,089 court judgements including 50,373 of Gacaca courts were executed. Out of 73,439 cases received by Abunzi from January to December 2016, 70,119 (95.5%) were fully mediated. MAJ handled 27,646 cases from January to December 2016, while KIAC received and handled 54 cases in arbitration and 25 in mediation. 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%) and 2016/17 77% were considered as backlog cases.

2. Adult population with confidence in Safety and security

With a baseline of 91.3% and a midterm target of 92%, this indicator scored 93.56% thus its on track. Safety and security is an important pillar and base of development and social stability. Rwandans believe that domestic (internal) and regional peace and stability (security) play a significant role in development process. Thus, the need to strengthen the on-going measures includes legal and policy framework; development of institutional capacity to prevent and respond to criminal incidences and promote community safety. Rwanda also continues to ensure a stable and peaceful internal environment. The country continues to contribute to regional and international initiatives for peace and dialogue in conflict resolution.

Rwanda is the 5th biggest contributor to peace keeping troops operations around the world (T/PCC), with over 5,500 army troops and over 1000 Police in seven UN Missions. These include the African Union-United Nations Hybrid Operation in Darfur (UNAMID); the UN Mission in South Sudan (UNMISS); the UN Stabilization Mission in Haiti (MINUSTAH); the UN Mission in Liberia (UNMIL); the UN Interim Security Force in Abyei (UNISFA); the UN Operation in Côte d'Ivoire (UNOCI); and the International Support Mission to the Central African Republic (MISCA).

3. Adult population with confidence in the control of corruption, transparency and accountability

With abaseline of 77.1% and a midterm target of 78%, this indicator scored 79.40% which is

101.7% achievement. Achievement of this indicator was mainly due to;

- The reinforcement mechanisms put in place to accelerate investigations and prosecution of alleged corruption. Using performance contracts, both at Ombudsman Office and National Prosecution Authority. From July 2015 to June 2016, the Office of Ombudsman received 56 corruption cases, among them 39 (70%) cases were closed against the target of closing 68%. In addition, the Office of the Ombudsman received 1,859 injustice complaints. Among them, 1,709 (80%) cases have been treated and handled against the target of handling 74%. According to Transparency International Corruption Perception Index (2015), Rwanda was ranked 44th worldwide with 54 scores, 4th in Africa after Botswana, Cape Verde and Seychelles, and the 1st in East African Community. This policy action was fully achieved
- During the period of 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 be prosecuted at least 90% individuals involved in the mismanagement of Government projects.

4. Adult population with confidence in the Respect for Human Rights (Political Rights and Civil Liberties)

Political rights and civil liberties entail democratic rights and freedoms, where all people are entitled to freely engage in all lawful activities. Political Rights and Civil Liberties are measured by the following sub-indicators: vibrancy of civil society organizations in policy formulation; rights to media freedom; political parties' registration and operations; access to public information; respect of human rights and core international human rights conventions.

- During the last two years in Rwanda, there have been two constitutional events, which confirmed that citizens fully exercised their rights: the Local Government Leaders elections and the Referendum elections. Both elections were conducted in free and fair manner which contributed hugely to the indicator's performance. Millions of citizens petitioned through a referendum vote, where 98.3% of Rwandans exercised their political rights, shaped the policy and the future of their country. That event reaffirmed their exercising political rights.
- By 2016, 12 TV cables (1 public, 11 private) were on air in Rwanda. There are 36 radios; 80 online web based outlets, mainly private. Others are community and Civil Society Organizations (CSOs) owned. At the onset of EDPRS 2, Rwanda became the 11th African country to establish Access to Information Law. The country also put in place the democratic governance framework which expanded the platforms and space for civil and political participation.
- By 2016, the number of local operating CSOs was 2000. The trend of registration showed, in the last six years, the number of registered CSOs exceeded those registered in the five decades ago combined. For the local media to afford printing their newspapers, the government has put facilities at their disposal with reasonable costs.

Challenges EDPRS 2 mid-term assessment report

- Insufficient Budget to cover operational costs for institutions under justice sector (police stations, court houses, firefighting, prisons, support to MAJ, IECMS infrastructure);
- Inadequate collaboration within public institution in judgment execution and public funds recovery
- High percentage of case backlogs at the primary court level being 42% and Supreme Court at 80%.
- The Integrated Electronic Case Management System (IECMS) currently does not cover

the whole country. The language used is English, which means that majority end users still need assistance to use the system.

Lessons learnt EDPRS 2 mid-term assessment report

- Home grown initiatives such as Abunzi (mediators), Imihigo (performance contracts) turned into success stories and strengthened the delivery of justice services.
- At National level, the ownership of the EDPRS 2 by all stakeholders and alignment of all resources to the framework enabled the realisation of set targets.
- The deployment of ICT based solutions greatly improved service delivery

Recommendations EDPRS 2 mid-term assessment report

- The consistent impressive performance achieved within the rule of law, security and stability foundational focus areas should be maintained.
- EDPRS 3 provides an opportunity for creation of measurable tools to promote and measure unity and reconciliation in the country.
- In addition, focus should also be made on creating tools and mechanisms to specifically monitor and reduce corruption as evidenced by the Citizen Report Card (2016) in social programs such as Girinka, Ubudehe and VUP.
- Enhance the local justice mechanisms such as *abunzi*, to continue resolving matters swiftly and efficiently.

2.2 Progress in achieving EDPRS 2 Core Indicator and corresponding policy actions

Indicators	Baseline 2015/16	2016/17 targets	Actual performance	/100
Adult population with confidence in the control of corruption, transparency and accountability	79.4%(2015/16)	80%	86.56% (RGS 2016 edition).	108.2%

The corresponding Policy actions are achieved as follow:

- 2.2.1 Reinforce the mechanisms to accelerate investigation and prosecution of alleged corruption: The planned activities were reinforcing mechanism aimed at accelerating investigation and prosecuting corruption and injustice cases and Speed the investigations of corruption cases which were fully implemented as highlighted in **annex 1.1.**
- 2.2.2 Conduct investigation for embezzlement cases highlighted in Auditor General report and Process economic and financial cases received: one of planed activities is investigating embezzlement cases highlighted in 2014/15 Auditor General Report which was achieved at level of more than 70% and qualified as on watch. These cases require a thorough analysis but the lack of enough specialized Judicial Police Officers do not allow a quick investigation. As catch up plan, the sector will speed

establishment of RIB and the focus will be in strengthening its staff through specialized courses.

The second activity which contributed to the policy action is Prosecution of financial economic crimes which was achieved at level of 97.9% and the last activity is related to recover public fund which was achieved at level of 58,9%. As a catch up, the Ministry of Justice will speed up the process of considering those funds as non-tax revenue so that they can be collected by RRA. **For details, refer to annex 1.1.**

2.3 Achievements against other JRLOS Selected Indicators

For the sub section related to the progress against 2016/2017 targets and their corresponding policy actions, the data source for all information on performance is administrative data from 2016/17 reports provided by justice sector institutions. In 2016/17 FY, JRLOS selected indicators for the sector outcome **“Enhanced rule of law, accountability and business competitive environment”** were :

1. Service Delivery in Justice Sector;
2. Access to Justice
3. Performance of the Judiciary;
4. Control of corruption, transparency and accountability;
5. Reduced serious crimes;
6. % change in accommodation space per inmate
7. The amount of public fund saved through inmate labour in construction of correctional facilities

The following table informs a summary of implementation progress for selected policy actions and 2016/2017 targets:

=>100% achievement: Achieved	> 90% achievement: On-Track	50-90% achievement: On-Watch	<50% achievement: Lagging behind	Not due for reporting/or available
3 targets	0 target	1 target	1 target	2 targets
0 Policy action	15 Policy actions	7 Policy actions	1 policy action	0 policy action

See annex 1.2 for details.

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

1. Gender equality

With a support of One UN, a Gender Mainstreaming Strategy for JRLOS institutions in Rwanda in order to ensure **gender equality and women’s empowerment** within JRLOS institutions was conducted and the Strategy was validated with JRLOS Stakeholders in charge of Policy issues. The implementation of recommendations from this study was prioritised in the JRLOS SSP 3. Actually, all reports produced by JRLOS institutions are gender sensitives. Even in selecting the trainees, gender aspect is considered.

2. Capacity building

Each year, JRLOS institutions staff in charge of Human Resource Management prepare a joint sector **capacity building** plan to overcome gaps identified in staff skills. Consequently, 2230 (73.3%) out of 3040 IECMS users countrywide were trained on how to use IECMS; cumulatively, from July 2016 to June 2017, 507 students {348 (68.6%) males and 159 (31.4%) females} have concluded their courses in ILPD in both DLP and DLD. The 449 (94.5%) have completed in DLP while 28(5.5%) have completed in DLD;.And cumulatively, from July 2016 to June 2017, ILPD has trained 1,105 trainees in 19 different short courses.

3.Regional integration in JRLOS.

Regarding Regional integration in area of Justice ,4 International legal instruments were identified to be harmonized:

1. The Convention relating to the Status of Refugees and its Protocol;
2. The OAU Convention Governing the Specific Aspects of Refugee Problems in Africa;
3. The UN Convention Against Corruption;
4. The African Union Convention on preventing and combating corruption.

Two (2) of them have been prioritized: “The UN Convention against corruption”; and “The African Union Convention on preventing and combating corruption”. After analysis of the two (2) prioritized Laws to be harmonized with International Obligations, findings are the following:

1. For the UN Convention Against Corruption; 55 articles out of 71 of the Conventions contain different obligations; 10 articles contain obligations which are not yet implemented.

2. For the African Union Convention on preventing and combating corruption; 15 articles out of 28 of the Convention contain different obligations;2 articles contain obligations which are not yet implemented.

As planned, 100% of prioritized laws were drafted and are ready to be submitted for cabinet approval. Prioritized laws were drafted as follows:

1. Law on prevention, suppression and punishment of corruption and related offences was drafted. Articles implementing Rwanda's obligations in anti-corruption conventions (UN Convention against corruption and AU Convention on Preventing and Combating Corruption) ratified by Rwanda have been inserted in the said draft law.
2. Law on the code of criminal procedure was drafted. Articles implementing Rwanda's obligations in anti-corruption conventions (UN Convention against corruption and AU Convention on Preventing and Combating Corruption) ratified by Rwanda have been proposed to be inserted in the code of criminal procedure.

3. BUDGET EXECUTION PERFORMANCE

3.1 General performance

The overall JRLOS budget execution performance rate is 97.3%. The total JRLOS budget in the 2016/17 financial year was 98,272,036,506Rwfs and the total expenditure was 95,617,437,848Rwfs. For more details, refer to annex 2.1.

3.2 Externally financed budget execution performance

There are no externally financed budgets.

4. IMPLEMENTATION OF RECOMMENDATIONS OF THE PREVIOUS JSR

This section informs about status against recommendations from the previous JSR meetings and the status of implementation of Auditor General Recommendations by the Rwanda Correctional Services (RCS), the only JRLOS Institution audited in 2016/17.

4.1. The table below shows the current status of the recommendations from the Joint Sector Review meetings.

RECOMMENDATION	STATUS
Organize JRLOS Midterm Review	JRLOS Midterm Review was organized from 15 th March up to 18 th March 2016
Analytical studies that have been conducted by NGOs should be considered in the Joint Sector Review report. However, the JRLOS institutions should be involved in all process of those studies. In addition, for ownership of findings of the analytical studies conducted within the JRLOS institutions; they should be validated by all Justice Sector Stakeholders.	This recommendation is not fully implemented because there are no coordination mechanisms that coordinate efforts of the work of NGOs vis a vis other stakeholders.
Involvement of all Sector Stakeholders in drafting JSR reports	It was done. The technicians from all Justice Sector Institutions, Civil Society, NGOs and DPs were invited to discuss on 2016/17 JRLO sector performance and agreed upon 2017/18 Sector priorities. The workshop was held at Hill Top from 6 th up to 8 th November 2017.
Regarding that there were not enough consultations before selecting and domesticate the SDG's indicators to be monitored by the sector, a workshop to agree upon relevant JRLOS SDGs should be organized.	In preparing the SSP III several workshops have been organised in which indicators for the new SSP have been developed including the domestication of SDG indicators.
Archive electronically the JSR meetings documents	Storage Space on MINIJUST Server was created to allow the archive of JSR meetings documents. (http://www.minijust.gov.rw/about-us/justice-sector/jrlos-documents/)
Validation of terms of references for	Only two ToRs, one for JRLOS Change management strategy under procurement process and Gender

analytical studies conducted within JRLOS	Mainstreaming Strategy for JRLOS Institutions in Rwanda (2018-2022) were validated with respective stakeholders.
Given the pressure of SSP 3 elaboration process, the Sector Working Group members were recommended to be flexible and participate actively to this crucial activity in order to respect the Roadmap of SSP 3 elaboration	Even though the attendance rate during the workshop was sufficient, the ownership by the different institutions was relatively low which is determined by the lack of, and on time, input and comments on different versions of the draft SSP III
The Sector Working Group members recommended reinforcing Justice Sector Coordination Secretariat in order to perform well and on time its role of coordination	No reinforcements have been added.
The JRLOS Institutions as well as JRLOS Development Partners and Civil Society Organizations were recommended to appoint their focal points who should participate actively in SSP 3 elaboration process	Not all stakeholders appointed a focal person, and some changed which resulted in different people giving different comments from the same institution consequently slowing down the process of developing the SSP III
The Sector Working Group Members were recommended to nominate their participants in the Joint Field Visits and select direction they wish to go (which projects/activities they wish to visit).	<p>The Joint Field Visit was organized by Justice Sector Coordination Secretariat. The annual field visit was conducted from 15-17/6/2017. The projects visited are:</p> <ol style="list-style-type: none"> 1. Justice Sector District Committee in sensitization activity. 2. Northern Region Police HQ under construction. 3. Good practices of Kimonyi Unity & Reconciliation village. 4. Good practices of CPC at Rubavu DPU. 5. Use of IECMS in Police and Prosecution. 6. ISANGE One Stop Centre – Rubavu 7. Western Region Police HQ under construction. 8. Best practices of CBO for Peace Education (CBOPE-IHUMURE). 9. Nyanza Prison. 10. Construction of Nyanza High Court. 11. Use of IECMS in Nyanza Court. 12. Construction of ILPD second phase. 13. Huye rehabilitation centre. 14. Good practices of Unity & Reconciliation village (Mukura sector). 15. Functioning of Abunzi in Ngoma sector. 16. ISANGE One Stop Centre – Kabutare Hospital.

4.2 The following table informs about the summary of status vis-à-vis the implementation of audit recommendations by RCS.

Total findings	Implemented	Partially implemented	Not implemented
41	26	13	2

5.STATEMENT OF 2018/19 BROAD PRIORITY AREAS

The Sector Strategic Plan identifies a total of 6 sector outcomes under 5 strategic priorities with ambitious targets that are achievable.

The five identified strategic priorities in SSP III:

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 Focusing on Universal Access to Quality Justice
4. Enhanced adherence to human rights
5. Strengthen Capacity, Service delivery and Accountability of JRLOS

The six identified outcomes in SSP III:

1. OUTCOME 1: Universal Access to quality Justice
2. OUTCOME 2: Maintained Safety , Security and Peace
3. OUTCOME 3: Control of corruption, transparency and accountability improved
4. OUTCOME 4: Enhanced Unit of Rwandans
5. OUTCOME 5:Enhanced Adherence to Human Rights.
6. OUTCOME 6. Enhanced Sector Capacity and Coordination

In identifying the priorities, the JRLOS institutions considered the initiatives that will contribute significantly to the NST 1 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 2018/19 will be captured under the JRLOS work plan and institutional action plans. The broad priority areas are listed below under the relevant outcome area.

Outcome 1. Universal Access to Quality Justice Improved

- Maximize the use of Sector Integrated Electronic Case Management System (IECMS);
- Maximize the use of National Forensic Laboratory;
- Management of civil, criminal and commercial cases improved by restructuring the functioning of the courts and construct modern courts;
- Justice delivery at local level reinforced by strengthening the Abunzi functioning through training, provision of materials and relevant incentives for income generation;
- Legal aid and Justice for Children Policies implemented;
- Justice Sector Districts Coordination Committees enhanced by insuring capacity building and providing operational resources;
- Implement Rwanda Law Revision and Harmonization projects;
- Reinforce Professional Bailiff Association to speed up judgements execution.

Outcome 2. Maintained Safety, Security and Peace

- Strengthen Disaster Management
- Improve Detention facilities (Prisons and Police Stations)
- Improve Transportation of detainees ;
- Strengthen Muhabura MC Ltd;
- Enhance RNP and RCS institutional capacity
-

Outcome 3. Control of Corruption, Transparency and Accountability Improved

- Intensify Mechanisms to fight injustice and corruption
- Strengthen the mechanisms to speed up the prosecution of economic and financial crimes
- Improve the coordination of public asset recovery

Outcome 4. : Enhanced unit of Rwandans

- Promote Rwandan identity;
- Promote social cohesion;
- Build resilience and critical thinking especially in the young generation;
- Promoting compliance with unity and reconciliation principles;
- Complete Gacaca archive Project and conserve the memory of genocide against the Tutsi;
- Reinforce measures to speed up prosecution of genocide fugitives abroad

Outcome 5: Enhanced Adherence to Human Rights

- Implement the National Human Rights Action Plan.
- implement UPR Recommendations
- Strengthen Capacity of National prevention mechanism
- Ensure the implementation of SDGs , AU Agenda 2063 and EAC Vision 2050

Outcome 6: Enhanced Sector Capacity and Coordination

- Fast track ILPD reforms to ensure its self-reliance
- Complete ILPD Phase 2
- Implement JRLOS Capacity Strategy, change management strategy and JRLOS gender strategy recommendations.
- Ensure the quality of legal and professional trainings provided to the justice chain legal practioners.
- Empower MUHABURA to increase RCS income generation
- Monitor the reporting on JRLOS SDGs indicators and NST 1 Indicators
- Put in place JRLOS Data Dashboard

6.UPDATES ON KEY ISSUES WITHIN THE JUSTICE SECTOR

6.1 Updates on prioritised analytical works in the sector

The 2016/17 Forward Looking Joint Sector Review agreed upon the following 7 analytical studies to be conducted:


	Analytical studies	Progress
1	JLOS Change Management Strategy	Conducting this strategy was postponed in 2017/18 FY. Currently, the tender is on evaluation stage.
2	JRLOS Gender strategy	The study was conducted and validated on 18/10/2017. The implementations of interventions highlighted in the study were prioritized in JRLO SSP 3.
3	Rwanda Forensic Lab Feasibility and Sustainability Study	Ongoing. The Steering Committee of Rwanda Forensic Lab recommended the tender to be international. TORs were prepared but there is a challenge of few budget allocated to this study. BTC committed to avail 40,000 USD which is still little.
4	Access to Justice User perception and victimization survey	Not done. All these analytical studies would be financed by EU project which is under negotiation.

6.2. Updates on Cabinet Resolutions

New Leaders were appointed in different JRLOS Institutions. In Ombudsman Office, **MUREKEZI Anastase** (former PM) was appointed as the Chief Ombudsman, **Mrs YANAKULIJE Odette** was also appointed as Deputy Chief Ombudsman on 5th April 2017; Both **Mr. HAVUGIYAREMYE Aimable**, **Dr. KAYIHURA Didace** and **Dr. NIBISHAKA Emmanuel** were appointed on 4/10/2017 respectively as Chairperson of Rwanda Law Reform Commission; Rector of ILPD and Secretary General of National Human Right Commission.

7. CONCLUSION

This JRLOS Backward Looking Joint Sector Review Report highlighted mostly the 2016/2017 successful policy actions in pursuing the EDPRS II indicators, informs about the 2018/2019 Sector broad priorities. JRLOS Institutions representatives as well as JRLOS Stakeholders including Development Partners and Civil Society Organizations committed themselves to learn from the past and to work jointly in order to fast-track the implementation of EDPRS 2 and JRLOS 2 Strategies.



KALIHANGABO Isabelle

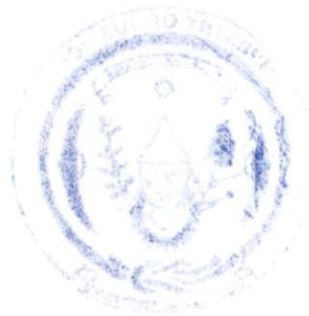
Permanent Secretary/Solicitor
General-Ministry of Justice
Chairperson, JRLO Sector Working
Group.

Signed by



Pieter Doornik

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



Annex. 1.1 EDPRS 2 Core Indicators Matrix

EDPRS OUTCOME	INDICATORS	UNIT	BASELINE VALUE	2016/17 Target /EDPRS 2 Mid-term targets	Actual Performance	Indicator Score	Policy Actions	Brief Narrative Progress against Policy Actions	Ranking	Catch up Plans for areas lagging behind
Enhanced rule of law, accountability and business competitiveness environment	Adult population with confidence in the control of corruption, transparency and accountability	%	79.4%(2015/16)	80%	86.56% (RGS 2016 edition).	108.2%	Reinforce the mechanisms to accelerate investigation and prosecution of alleged corruption	<p>1. Mechanisms aimed at accelerating investigation and prosecuting corruption and injustice cases have been reinforced as follows : Regular anti-corruption campaigns; Anti-corruption week and Anti-injustice campaigns were organized , internal incentive scheme for whistle blowers on corruption cases is in place; trainings for different categories of people were organized; Protection mechanism of whistle-blowers is being developed and currently , the draft of the guide is under corrections; Anti-corruption Consultative Councils have been strengthened: at national, district and sector levels ; All Advisory Councils at District level are operational. Good enough, 2 National Prosecutors were appointed in the Office of the Ombudsman. This policy action is on track.</p> <p>2. Investigation of corruption cases was well performed as follows: from July 2016 to June 2017, the Office of Ombudsman received 71 corruption related cases, among them 64 (90.1%) cases were closed against the target of closing 80% of the received cases. In addition , the Office of the Ombudsman received the total of 590 complaints to be handled. Among them, 577 cases equivalent to 97.7% were treated against the target of handling 100%. This policy action is on track.</p>		

EDPRS OUTCOME	INDICATORS	UNIT	BASELINE VALUE	2016/17 Targets /EDPRS 2 Mid-term targets	Actual Performance	Indicator Score	Policy Actions	Brief Narrative Progress against Policy Actions	Ranking	Catch up Plans for areas lagging behind
							<p>Conduct investigation for embezzlement cases highlighted in Auditor General report, Process economic financial cases received</p>	<p>3. Investigation for embezzlement cases highlighted in Auditor General report is on watch as follows: for 2014/15 OAG report, 157 public entities were audited and 98 were subjected to preliminary investigation. So far, the preliminary investigation of 70 (71.4%) Public investigation was done and investigation of 28 Public entities is still pending. The reason of not completing the preliminary investigation as planned is the lack of enough Judicial Police Officers.</p> <p>-Regarding 70 cases arising from 70 investigated Public entities, so far, 52 cases equivalent to 74.2% were handled by NPPA as follows: 11 cases were filed into courts, 36 closed and 5 were transmitted to Military prosecution, 18 cases are still pending.</p> <p>-12 suspects involved in 4 cases accepted to pay the fine of 4,200,000 Frws. 57 civil servants and 3 other people involved in 22 cases have returned 71,724,343 Frws and 3,500 \$ without trial. This policy action is on watch.</p>		The sector will speed establishment of RIB and the focus will be in strengthening its staff through specialized courses.
							<p>4 Prosecution of economic financial crimes achieved as follows: cumulatively since July 2016 to June 2017, 1,036 cases involving 1,122 suspects were received (404 Corruption & related cases; 573 Embezzlement& destruction of property cases; 4 cases of illegal award of public tenders;5 cases of illegal exemption; 43 cases of tax evasion; and 7 cases of Misuse of property of public interest). Among them, 662 were filed into courts, 338 were closed, and 13 cases were transferred to relevant institutions (Military Prosecution or Abunzi). Meaning that 1,013 cases equivalent to 97.78% against the annual target of handling 100% of the received cases. In addition, 95 cases related to mismanagement of Government programs involving 185 suspects and 1,188,927,356 Frws as embezzled funds were received. Among them, 64 were filed into Courts and 29 were closed. Meaning that 93 cases equivalent to 97.9% were handled. This policy action is on track.</p>			

EDPRS OUTCOME	INDICATORS	UNIT	BASELINE VALUE	2016/17 Targets /EDPRS 2 Mid-term targets	Actual Performance	Indicator Score	Policy Actions	Brief Narrative Progress against Policy Actions	Ranking	Catch up Plans for areas lagging behind
								<p>5. The recovery of public asset from won cases has been reinforced and during 2016/17, 899,575,743 rwf have been recovered. From the beginning of the recovering process, a total of 1,240,969,743 Frws and 8,743 USD equivalent to 58.5% was recovered against the 2016/17 target of recovering 100%. The total of 2,119,929,777 Frws was identified before the beginning of 2016/17 FY to be recovered. The set target was not achieved and the main challenges in the recovery process are the following:</p> <ol style="list-style-type: none"> 1. Most of the debtors are not willing to pay voluntarily; 2. Most of them have no assets registered on their names and the recovery is not possible; 3. Those who are willing to pay request to pay in instalments and the process can take too long to recover the full amount of money owed to Government; 4. Concerned institutions are not very active in implementing measures taken. <p>This policy action is on watch.</p>		<p>Measures to strengthen the asset recovery were put in place and they will be reinforced. Among others: Considering those funds as non tax revenue to be collected by RRA; MOUs with selected lawyers to perform public asset recovery were signed, Quarterly publication of list of individuals who own money to Government,...</p>

Annex. 1.2 JRLOS Indicators Matrix

EDPRS OUTCOME	INDICATORS	UNIT	BAS ELIN E VALUE	2016/17 Targets /EDPRS 2 Mid-term targets	Actual Performance	Indicator Score	Policy Actions	Brief Narrative Progress against Policy Actions	R an ki ng	Catch up Plans for areas lagging behind
Enhanced rule of law, accountability and businesses competitive environment	Level of satisfaction of service delivery in the justice sector	Percent	74.75 % (2015-16)	76%	75.75% in RGS 2016 edition.	101.3%	Operationalize IECMS from the level of 20% up to the level of 60%	<p>1. The 2016/17 target of operationalizing IECMS on the level of 60% was overreached but operationalization of IECMS is still on going.</p> <p>At the end June 2017, IECMS was being used in 5 most concerned institutions (RNP, NPPA, Judiciary, MINIJUST, RCS) as follows: in all 81 Courts of Rwanda except in two primary Courts (Gashari and Jomba) and in Military Justice; in all 71 planned offices of the Prosecution (NPPA); in 113 (24%) out of 454 planned Offices of RNP; 100% in RCS and MINIJUST.</p> <p>-In the whole Rwanda, the IECMS has started to be used and all (100%) complaints are addressed using that system;</p> <p>- Regarding the training of IECMS users, 2230 (73.3%) out of 3040 users countrywide were trained up to end June 2017.</p> <p>Even though the 2016/17 set target was overreached, IECMS is still challenged by: insufficient budget; non availability of infrastructures in some planned RNP offices to use IECMS; IECMS is in English while users are Rwandans; litigants and their lawyers do not have access on prosecution cases and lack of a pull of staff including local developers who can cater for IECMS needed changes in long period of time.</p>	1) The Justice Sector has started the second phase of IECMS development which will deal with judgement execution, finger print, issues of litigants who do not have access on prosecution cases, etc. 2) Justice Sector is committed to put in place an SPIU to deal with permanent team to manage IECMS.	
							Construct Final phase of ILPD in Nyanza	<p>2. This policy action is on track if we take into consideration the 2016/17 target. The construction works of the 2nd phase of ILPD have started in Mid May 2016. At the end of June 2017, the works completed were estimated 59% against the 2016/17 target of 35%. At the end of Q1 of 2017/18, the works completed were evaluated at 63.5%.</p>		

EDPRS OUTCOME	INDICATORS	UNIT	BAS ELIN E VAL UE	2016/17 Targets /EDPRS 2 Mid-term targets	Actual Performance	Indicator Score	Policy Actions	Brief Narrative Progress against Policy Actions	Ran king	Catch up Plans for areas lagging behind
Performance of the Judiciary		Percent	80.26 % (2015/16)	81%	<p>Performance of the Judiciary was scored at 75.02% in RGS 2016 from 80.26% in RGS 2014 edition thus a decrease of 5.24%.</p> <p>Note: this statistics does not show the true reality of 2016/17 FY as the 2016 RGS edition has used data from 2015/16 while we are reporting on 2016/17. Normally, performance of the Judiciary has been improving and few examples can be mentioned:</p> <p>1. Backlogs have reduced from 45.8 % in 2013/14 to 23.3% in 2016/17. Even backlogs in Supreme Court have reduced from 88.4 % in 2014/15 to 77% in 2016/17;</p> <p>2. There was an effort in processing civil, commercial and criminal cases and they increased from 50,040 cases in 2012 to</p>		<p>Improvement of court house infrastructures (Rehabilitation and construct the Court house for commercial court complex and Nyanza High Court);</p>	<p>3. The construction of Nyanza High Court building. At the end of June 2017, the construction works for "Nyanza Court house" were evaluated at the level of 90% against the target of fully completing the building and relocate the Courts in new building. The completion of works was delayed due to shifting of site implementation; and the delay of supplying materials such as granite tiles made in Rwanda. At the end of Q1 of 2017/18, construction works were evaluated at the level of 98.9%.</p> <p>4. The construction of Commercial court house is on watch. At the end June 2017, the construction works were evaluated at the level of 29.2% against the 2016/17 annual target of 40%. At the end of Q1 of 2017/18, the construction works were evaluated at the level of 44%.</p>		Speed up the construction works

Q



EDPRS OUTCOME	INDICATORS	UNIT	BASELINE VALUE	2016/17 Targets /EDPRS 2 Mid-term targets	Actual Performance	Indicator Score	Policy Actions	Brief Narrative Progress against Policy Actions	Ranking	Catch up Plans for areas lagging behind
					<p>67,992 cases in 2016/17;</p> <p>3. The average time a commercial case takes from filing to court decision has reduced from 180 days in 2012 to 102.7 days in 2016/17.</p> <p>4. The quality of judgements was maintained where the % of appealed judgments overturned were reduced from 28% in 2011/12 to only 8% in 2016/17.</p> <p>5. The Global Competitiveness Index report 2017/2018 released by the World Economic Forum ranked Rwanda among the first globally with regards to judicial independence. Rwanda was ranked the first (1st) in Africa and the twenty third (23rd) among 137 Countries in which the survey was conducted.</p>		Fast track efforts to eliminate case backlog in courts	<p>5. The 2016/17 target has been achieved and even exceeded. At the end of June 2017, the average rate of backlog cases was evaluated at 23.3% (4,857 backlog cases among 20,874 pending cases in all Courts) against the 2016/17 annual target of reducing backlog cases up to 32%. The rate of backlog cases have reduced from 31.97% in 2015/16 FY to 23.3% in 2016/17 FY.</p> <p>Backlog cases in Intermediate Courts (TGI) were evaluated at 16% at the end of June 2017 ; 16% in High Court; 4% in Commercial Court, 22% of backlog cases in Commercial High Court and 28% of backlog cases in Primary Courts. However , backlogs still remain a challenge especially in Supreme Court with 77% and (Primary Courts) TB with 28 %. (On track policy action)</p>		Speed up the promulgation of the laws related to restructuring of courts.

EDPRS OUTCOME	INDICATORS	UNIT	BAS ELIN E VALUE	2016/17 Targets /EDPRS 2 Mid-term targets	Actual Performance	Indicator Score	Policy Actions	Brief Narrative Progress against Policy Actions	Ranking	Catch up Plans for areas lagging behind
Access to justice	Percent	80.2% (2015/16)	83%	76.48% in RGS 2016 edition from 80.2% in RGS 2014 edition. There is a decrease of 3.72%. Note: this statistics does not show the true reality of 2016/17 FY as the 2016 RGS edition has used data from 2015 and we are reporting on 2016/17.			Strengthen the functioning of Abunzi through providing regular training and provision of materials	6. The 2016/17 target relating to empowering Abunzi was achieved . In 2016/17, the Ministry of Justice in collaboration with its stakeholders (UNDP, RCN J&D) has trained all mediators in all districts . Mediators were trained on law governing organisation, jurisdiction, competence and functioning of Mediators; law governing persons and family; and the law governing matrimonial regimes, donation and succession. Abunzi being provided with mobile phones, they were connected to CUG system among themselves and the Ministry staff in charge of monitoring and coaching. In order to facilitate them with transport means, 5, 438 bicycles were provided to Abunzi up end of June 2017. Consequently, their performance was good in 2016/17. From July 2016 to June 2017, Abunzi had 51,016 cases countrywide to handle and they handled 49,138 cases representing 96.3% against the annual target of 93% . The reinforcement of home grown initiative (Abunzi system) will remain Justice Sector Priority.		
							Operationalize Justice Sector District Committees	7. During 2016/17, members of 28 out of 30 JRLOS District committees have met in their quarterly meetings at least one time to look for solutions of identified matters hindering the development of Justice in their respective Districts. In addition to this, JRLOS committees have carried out field visits with the following purposes : Training the population and or students on laws (family laws , succession laws, Penal code, etc); Providing trainings on detainees' rights in Prisons, Police stations and Transit Centers ; handling detainees complaints; and making advocacy on their problems; etc. -The following are examples of their achievements during 2016/17: In Kibungo Police Station, the committee has helped detainees to find easily the copy of judgement. In that Police Station, 2 breastfeeding women were released. In Rwamagana prison, the issue of MUREKEYISONI who was detained without a true information was released. In Rusizi District, the committee made a field visit and analysed the issue of KOPIDERU and KOPEKUNGARU which was submitted to Presidency. The Committee advised the District on how to solve the issue,etc. That issue is now solved.		

EDPRS OUTCOME	INDICATORS	UNIT	BASELINE VALUE	2016/17 Targets /EDPRS 2 Mid-term targets	Actual Performance	Indicator Score	Policy Actions	Brief Narrative Progress against Policy Actions	Ranking	Catch up Plans for areas lagging behind
								<p>In addition, JRLOS District committees have identified the following issues to be handled by JRLOS authorities at higher level:</p> <p>1. Issues in transit centers:in transit centers, minors are together with adult people; In some transit centers, suspects committed what can be qualified as criminal. Meaning that, they should be in Police stations or have spent more time compared to the one legally provided for investigation process; No sustainable and convincing programs to correct and rehabilitate people found in rehabilitation centers.</p> <p>2. Issues in Police Stations : Minors are detained with elder people; There are old and small rooms for detained people in Police Stations; Some Police stations are without required infrastructures to allow them to use IECMS; Some police stations do not have required equipment to reach all necessary areas for further investigation.</p> <p>(Those issues were reported and are being handled)</p> <p>However, JRLOS District Committees are still challenged by the following:</p> <ol style="list-style-type: none"> 1. Some committees do not have all required members; 2. Some committee members do not work in districts in which they are located or they work far from the district offices. Therefore, to attend their quarterly meetings require transport and restoration facilities; 3. Committee members go to field visit activities without their mission fees. <p>This policy action is on watch.</p>		
						Establish and operationalise Gacaca archives and documentation centre	<p>8. The 2016/17 target of digitizing 40,000,000 pages of Gacaca documents was not achieved because at the end of June 2017, only 29,076,659 Gacaca pages equivalent to 72.7% were so far digitized. The project is still ongoing and recently, it was realized that the total Gacaca pages to be scanned are estimated at 45,000,000 pages. After scanning, digitization will continue. For information, at the end of Q1 of 2017/17, 33,504,642 (74.45%) pages were already digitized cumulatively out of the total of 45,000,000 pages to be digitized in whole project. This policy action is on watch.</p>		Speed up activities of digitizing Gacaca pages.	

EDPRS OUTCOME	INDICATORS	UNIT	BAS ELIN E VAL UE	2016/17 Targets /EDPRS 2 Mid-term targets	Actual Performance	Indicator Score	Policy Actions	Brief Narrative Progress against Policy Actions	Ran king	Catch up Plans for areas lagging behind
							Revision of Rwandan Laws to enhance business competitiveness	8. The Law revision project is lagging behind. The 2016/17 set target of implementing translation and editorial work at 30% was not achieved. The contract is not yet signed as per Q1 of 2017/18. The project faced a problem of missing qualified bidder in the first tendering processes.		Engage strong contract negotiations with successful bidder in order to implement the project in possible shorter period.
	Control of corruption, transparency and accountability	%	79.4% (2015/16)	80%	86.56% (RGS 2016 edition).	108.2%	Reinforce the mechanisms to accelerate investigation and prosecution of alleged corruption and Strengthen anti-corruption Consultative Councils	9. Mechanisms aimed at accelerating investigation and prosecuting corruption and injustice cases have been reinforced as follows : Regular anti-corruption campaigns; Anti-corruption week and Anti-injustice campaigns were organized , internal incentive scheme for whistle blowers on corruption cases is in place; trainings for different categories of people were organized; Protection mechanism of whistle-blowers is being developed and currently , the draft of the guide is under corrections; Anti-corruption Consultative Councils have been strengthened: at national, district and sector levels ; All Advisory Councils at District level are operational. Good enough, 2 National Prosecutors were appointed in the Office of the Ombudsman. This policy action is on track. 10. Investigation of corruption cases was well performed as follows: investigation of corruption cases was well performed as follows: from July 2016 to June 2017, the Office of Ombudsman received 71 corruption related cases, among them 64 (90.1%) cases were closed against the target of closing 80% of the recieved cases. In addition , the Office of the Ombudsman received the total of 590 complaints to be handled. Among them, 577 cases equivalent to 97.7% were treated against the target of handling 100% . This policy action is on track.		

EDPRS OUTCOME	INDICATORS	UNIT	BAS ELIN E VAL UE	2016/17 Targets /EDPRS 2 Mid-term targets	Actual Performance	Indicator Score	Policy Actions	Brief Narrative Progress against Policy Actions	R an ki ng	Catch up Plans for areas lagging behind
							<p>Conduct investigation for embezzlement cases highlighted in Auditor General report and Process economic and financial cases received</p>	<p>11. Investigation for embezzlement cases highlighted in Auditor General report is on watch as follows: for 2014/15 OAG report, 157 public entities were audited and 98 were subjected to preliminary investigation. So far, the preliminary investigation of 70 (71.4%) Public investigation was done and investigation of 28 Public entities is still pending. The reason of not completing the preliminary investigation as planned is the lack of enough Judicial Police Officers.</p> <p>-Regarding 70 cases arising from 70 investigated Public entities, so far, 52 cases equivalent to 74.2% were handled by NPPA as follows: 11 cases were filed into courts, 36 closed and 5 were transmitted to Military prosecution, 18 cases are still pending. 12 suspects involved in 4 cases accepted to pay the fine of 4,200,000 Frws. 57 civil servants and 3 other people involved in 22 cases have returned 71,724,343 Frws and 3,500 \$ without trial. This policy action is on watch.</p> <p>12 Prosecution of economic financial crimes achieved as follows: cumulatively since July 2016 to June 2017, 1,036 cases involving 1,122 suspects were received (404 Corruption & related cases; 573 Embezzlement& destruction of property cases; 4 cases of illegal award of public tenders;5 cases of illegal exemption; 43 cases of tax evasion; and 7 cases of Misuse of property of public interest). Among them, 662 were filed into courts, 338 were closed, and 13 cases were transferred to relevant institutions (Military Prosecution or Abunzi). Meaning that 1,013 cases equivalent to 97.78% against the annual target of handling 100% of the received cases. In addition, 95 cases related to mismanagement of Government programs involving 185 suspects and 1,188,927,356 Frws as embezzled funds were received. Among them, 64 were filed into Courts and 29 were closed. Meaning that 93 cases equivalent to 97.9% were handled. This policy action is on track.</p>		<p>The sector will speed establishment of RIB and the focus will be in strengthening its staff through specialized courses.</p>

EDPRS OUTCOME	INDICATORS	UNIT	BASELINE VALUE	2016/17 Targets /EDPRS 2 Mid-term targets	Actual Performance	Indicator Score	Policy Actions	Brief Narrative Progress against Policy Actions	Ranking	Catch up Plans for areas lagging behind
								<p>13. The recovery of public asset from won cases has been reinforced and during 2016/17, 899,575,743 rwf have been recovered. From the beginning of the recovering process, a total of 1,240,969,743 Frws and 8,743 USD equivalent to 58.5% was recovered against the 2016/17 target of recovering 100%. The total of 2,119,929,777 Frws was identified before the beginning of 2016/17 FY to be recovered. The set target was not achieved and the main challenges in the recovery process are the following:</p> <ol style="list-style-type: none"> 1. Most of the debtors are not willing to pay voluntarily; 2. Most of them have no assets registered on their names and the recovery is not possible; 3. Those who are willing to pay request to pay in instalments and the process can take too long to recover the full amount of money owed to Government; 4. Concerned institutions are not very active in implementing measures taken. <p>This policy action is on watch.</p>		<p>Measures to strengthen the asset recovery were put in place and they will be reinforced. Among others: Considering those funds as non tax revenue to be collected by RRA; MOUs with selected lawyers to perform public asset recovery were signed, Quarterly publication of list of individuals who own money to Government,...</p>

EDPRS OUTCOME	INDICATORS	UNIT	BAS ELINE VALUE	2016/17 Targets /EDPRS 2 Mid-term targets	Actual Performance	Indicator Score	Policy Actions	Brief Narrative Progress against Policy Actions	R an king	Catch up Plans for areas lagging behind
Reduced serious crimes		%	18.7% (2015/16)	5%	<p>4,436 serious crimes were reported and investigated in 2016/17. Compared to the baseline of 3,065 for 2015/16, serious crimes investigated by RNP were increased by 44.7% instead of a decrease. -This may be due to the effect of CPCs and Anti crime clubs through which more crimes which were not previously reported are now being reported. In addition, the increase of crimes investigated by RNP is attributed to the fact that Abunzi law was revised and currently, Abunzi handle only civil cases. All penal matters are now reported to RNP.</p>	<p>Serious crimes increased by 44.7% instead of decreasing</p>	<p>Strengthen the Kigali Forensic Laboratory by refurbishing and partially equipping the</p>	<p>14. On track. At the end of September 2017, all construction fully completed and 100% of equipment was installed. The laboratory is still waiting for the provisional handover. So far, 40 Police Officers were trained as follows: 5 in DNA analysis in United Kingdom; 20 in Forensic Investigation at NPC Musanze and 15 in forensic technical skills at ILPD Nyanza. Lab tests relating to documents and finger prints are 100% provided by Kigali Forensic Lab (located in Kiyovu). About tests related to DNA and toxology, only samples are collected and sent in foreign countries.</p>		<p>Speed up the operationalization of Rwanda Forensic Laboratory that will carry out DNA tests and related medical tests "resolution of 13th NLR".</p>
							<p>Train police officers in crime prevention and investigation techniques , public order and safety</p>	<p>15. The 2016/17 targets have been fully achieved and even exceeded . From July 2016 to June 2017, 850 Police Officers were trained on criminal investigation techniques against the target of 210. - From July 2016 to June 2017, 413 Police Officers were trained in various crime prevention techniques against the target of 206. In addition, 1781 Police Officers were recruited and trained during 2016//17. -From July 2016 to June 2017, the 29,666 CPCs members were trained against the target of training 8000 CPCs.</p>		

EDPRS OUTCOME	INDICATORS	UNIT	BAS ELIN E VALUE	2016/17 Targets /EDPRS 2 Mid-term targets	Actual Performance	Indicator Score	Policy Actions	Brief Narrative Progress against Policy Actions	R an ki ng	Catch up Plans for areas lagging behind
	% change in accommodation space per inmate	%	2.75 Meters squared (2014/15)	5% increase or 2.9 square meters	<p>The total accommodation space per inmate is 5.2 m2 as per December 2016. The accommodation space per inmate was increased and the 2016/17 set target was overreached but the following challenges are still available:</p> <p>1. Sleeping space as the latest data show that it is evaluated at 1.13 m2 per inmate while the international standards require at least 1.6 m2 per inmate;</p> <p>2. Increase of prison population in recent years. Prison population evaluated at 52,820 at the end March 2016, at 58,822 at the end March 2017, 61,147 at the end June 2017 and 63,126 prison population at the end September 2017.</p>	179%.	<p>Strengthen the construction and rehabilitation of existing prisons facilities to conform to international standards</p> <p>Rehabilitate and construct Police detention infrastructure.</p>	<p>16. The construction works of one additional inmates' block, health center, sanitation & staff quarters at Mageragere Prison is on track. At the end of June 2017, the situation was as follows:</p> <p>-Construction works for inmate block II was at 70%;</p> <p>-Construction for health center reached at 100%,</p> <p>Construction works for sanitation & staff quarter (phase one) was at 80%.</p> <p>The general work was evaluated at 83.5% against the target of fully completing the activity. Note that 5,214 men inmates from Nyarugenge and Gasabo Prison were relocated in Mageragere Prison (situation of 9/7/2017).</p> <p>17. Full construction of the first inmate at Rubavu prison is on track. As planned, the construction works of the first inmate block was completed at 100 %. At the end of June 2017, 1671 inmates were accommodated on 3/4 of that building.</p> <p>18. Full construction of fourth inmate block at Rwamagana prison was on track. As planned, at the end of 2016/17, the construction works for the fourth inmate's block at Rwamagana was fully constructed.</p> <p>19. The construction of Rwamagana Police regional headquarters is on track: the Eastern Regional Headquarters were fully constructed and inaugurated on 14th October 2016.</p> <p>20. As planned, the Western Regional Police Headquarters were fully constructed. On track.</p> <p>21. The Kimihurura Police station was fully constructed. On track.</p> <p>22. The Southern Regional Headquarters were fully constructed and inaugurated on 21st July 2016. On track.</p>		<p>1. The Justice sector will continue to strengthen the construction and rehabilitation of existing prisons facilities to conform to international standards.</p> <p>2. The justice Sector speed up the recommended initiatives like: compulsory mediation in civil matters and plea-bargaining in criminal matters; Use of TIG; the use of Electronic Monitoring System (bracelet); Use of Bail , etc in order to reduce the prison population.</p>

EDPRS OUTCOME	INDICATORS	UNIT	BAS ELINE VALUE	2016/17 Targets /EDPRS 2 Mid-term targets	Actual Performance	Indicator Score	Policy Actions	Brief Narrative Progress against Policy Actions	Ranking	Catch up Plans for areas lagging behind
The amount of public fund saved through inmate labour in construction		Fws	518,100,000 RWF	546,000,000 Rwf	RCS has saved 486,890,800 Frws through the use of inmates labour.	89.20%	Ensure correction of prisoners by involving them in construction works	23. The manpower to construct Mageragere, Rwamagana & Rubavu prisons and RCS training school was availed. As a consequence, the total cumulative amount of public funds saved through the use of inmates labour from July 2016 to June 2017 is 486,890,800 Rw representing 89.2% compared to the annual target of generating 546,000,000 Rwf .		

Annex.2.1 Execution Performance against Domestically Financed Budget

2016/2017 Budget Execution by Program and Sub Program	2016/17 allocated budget	2016/17 executed budget	% execution
Total budget allocated to JRLOS institutions	98,272,036,506	95,617,437,848	97.3
0101-NATIONAL COMMISSION FOR UNITY AND RECONCILIATION(NURC)	833,534,403	737,005,773	88.4
01 - Administrative And Support Services	581,395,064	546,487,434	
04 - Unity And Reconciliation Monitoring	160,387,045	98,766,045	
09 - Conflict Prevention And Management	91,752,294	91,752,294	
0901 - National Community Dialogue And Advocacy	9,042,894	9,042,894	
0902 - Stakeholder Coordination	82,709,400	82,709,400	
0106-OMBUDSMAN OFFICE	1,732,888,907	1,672,918,991	96.5
01 - Administrative And Support Services	1,337,434,639	1,283,952,535	
06 - Injustice And Corruption Prevention And Combat	395,454,268	388,966,456	
0601 - Awareness Campaigns And Outreach	131,750,223	130,760,223	
0602 - Corruption And Injustice Investigations	188,035,575	182,537,763	
0603 - Good Governance And Integrity	75,668,470	75,668,470	
0303-NATIONAL HUMAN RIGHTS COMMISSION (NHRC)	1,048,400,670	1,026,762,459	97.9
01 - Administrative And Support Services	912,896,701	900,602,990	
17 - Human Rights Protection And Promotion	135,503,969	126,159,469	
1701 - Human Rights Promotion	49,137,049	39,792,549	
1702 - Human Rights Protection	86,366,920	86,366,920	
0500-SUPREME COURT	12,472,075,769	11,761,237,091	94.3
01 - Administrative And Support Services	10,063,829,099	9,978,564,389	
20 - Case Management	2,408,246,670	1,782,672,702	
2001 - Ordinary Courts	2,275,574,896	1,707,204,928	
2002 - Commercial Courts	65,704,000	8,500,000	
2003 - Inspections And Legal Resource Management	29,156,863	29,156,863	
2004 - High Council Of The Judiciary	37,810,911	37,810,911	
0701-RWANDA NATIONAL POLICE (RNP)	49,692,138,398	47,582,328,394	96%
01 Administrative And Support Services	35,562,865,012	35,657,110,780	
25 Crime Intelligence And Detective Services	2,805,007,000	1,599,294,025	
01 -Crime Investigation	99,500,000	99,500,000	

02 -Crime Intelligence And Anti-Terrorism	109,980,000	109,980,000	
03 -Forensic Laboratory And Victim Health Services	2,595,527,000	1,389,814,025	
26 General Police Operations	3,939,560,000	3,890,481,286	
01 -Public Order And Security	3,536,480,000	3,483,891,301	
02 -Police Station Arrest Management	403,080,000	406,589,985	
27 Specialised Police Services	6,614,706,386	5,751,873,533	
01 -Airwing	182,640,000	182,632,800	
02 -Traffic And Mic Services	6,321,379,448	5,473,495,848	
03 -Marine Services	3,636,000	3,824,000	
04 -Fire And Rescue	40,000,000	32,728,212	
05 -Canine Brigade	26,679,632	18,821,367	
06 -Community Policing And Public Relations	40,371,306	40,371,306	
28 Police Training Schools	770,000,000	683,568,770	
01 -Police Academy (Npa)	727,000,000	642,000,000	
02 -Pts Gishali	43,000,000	41,568,770	
0702-RWANDA CORRECTIONAL SERVICE(RCS)	15,016,912,823	16,863,971,771	112.3
01 - Administrative And Support Services	4,438,363,359	4,230,093,988	
29 - Inmates And Tigestes: Correction, Rehabilitation And Social Welfare	8,296,958,513	10,839,396,510	
2901 - Civic Education	15,000,000	15,000,000	
2902 - Vocational Training	2,500,000	2,500,000	
2903 - Inmates And Tigestes Social Welfare	6,662,576,158	9,382,192,642	
2904 - Detention Facilities Development	1,616,882,355	1,439,703,868	
30 - Prisons And Tig Camps Management	1,946,727,324	1,573,429,735	
3001 - Prisons Management	1,879,927,324	1,506,629,735	
3002 - Tig Camps Management	66,800,000	66,800,000	
31 - Prisons And Tig Production	17,999,982	17,999,982	
3101 - Prisons Income Generation	13,999,982	13,999,982	
3102 - Tig Camps Income Generation	4,000,000	4,000,000	
32 - Rcs Training And Capacity Building	316,863,645	203,051,556	
3201 - Rcs Training School	316,863,645	203,051,556	
1300-MINIJUST	6,659,413,039	5,786,457,842	86.9
01 - Administrative And Support Services	4,222,832,755	3,910,939,704	
58 - Community Legal Services And Human Rights	1,523,460,369	1,003,787,924	
5801 - Community Programmes	655,658,137	142,144,110	

5803 - Legal Aid Services	255,883,922	254,423,822	
5804 - Abandoned Property Management	5,270,000	4,178,500	
5805 - Mediation (Abunzi) Committees	606,648,310	603,041,492	
59 - Legislative, Litigation And Legal Advisory Processes	913,119,915	871,730,214	
5902 - Legal Advisory Services	90,292,074	81,500,508	
5903 - Civil Litigation	822,827,841	790,229,706	
1302-INSTITUTE OF LEGAL PRACTICE AND DEVELOPMENT (ILPD)	748,160,583	748,160,583	100
01 - Administrative And Support Services	348,160,583	348,160,583	
60 - Professional Legal Courses And Research	400,000,000	400,000,000	
6001 - Post-Graduate Courses And Research	400,000,000	400,000,000	
1303-RWANDA LAW REFORM COMMISSION (RLRC)	1,354,824,355	1,149,722,517	84.9
01 - Administrative And Support Services	1,154,824,355	1,090,557,410	
61 - Legal Reform	200,000,000	59,165,107	
6101 - Legal Reform	200,000,000	59,165,107	
1501-NATIONAL COMMISSION FOR THE FIGHT AGAINST GENOCIDE(CNLG)	2,786,298,488	2,726,344,919	97.8
01 - Administrative And Support Services	1,409,613,677	1,380,243,573	
75 - Fight Against Genocide	474,852,521	444,270,319	
7501 - Genocide Commemoration And Awareness	468,352,521	437,770,319	
7502 - Genocide Repercussions Advocacy	6,500,000	6,500,000	
76 - Genocide Research And Documentation	901,832,290	901,831,027	
7601 - Genocide Research	14,500,000	14,500,000	
7602 - Genocide Documentation And Information Dissemination	887,332,290	887,331,027	
1700-NATIONAL PUBLIC PROSECUTION AUTHORITY (NPPA)	5,927,389,071	5,562,527,508	93.8
01 - Administrative And Support Services	5,128,724,682	4,800,368,555	
88 - Strategy, Policy And Regulatory Services	82,884,854	80,499,999	
8801 - Prosecutorial Strategy, Policy And Inspections	60,999,999	60,999,999	
8802 - Research Studies	13,000,000	11,000,000	
8803 - Planning Monitoring And Evaluation	8,884,855	8,500,000	
89 - Prosecutorial Services	715,779,535	681,658,954	
8901 - Offence Prosecution	642,234,185	617,658,954	
8902 - Special Case Investigations	26,000,000	26,000,000	
8903 - Victim And Witness Protection	47,545,350	38,000,000	