

REPUBLIC OF RWANDA

Kigali, 20 JUN 2017

N° 120/2017/JRLOS



MINISTRY OF JUSTICE

P.O. BOX 160 KIGALI

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

Dear Sir,

Re: Submission of the report for the Forward Looking Joint Sector Review 2017/18

Reference is made to the Terms of Reference for the preparation of the 2017/18 Forward-Looking Joint Sector Reviews requesting us to lead the exercise and submit a summary report to you;

I have the pleasure to submit the above-mentioned report with its annexes as approved by the JRLOS Joint Sector Working Group meeting that took place on 7th June 2017.

Sincerely,




KALIHANGABO Isabelle
Permanent Secretary/Solicitor General

Cc:

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

KIGALI.

REPUBLIC OF RWANDA



The Republic of Rwanda
Justice, Reconciliation, Law & Order Sector

FORWARD LOOKING JOINT SECTOR REVIEW FY 2017/2018

Final report

June 2017

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INTRODUCTION

The Rwanda Justice, Reconciliation, Law and Order Sector Strategy is a key component of the Government's EDPRS 2 Governance Flagship Program. Under EDPRS 2, the JRLOS purpose of strengthening the rule of law to promote accountable governance, a culture of peace, and enhanced poverty reduction contributes to the overarching EDPRS 2 goal: *“Accelerating progress to middle income status and better quality of life for all Rwandans through sustained growth of 11.5% and accelerated reduction of poverty to less than 30% of the population”*.

The JRLOS Strategic Plan 2 builds on five outcomes which are the following:

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 and accountability and business competitiveness;
5. Maintained safety, law & order and enhanced adherence to human right.

Through the Joint Sector Reviews, JRLOS stakeholders are engaged in policy dialogue in order to ensure ownership, accountability and transparency of the EDPRS 2 implementation and monitoring process. The 2017/18 Forward Looking Joint Sector Review for JRLOS has the following main objectives:

1. To present and discuss areas prioritized during the 2017/18 planning and budgeting process;
2. To discuss and validate the 2017/18 sector targets and related policy actions;
3. To select policy related studies to be conducted in 2017/18 fiscal year and briefly report progress on 2016/17 analytical studies;
4. To assess progress towards implementation of the 2016/17 policy actions;
5. To discuss the progress on the elaboration of the JRLO Sector Strategic Plan 2018/19-2023/24.

6. To Discuss and agree on JRLOS Priorities which will inform Vision 2050, EDPRS 3 and SSP 3

1. PRESENTATION OF 2017/18 JRLOS PRIORITIES

The 2015/16 backward looking Joint sector review meeting which took place on the 1st November 2016 highlighted the priority areas for 2017/18 which will contribute significantly to the EDPRS 2 and JRLOS Strategic Plan implementation. Those priorities have been considered in planning and budget consultation process for 2016/17. The following table summarizes how priorities proposed in Backward Looking Joint Sector Review 2015/16 have been considered in planning and budget process.

Table 1: Linkage between priorities agreed upon in 2015/16 Backward Looking JSR and those discussed during 2017/18 Planning & Budget consultations and how they were financed.

The following table informs about how the JRLOS priorities captured in the 2015/16 Backward Looking Joint Section Review Report and discussed during the planning and budget consultations meetings with MINECOFIN were or were not budgeted for in FY 2017/18 and underlined assumptions for resource allocation.

The budgetary allocation to JRLOS institutions for FY 2017/18 is detailed by sector outcomes, and related institutions' programmes and sub programmes in **Annex 1**. However, some of priorities were not at all covered by the budget allocated to the sector for Financial Year 2017/18 as mentioned in the table above. It is a good opportunity to advocate for the funding of these priorities, especially the IECMS project as it was one of resolutions of the 5th & 6th JRLOS Peer Review Retreat to jointly mobilize the fund for this Sector's crucial project.



Priority areas	Intervention for 2017/18	Budget allocated	Actual status & target for 2017/18 Financial Year
Outcome 1. Enhanced sector capacity and coordination	Implement the Sector Case Management System (IECMS) phase 2.	400,000,000	IECMS is operational in 83/83(100%) Courts, 78/78(100%) Offices in NPPA, 52/423 (12%) offices in RNP, 14/14 (100%) Prisons + RCS Head Office, 31 Offices MINIJUST (100%) (MAJs & Legal Services Department). The target of 2017/18 is to implement 10% of expected IECMS improvement.: This will include 1.1. Upgrade the system with Court Decision (Judgment) execution Module and 7 more functionalities [Auto save; 1.2. Ensure security of documents in IECMS data; 1.3. Allow litigants and their lawyers to view prosecution cases; 1.4 Civil Litigation Services Access functionality to all penal cases with government involvement, plus the option to the CLS staff for self-adding as a party to the case; Report of the type of sentence (like life imprisonment, 10 years ...); 1.5. RCS Report/ search functionality for who and how many entered detainees on a given day or period. The remaining 90% will be implemented in different phases.
	Implement Sector Need Assessment	No funds allocated	This sector analytical study will be included in the Sector Strategic Plan 3.
	Second phase of ILPD building finalized	900,000,000 RWF was allocated while the remaining works are estimated at 1.5 Billion. Thus a budget gap of 600,000,000 Rwandan Franc.	-The project implementation is now at level of 42%. - The target for 2017/18 is to build it up to the level of 74%. The sector will continue to mobilize the budget gap in order to respect the terms of the contract.
Outcome 2. Strengthened Universal Access to Quality Justice	Commercial court building.	The amount of 1,400,000,000 frws was allocated to this ongoing project.	-The project implementation is now at 22%. -This budget will allow to implement this budget until the level of 41% The construction of the Commercial Court building will be in phases based on availability of funds.
	Court Restructuring	The restructuring of the courts is undergoing. Some laws related to this priority were promulgated.	Once this restructuring of courts is implemented, this will contribute significantly to the reduction of the cases backlogs. A small budget 18,781,398 was allocated to Design an architectural study for extension of Court House.
	Justice delivery at local level reinforced by strengthening the Abunzi functioning through training, provision of	954,482,973 Frws out of 3,134,701,170 Frws requested budget were allocated to this priority.	Every year, MINIJUST organizes a one-week training of 17941 Abunzi countrywide, provides Abunzi with materials, Health Insurance and transport means.

Priority areas	Intervention for 2017/18	Budget allocated	Actual status & target for 2017/18 Financial Year
	materials and relevant incentives for income generation and Legal aid and Children Policies implemented		MINIJUST will continue to mobilize before NGOs working with Abunzi.
	Justice Sector Districts Coordination Committees enhanced by insuring capacity building and providing operational resources	The budget allocated to this priority is 18,000,000 RWF	30 JRLOS District Committees were established in November 2014; The provision of budget to these committees is done by MINIJUST in this 2016/17. At the end of April 2017, 29 out of 30 created committees were operational. Members of those committees meet regularly in their meeting to discuss and solve issues hindering Justice in their respective districts. They carry out field visits if necessary.
Outcome 3. Effectively combated impunity for international crimes and genocide ideology; strengthened truth-telling and reconciliation	Gacaca archive established and operationalized	The amount of 1,300,000,000 out of 2,457,000,000 Rwf which will allow to achieve 87% of cumulative execution of the whole project;	MINIJUST will continue to advocate for Justice Sector Districts Committees supports before Sector stakeholders. Actual status of the project is evaluated as follow: 27,365,715 pages against 60,000,000 are already digitized. The project is implemented in the phases. The remaining works will be gradually executed based on availability of the budget.
	Reinforce measures to speed up prosecution of genocide fugitives abroad	220,115,145 Rwandan francs will allow to handle 300 cases related to International crimes including genocide	For 2016/17, 250 cases were handled. In 2017/18, 300 cases related to International crimes including genocide will be handled.
	Promote social healing initiatives	104,800,000 Rwandan Francs was allocated to promote the Nation Unit and reconciliation.	The 2017/18 target is to establish a data bank of all institutions/organizations/partners with social healing initiatives. The second target is to conduct social healing sessions and dialogues in prisons.

Priority areas	Intervention for 2017/18	Budget allocated	Actual status & target for 2017/18 Financial Year
	Build resilience and critical thinking among the young generation through debates		-The 2017/18 target is to hold debates in Universities, Higher Learning Institutions, Secondary and Primary schools.
	Continue to promote Rwandan Identity (Ndi Umunyarwanda) nationally and within Rwandan community abroad		The target is to disseminate Rwandan identity promotional materials in schools and in general public and continue with dialogues within specific groups.
Outcome 4: Enhanced rule of Law, Accountability and Competitiveness	Rwanda Law Revision project implemented; Strengthen the mechanisms to speed up the prosecution of economic and financial crimes	The 450,000,000 Rwandan Francs to implement 25% of the Project was financed as requested. 82,862,112 Rwandan francs were allocated.	A study for a unity and reconciliation Gallery conducted in addition, a study for a unity and reconciliation Garden and a study for a unity and reconciliation monument conducted For actual status, feasibility study has done and existing inventory of laws. The required budget for the phase one of the project was provided. 98% of received cases will be handled as usually.
Outcome 5: Maintained safety, law & order and enhanced adherence to Human Rights.	Disaster Management strengthened Detentions facilities (Prisons and Police Stations) improved, transportation of detainees;	300,000,000 Rwf was allocated to acquire two medium trucks. 1,288,440,192 Rwandan Francs was allocated to construct 3rd inmates block, a dispensary and 2 Biogaz digester at Mageragere Prison 150,000,000 amount was allocated to construct 2 nd inmates block at Rubavu prison. 111,559,808 amount allocated for 4 digesters (Biogas).	9 fire trucks acquired by RNP and other 2 fire trucks were acquired by private companies The RCS construction projects are at good status. Other RCS construction projects will be executed in the future based on availability of funds.

Priority areas	Intervention for 2017/18	Budget allocated	Actual status & target for 2017/18 Financial Year
	Strengthen Muhabura MC Ltd;	534,163,322 Rwanda Francs was allocated to MUHABURA MULTI CHOICE COMPANY.	The law putting MUHABURA MULTI CHOICE COMPANY is in place. Once this company is successfully operational, it will boost RCS self-reliance and productivity since the company will use the Human resources in the Prisons.
	RCS institutional capacity strengthened	271,000,000 Rwandan Francs was allocated to RCS training School.	The allocated budget will be used to complete the project.
	RNP institutional capacity strengthened	1,550,000,000 Rwandan Francs was provided for PTS Gishali and 750,000,000 Rwandan Francs was provided to finalize Phase III of Police Regional Head Quarters and 10 out of 215 Police Stations will be rehabilitated.	Completion by PTS Gishali by constructing accommodations and classes for Cadets and recruits. Completion of Phase III Police HQs by constructing Mess, Accommodation, Kitchen, bathrooms and toilets. The big challenge is a lack of budget to finance the rehabilitation of Police Stations. The sector will continue to advocate for this priority.
	Monitoring the implementation of the National Human Rights Action Plan. Monitoring the implementation of UPR Recommendations	Financed through operational budget.	The allocated budget will be used to monitor the implementation of the National Human Rights Action Plan and the UPR Recommendations.
	Operationalize the National Forensic Laboratory	1,7 billion were allocated to NFL: 1,2 billion is development budget to acquire NFL equipments while 500,000,000 Frws were allocated for operational /salary cost.	The 2017/18 target is to operationalize the National Forensic Laboratory.

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2. SECTOR TARGETS AND RELATED POLICY ACTIONS IN 2016/17

In the 2016/17 forward looking Joint Sector Review, the Justice Sector has identified new JRLOS EDPRS 7 indicators for regular monitoring of EDPRS 2 implementation. Those indicators are “Service Delivery in Justice Sector; Access to Justice; Performance of the Judiciary; Control of corruption: transparency and accountability; reduced serious crimes; % change in accommodation space per inmate; the amount of public fund saved through inmate labour in construction of correctional facilities”

The annex 2 of this report captures targets and prioritized policy actions for each of the above indicators chosen as sector indicators in 2017/18, while **Annex 3** informs about targets and policy actions for EDPRS 2 Core Indicator for JRLOS.

3. POLICY-RELATED STUDIES IN 2017/18 AND PROGRESS ON 2016/2017 ANALYTICAL WORKS

3.1. Analytical studies for FY2017/18

The following analytical studies will be conducted for the Financial Year 2017/18:

1. JLOS Change Management Strategy which will be financed by the GoR;
2. JRLOS Gender Strategy which is ongoing and financed by One UN;
3. Research on leading case laws in Civil, Penal and Commercial Matters Phase 2 financed by One UN;
4. Study on the history on Genocide perpetrated against Tutsi in the Ministry of Justice which will be financed by the GoR;
5. Evaluation of the implementation of the National Unity and Reconciliation Policy.

The details of those studies are provided in the annex 4 of this document.

3.2. Progress on 2016/2017 analytical works

The 2016/17 Forward Looking Joint Sector Review agreed upon 11 analytical studies to be conducted. Among them, there were 4 (Alternative Dispute Resolution Policy; Access to

Justice User perception and victimization survey; Impact evaluation of the realized work through the mediation committees; Communication and citizen participation strategy) which is supposed to be financed by European Union Commission under the project “Support to Access to Justice”–EDF 11th. Unfortunately, the Program Estimates related to this project is not yet signed.

The progress report against policy related studies conducted in FY 2016/17 is in **Annex 5**.

4. PROGRESS TOWARDS IMPLEMENTATION OF THE 2016/17 POLICY ACTIONS

In 2016/17, JRLOS Institutions selected 15 prioritized policy actions with 26 detailed activities. At the end of March 2017, the following summary was noted but the detailed report on every policy action is given in **Annex No 6**:

On track	On watch	Not yet started	Total
17 (65.3%)	8 (30.8%)	1 (3.8%)	26 (100%)

Not yet started activities:

The law revision project: The project faced a problem of missing qualified bidder in the first and second tendering processes. As a solution, the management of RLRC has negotiated possibilities of using a less competitive method in order to find a suitable consultant firm. So far, the firm to be single sourced was identified.

5. THE PROGRESS ON THE ELABORATION OF THE JRLO SECTOR STRATEGIC PLAN 2018/19-2023/24

As Rwanda is moving from Vision 2020 to Vision 2050 and in the course of the elaboration of the Economic Development and Poverty Reduction Strategy (EDPRS 3), sectors are required to develop comprehensive strategies that will guide actors in the Sector Working Group over the medium term and long terms.

In this framework, the JRLOS did not lag behind. Here are some milestones registered in the process of JRLOS SSP III elaboration:

Time	Achieved milestone	Comments/Challenge if any
27/4/2017	98% of Director Generals, Director of Planning and Planning officers attended the workshop organized by MINECOFIN on the urgent briefing session on elaboration of vision 2050, EDPRS3 and Sector Strategic Plans.	
4/5/2017	The JRLO Sector sent to MINECOFIN the JRLO Sector Roadmap for SSP III elaboration.	
5/5/2017	The process of mobilizing funds and hiring the Facilitator started.	<ul style="list-style-type: none"> ▪ UNDP agreed on the provision of required funds ▪ RPPA authorised the less competitive method ▪ A consultant has been identified and his recruitment process is ongoing.
5/5/2017	Comments from MINECOFIN on JRLO Sector Roadmap for SSP III elaboration.	Comments were included and the Roadmap was resubmitted.
8-12 May 2017	MINIJUST organized technicians workshop to: <ol style="list-style-type: none"> 1. Evaluate JRLOS/ SSP2, EDPRS 2 and Vision 2020 related Justice Sector. 2. To engage the JRLOS technicians to fully understand the ToRs on 2017/18 Forward Looking Joint Sector Review and draft the 2017/18 FL/JSR report. 3. To draft the Justice Sector Imihigo for 2017/18. 4. To improve and agree on the JRLO Sector Roadmap for SSP III elaboration. 	This workshop was included in the Roadmap.

6. JRLOS PRIORITIES TO INFORM VISION 2050, EDPRS 3 AND SSP 3

The following broad priorities were identified by JRLOS Top Leaders to inform Vision 2050, EDPRS 3 and Sector Strategic Plan 3 elaboration.

Sector priorities	Sub indicators
1. Rule of law	1. Performance of the Judiciary 1.1. Trust in fairness 1.2. Fairness of Law enforcement 1.3. Level of enhancing technology in courts 1.4. Disposal rate (decided cases/pending and filed cases) 1.5. Disposal pace rate (pending cases / judged cases)
	2. Performance of the Prosecution 2.1. Backlogs processed against those existing in previous year 2.2. Gender based violence processed 2.3. Convicted cases against cases submitted to courts
	3. Access to Justice

	3.1. Access to Justice bureaus (MAJ Performance) 3.2. Abunzi performance 3.3. Legal aid services 3.4. JRLOS District Committees
2. Human Rights	1. Respect for Human Rights 2. Core international human rights conventions 3. International Justice
3. Peace, Safety and security	1. Maintaining security 2. National security 3. Personal and property safety 4. Reconciliation social cohesion and Unity 5. RCS performance (to be discussed)
4. Control of corruption , Transparency and accountability	1. Incidence of corruption 2. Control of corruption 3. Transparency and accountability
5. Sector Capacity and Coordination	1. ILPD performance (to set sub indicators) 2. JSCS performance (to set sub indicators)

It is provided in the JRLOS roadmap that all works in term of Justice Sector Strategic Plan elaboration done by JRLOS technicians will be validated by Sector working group. It is paramount that the JRLOS Stakeholders plan as a sector, allocate resources as a sector, monitor and evaluate the activities as a sector and succeed as sector. This requires all stakeholders whether Public, Development Partner or Private to have a strong commitment and ownership in the whole process of Sector Strategic Plan 2018/19-2023/2024 preparation.



KALIHANGABO Isabelle
 Permanent secretary /Solicitor
 General, Ministry of Justice
 Chair, JRLO Sector Working Group

Signed by:

Pieter Dorst



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

ANNEX1. LINKING SECTOR OUTCOMES, BUDGET PROGRAMMES AND SUB-PROGRAMMES

	Recurrent Budget	Domestic Finance	External Finance	Total budget 2017/2018
13	61,485,866,881	6,107,180,262	704,645,635	68,297,692,778
01	48,677,855,713	0	364,456,747	49,042,312,460
0101	48,677,855,713	0	364,456,747	49,042,312,460
25	209,480,000	0	0	209,480,000
2501	99,500,000	0	0	99,500,000
2502	109,980,000	0	0	109,980,000
26	2,178,560,000	2,600,000,000	0	4,778,560,000
2601	1,756,480,000	2,300,000,000	0	4,056,480,000
2602	422,080,000	300,000,000	0	722,080,000
27	241,519,632	342,680,779	340,188,888	924,389,299
2701	182,640,000	0	0	182,640,000
2703	4,200,000	0	0	4,200,000
2704	28,000,000	300,000,000	0	328,000,000
2705	26,679,632	0	0	26,679,632
2706	0	42,680,779	340,188,888	382,869,667
28	685,000,000	0	0	685,000,000
2801	685,000,000	0	0	685,000,000

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29	INMATES AND TIGISTES: CORRECTION, REHABILITATION AND SOCIAL WELFARE	6,485,117,780	1,550,000,000	0	8,035,117,780
2901	CIVIC EDUCATION	17,299,420	0	0	17,299,420
2902	VOCATIONAL TRAINING	14,675,460	0	0	14,675,460
2903	INMATES AND TIGISTES SOCIAL WELFARE	6,453,142,900	0	0	6,453,142,900
2904	DETENTION FACILITIES DEVELOPMENT	0	1,550,000,000	0	1,550,000,000
30	PRISONS AND TIG CAMPS MANAGEMENT	975,683,419	93,499,483	0	1,069,182,902
3001	PRISONS MANAGEMENT	966,510,079	93,499,483	0	1,060,009,562
3002	TIG CAMPS MANAGEMENT	9,173,340	0	0	9,173,340
32	RCS TRAINING AND CAPACITY BUILDING	34,083,060	271,000,000	0	305,083,060
3201	RCS TRAINING SCHOOL	34,083,060	271,000,000	0	305,083,060
58	COMMUNITY LEGAL SERVICES AND HUMAN RIGHTS	1,237,869,004	400,000,000	0	1,637,869,004
5801	COMMUNITY PROGRAMMES	0	400,000,000	0	400,000,000
5803	LEGAL AID SERVICES	455,272,464	0	0	455,272,464
5804	ABANDONED PROPERTY MANAGEMENT	20,220,000	0	0	20,220,000
5805	MEDIATION (ABUNZI) COMMITTEES	762,376,540	0	0	762,376,540
59	LEGISLATIVE, LITIGATION AND LEGAL ADVISORY PROCESSES	760,698,273	0	0	760,698,273
5902	LEGAL ADVISORY SERVICES	298,896,662	0	0	298,896,662
5903	CIVIL LITIGATION	461,801,611	0	0	461,801,611
60	PROFESSIONAL LEGAL COURSES AND RESEARCH	0	400,000,000	0	400,000,000

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6001	POST-GRADUATE COURSES AND RESEARCH	0	400,000,000	0	400,000,000	0	400,000,000
61	LEGAL REFORM	0	450,000,000	0	450,000,000	0	450,000,000
6101	LEGAL REFORM	0	450,000,000	0	450,000,000	0	450,000,000
05	SUPREME COURT	10,834,411,646	250,000,000	0	11,084,411,646	0	11,084,411,646
01	ADMINISTRATIVE AND SUPPORT SERVICES	10,202,268,231	0	0	10,202,268,231	0	10,202,268,231
0101	ADMINISTRATIVE AND SUPPORT SERVICES	10,202,268,231	0	0	10,202,268,231	0	10,202,268,231
20	CASE MANAGEMENT	632,143,415	250,000,000	0	882,143,415	0	882,143,415
2001	ORDINARY COURTS	565,871,981	250,000,000	0	815,871,981	0	815,871,981
2002	COMMERCIAL COURTS	9,000,000	0	0	9,000,000	0	9,000,000
2003	INSPECTIONS AND LEGAL RESOURCE MANAGEMENT	25,800,000	0	0	25,800,000	0	25,800,000
2004	HIGH COUNCIL OF THE JUDICIARY	31,471,434	0	0	31,471,434	0	31,471,434

17	NATIONAL PUBLIC PROSECUTION AUTHORITY (NPPA)	6,144,755,680	0	0	6,144,755,680	0	6,144,755,680
01	ADMINISTRATIVE AND SUPPORT SERVICES	5,633,836,540	0	0	5,633,836,540	0	5,633,836,540
0101	ADMINISTRATIVE AND SUPPORT SERVICES	5,633,836,540	0	0	5,633,836,540	0	5,633,836,540
88	STRATEGY, POLICY AND REGULATORY SERVICES	111,999,999	0	0	111,999,999	0	111,999,999
8801	PROSECUTORIAL STRATEGY, POLICY AND INSPECTIONS	41,499,999	0	0	41,499,999	0	41,499,999
8802	RESEARCH STUDIES	58,500,000	0	0	58,500,000	0	58,500,000
8803	PLANNING MONITORING AND EVALUATION	12,000,000	0	0	12,000,000	0	12,000,000

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89	PROSECUTORIAL SERVICES	398,919,141	0	0	0	398,919,141
8901	OFFENCE PROSECUTION	330,734,186	0	0	0	330,734,186
8902	SPECIAL CASE INVESTIGATIONS	2,000,000	0	0	0	2,000,000
8903	VICTIM AND WITNESS PROTECTION	66,184,955	0	0	0	66,184,955
0101	NATIONAL UNITY AND RECONCILIATION COMMISSION	874,034,403	50,000,000	59,500,000	983,534,403	
01	ADMINISTRATIVE AND SUPPORT SERVICES	534,029,580				534,029,580
0101	ADMINISTRATIVE AND SUPPORT SERVICES	534,029,580				534,029,580
04	UNITY AND RECONCILIATION MONITORING	96,206,578	50,000,000	59,500,000		205,706,578
0401	UNITY AND RECONCILIATION MONITORING	96,206,578	50,000,000	59,500,000		205,706,578
09	CONFLICT PREVENTION AND MANAGEMENT	243,798,245	0	0		243,798,245
0901	NATIONAL COMMUNITY DIALOGUE AND ADVOCACY	64,030,000	0	0		64,030,000
0902	STAKEHOLDER COORDINATION	179,768,245	0	0		179,768,245

0106	OMBUDSMAN	1,732,888,907	0	0	1,732,888,907	
01	ADMINISTRATIVE AND SUPPORT SERVICES	1,413,114,537				1,413,114,537
0101	ADMINISTRATIVE AND SUPPORT SERVICES	1,413,114,537				1,413,114,537
06	INJUSTICE AND CORRUPTION PREVENTION AND COMBAT	319,774,370	0	0		319,774,370
0601	AWARENESS CAMPAIGNS AND OUTREACH	111,008,000	0	0		111,008,000

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0602	CORRUPTION AND INJUSTICE INVESTIGATIONS	162,990,370	0	0	0	162,990,370
0603	GOOD GOVERNANCE AND INTEGRITY	45,776,000	0	0	0	45,776,000
1501	NATIONAL COMMISSION FOR THE FIGHT AGAINST GENOCIDE (CNLG)	1,520,082,508	2,441,000,000	0	0	3,961,082,508
01	ADMINISTRATIVE AND SUPPORT SERVICES	1,400,882,508				1,400,882,508
0101	ADMINISTRATIVE AND SUPPORT SERVICES	1,400,882,508				1,400,882,508
75	FIGHT AGAINST GENOCIDE	81,000,000	1141000000	0	0	1,222,000,000
7501	GENOCIDE COMMEMORATION AND AWARENESS	69,000,000	1,141,000,000	0	0	1,210,000,000
7502	GENOCIDE REPERCUSSIONS AND AWARENESS	12,000,000	0	0	0	12,000,000
76	GENOCIDE RESEARCH AND DOCUMENTATION	38,200,000	1,300,000,000	0	0	1,338,200,000
7601	GENOCIDE RESEARCH	36,200,000	0	0	0	36,200,000
7602	GENOCIDE DOCUMENTATION AND INFORMATION DISSEMINATION	2,000,000	1,300,000,000	0	0	1,302,000,000

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Annex.2: 2017/18 Targets and Policy Actions for the Sector selected Indicators

EDPRS 2/ SECTOR OUTCOM INDICATORS	Sector outcome indicators	Baseline (2015/16)	2017/18 Targets	2017/18 Policy Actions/ priority outputs
Enhanced rule of law, accountab ility and business competitiv e environm ent	Service Delivery in Justice Sector	76.7% CRC 2015	78%	<ol style="list-style-type: none"> 1. Implement IECMS phase II at the level of 10% : 1.1. Upgrade the system with Court Decision (Judgment) execution Module and 7 more functionalities [Auto save; 1.2. Ensure security of documents in IECMS data; 1.3. Allow litigants and their lawyers to view prosecution cases; 1.4. Civil Litigation Services Access functionality to all penal cases with government involvement, plus the option to the CLS staff for self-adding as a party to the case; Report of the type of sentence (like life imprisonment, 10 years ..); 1.5. RCS Report/ search functionality for who and how many entered detainees on a given day or period. 2. Construction of ILPD in Nyanza from the level of 42% to 74%.
	Access to Justice	80,20%	85%	<ol style="list-style-type: none"> 1. Strengthen the functioning of Abunzi through providing regular training and provision of materials. 2. Continue to intensify Justice Sector District Committees activities. 3. Implement Gacaca Archive project at level of 74% 4. Revision of Rwandan Laws to enhance business competitiveness. This project will be implemented at level 25%
	Performance of the Judiciary	80,26%	81%	<ol style="list-style-type: none"> 1. Improvement of court house infrastructures (construct the Court house for commercial court complex and Nyanza High Court). At the end of 2017/18 2. Fast track efforts to eliminate case backlog in courts.
	Control of corruption, transparency and	79,4% (RGS 2014)	82%	<ol style="list-style-type: none"> 1. Reinforce the mechanisms to accelerate investigation and prosecution of alleged corruption, Strengthen anti-corruption Consultative Councils and strengthen measures to recover public Assets.

EDPRS 2/ SECTOR OUTCOM	Sector outcome indicators	Baseline (2015/16)	2017/18 Targets	2017/18 Policy Actions/ priority outputs
	accountability			2. Coordinate activities for suing official involved in embezzlement and misappropriation of funds. 3. Prosecute responsible officials involved in embezzlement and misappropriation of funds and Coordinate recovery of embezzled and misappropriated funds .
	Reduced serious crimes	18,7% reduction (RNP report 2015/16)	5%	1. Operationalize the National Forensic Laboratory. 2. Train police officers in crime prevention and investigation techniques, public order and safety.
	% change in accommodation space per inmate	3.09 Square meters (Q1 2016/17 RCS report)	5% increase	1. Construction and rehabilitation of existing prisons facilities to conform to international standards. 2. Rehabilitate 10 Police stations infrastructures.
	The amount of public fund saved through inmate labour in construction of correctional facilities	518,100,000R WF	30% of budget allocated to RCS Construction for 2017/18	1. Ensure correction of prisoners by involving them in construction works of correctional facilities. 2. Ensure inmate correction by transferring to them hands on skills.

Annex 3. Targets and Policy Actions for the EDPRS 2 Core Indicators Matrix

INDICATORS	UNIT	BASELIN E (2015/16)	2017/18 Targets	2017/18 Policy Actions	Responsibility for Reporting
Adult population with confidence in the control of corruption, transparency and accountability	Percent	79,4% (RGS 2014)	82%	1. Reinforce the mechanisms to accelerate investigation and prosecution of alleged corruption, strengthen anti-corruption consultative Councils and strengthen measures to recover public Assets	JRLOS
				2. Coordinate activities for suing official involved in embezzlement and misappropriation of funds; Prosecute responsible officials involved in embezzlement and misappropriation of funds and coordinate recovery of embezzled and misappropriated funds	

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Annex.4: Sector Priority Analytical Studies for 2017/18

EDPRS2/sector outcome	2017/18 Planned Analytical Work	2017/18 Budget FRW	Funding Source (GoR, if otherwise, specify, also state the status i.e. Secured/ Still under mobilization)
Enhanced rule of law, accountability and business competitive environment	JLOS Change Management Strategy;	15 000 000	GoR
	JRLOS Gender strategy	25 000 000	ONE UN
	History study on Genocide against Tutsi in the Ministry of Justice	15 000 000	GoR
	Implementation of research on leading case laws in Civil, Penal and Commercial matters.	45 000 000	ONE UN
	Evaluation of the implementation of the National Unity and Reconciliation Policy.	11 000 000	ONE UN

Annex 5: Progress against 2016/17 analytical studies

EDPRS2/sector outcome	2016/17 Planned Analytical Work	Brief progress, challenges and actions to be taken if any
Enhanced rule of law, accountability and business competitiveness environment	JLOS Change Management Strategy	Postponed in next Financial year. The TORs were validated by TWG in charge of Planning; M&E on 16th November 2016. They were validated by tender committee on 9/1/2017. But this tender was postponed in next FY due to delays in procurement process.
	JRLOS Gender strategy	Ongoing. Procurement process was done. Successful bidder was notified. Currently, under the process of signing the contract.
	Access to Justice User perception and victimization survey	Not done. All these analytical studies would be financed by EU project which was under negotiation. Unfortunately, this project has not yet started.
	Alternative Dispute Resolution Policy	
	Impact evaluation of the realized work through the mediation committees	Ongoing. The Steering Committee of Rwanda Forensic Lab recommended the tender to be international. TORs were prepared but still being polished. BTC committed to avail 40,000 USD.
	Communication and citizen participation strategy Rwanda Forensic Lab Feasibility and Sustainability Study	

Annex.6: Progress against 2016/17 Policy actions (for the selected 10 sector indicators)


EDPRS2/Sector outcome	Sector outcome indicators (not exceeding 10 including EDPRS2 Core indicators)	Baseline (2015/16)	2016/17 Policy Actions	Brief Description of Progress against implementation of 2016/17 Policy actions
FOUNDATIONAL AND CROSSCUTTING ISSUES				
Enhanced rule of law, accountability and business competitiveness environment	Level of satisfaction of service delivery in the justice sector	76.7%(CRC 2015)	1. Operationalize IECMS from the level of 20% up to the level of 60%	<p>1. In general, at the end of March 2017, IECMS was being used in 63% of planned offices found in 5 institutions {45(54.2%) out of 83 Courts of Rwanda; 40 (51.2%) out of 78 planned offices of NPPA; 52 (12.3%) out of 423 planned Offices of RNP; All (100%) 14 Prisons; 100% in MINIJUST}.</p> <p>Wherever the system has started to be used , all complaints are addressed using IECMS;</p> <p>-So far, 1979 (65.1%) out of 3040 IECMS users countrywide were trained up to 25th May 2017.</p> <p>-IECMS is still challenged by: Insufficient budget; Non availability of infrastructures in many areas of the country and lack of a pull of staff including local developers who can cater for IECMS needed changes in long period of time.</p>
			2. Construct Final phase of ILPD in Nyanza	<p>2. The construction works has started later in May 2016.</p> <p>-At the end of March 2017, the construction works completed were at around 42%. Currently, the available budget is not sufficient enough to pay available invoices. The contract of building the house is planned to take an end in December 2017, but on the 1,500,000 Frwrs requested budget, 900,000,000 Frwrs was provided to ILPD. The Justice Sector should speed up the advocacy to obtain the needed budget for construction works.</p>

Performance of the Judiciary	80.26% (RGS 20 14)	<p>1. Improvement of court house infrastructures (Rehabilitate and construct the Court house for commercial court complex and Nyanza High Court);</p> <p>2. Fasttrack efforts to eliminate case backlog in courts</p>	<p>3. At the end of March 2017, the construction works for “Nyanza Court house” were evaluated at the level of 83.45% against the target of fully completing the building and finish the acquisition of office furniture. The completion of works was delayed due to the shifting of site implementation and the delay of supplying of materials such as granite tiles made in Rwanda.</p> <p>4. At the end April 2017, the construction works for Commercial Court Complex were evaluated at the level of 22% against the annual target of 40%. There was a delay as some bidders have appealed for the tender of supervision.</p> <p>5. The 2016/17 target has been achieved and even exceeded. At the end of March 2017, the average rate of backlog cases was evaluated at 27.52% against the annual target of 32%. However, backlogs still remain a challenge in Supreme Court (79.09%) and in Primary Courts (34.3%).</p>
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Access to justice	80.2% (RGS 2014)	<p>1. Strengthen the functioning of Abunzi through providing regular training and provision of materials</p>	<p>6. The 2016/17 target relating to strengthening Abunzi by giving them regular training and by providing materials was achieved as planned.</p> <p>-During Q2 of 2016/17, the Ministry of Justice trained a total of 17 665 mediators representing 98.4%. During Q3 of 2016/17, 626 mediators from Huye District were trained by development partners. Abunzi were trained on the following laws: Law governing organisation, jurisdiction, competence and functioning of Mediators committees; Law governing persons and family; and the Law governing matrimonial regimes, donation and succession.</p> <p>-All Abunzi committees are provided with necessary materials including pens, papers, usual different forms, salves and mares. Monthly airtime was provided to 17, 941 Abunzi countrywide. In order to facilitate them with transport means, 4343 bicycles were provided to Abunzi up end March 2017. Every mediator with his 4 family members were provided with Health Insurance.</p> <p>-It was planned to find out Abunzi room in each cell and sector. However, the current data reveal that only only 998 (38.9%) Abunzi committees had their own office rooms while 1565 (64.1%) committees were sharing rooms with others (end April 2017). The target is to provide a room to Abunzi Committee at each Cell and Sector.</p> <p>-The consequence of made effort in strengthening Abunzi is clear because from July 2016 to March 2017, (Q1, Q2 and Q3), Abunzi received 40,308 cases. Among them, 38 094 cases representing 94.6% were handled whereas 2 214 (5.4%) were still ongoing at the end of Q3.</p>
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	<p>2. Operationalize Justice Sector District Committees</p>	<p>7. At the end of April 2017, 29 out of 30 created committees were operational (except Nyarugenge JRLS District Committees). -Members of operational district committees meet to discuss and solve issues hindering Justice in their respective districts. They carry out field visits if necessary. In field visits carried out during Q2 of 2017/18, members of those committees have jointly done the following:</p> <ol style="list-style-type: none"> 1. Training the population and/or students on laws (family laws , succession laws, Penal code, etc) 2. Providing trainings on detainees' rights in Prisons, Police Stations and Transit Centers ; handling detainees complaints; and making advocacy on their problems; 3. Sensitizing population to peacefully judgment execution; 4. Identifying, handling and making advocacy on problems in Police stations, Prisons and Transit Centers; 5. Identifying and making advocacy on issues available in Civil status; 6. Identifying and making advocacy on issues of Tigistes who escaped. 7. Etc <p>-However, JRLS 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 allocated or they work far from the District offices. Therefore, to attend their quarterly meetings requires transport and restoration facilities. Fortunately, in these days, MINIJUST provides transport and restoration facilities. 3. Committee members go to field visit activities without their mission 	<p>3. Establish and operationalize Gacaca archives and documentation centre</p>	<p>8. At the end of May 2017, 27,365,715 (68.4%) pages were already digitalized against the annual target of digitizing 40,000,000 pages of Gacaca documents; - The total pages to be digitized during the whole project are 60,000,000 pages.</p> 
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Control of corruption, transparency and accountability	79% (RGS 2014)	4. Revision of Rwandan Laws to enhance business competitiveness	<p>9. The Law revision project is lagging behind. The 2016/17 set target of having translation and editorial work at 30% by the end of June 2017 will not be achieved. The contract is not yet signed as per Q3 of 2016/17. The project faced a problem of missing qualified bidder in the first and second tendering process. As a solution, the management of RLRC has negotiated possibilities of using a less restrictive method in order to find a suitable consultant firm. So far, the firm to be single sourced was identified. The letter requesting for the authorization to use a less restrictive method (single sourcing) was submitted to RPPA which has authorized the method.</p>
		1. Reinforce the mechanisms to accelerate investigation and prosecution of alleged corruption and strengthen anti-corruption consultative councils	<p>10. 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. Two (2) National Prosecutors were appointed in the Office of the Ombudsman.</p> <p>11. Investigation of corruption cases was well performed as follows: From July 2016 to March 2017, among 68 cases received by the Office of Ombudsman, 25 (36.7%) cases were concluded and 43 cases (63.2%) are under investigated. The 2017/18-Q3 set target is to investigate 60% of the received corruption cases. In addition , the Office of the Ombudsman received 504 injustice complaints. Among them, 462 equivalent to 91.66% have been treated and handled against the Q3 target of handling 80%.</p>

<p>2. Conduct investigation for embezzlement cases highlighted in Auditor General report and Process economic and financial cases received</p>	<p>12. Investigation for embezzlement cases highlighted in Auditor General report was as follows: on 157 Public entities audited in 2014/15, there were 98 Public entities subjected to the preliminary investigation. After analysis, 89 entities were subjected to primary investigation. At the end of December 2016, preliminary investigation was completed on 26 entities equivalent to 29% and investigation was still ongoing on 63 public entities. During that period, based on the OAG Report, the amount of 3,500\$ and 6,919,893 frw were returned into public treasury without trial by 14 civil servants.</p> <p>13. Prosecution of economic financial crimes achieved as follows: cumulatively since July 2016 to March 2017, among 397 received cases 288 (72.5%) were handled as follows and 109 cases were still pending at the end of March 2017. The Q3 target was to handle 80% of embezzlement cases received. In addition, since July 2016 to March 2017, 76 cases related to mismanagement of Government programs involving 147 suspects and 127,297,621 Frw as embezzled funds were received. Among them, 53 equivalent to 69.7% were handled. The Q3 set target was to sue all identified cases.</p> <p>14. The recovery of public asset from won cases has been reinforced. Mechanisms to recover public fund were put in place including : MOUs with selected lawyers to perform public asset recovery; quarterly publication of list of individuals who own money to Government , etc. At the end of March 2017, the total amount of 932,694,765 Frws and 8793 USD equivalent to 44.3% were so far recovered. The total of 2,119,929,778 Frws were known to be recovered. There is a need to adopt other special measures to recover embezzled public fund.</p>
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Reduced serious crimes

<p>1. Complete the National Forensic Laboratory by refurbishing and fully equipping the Laboratory</p>	<p>15. The following were done for the National Forensic Laboratory: - All construction works are estimated to 98%; - At the end of March 2017, equipment installation has started and still ongoing : 1. Installation of lightning arrester 2. Digging lines for fixing fiber optic; 3. Installation of cylinder man hold for : Helium gas; Nitrogen Gas; Air Zero ; Hydrogen; 4. Installation of DNA equipment is ongoing; 5. It is expected that other remaining materials will be installed in May 2017. - Training of Police Officers have been carried out as follows: during Q1 of this FY, 5 Police Officers completed DNA analysis training in United Kingdom. During Q2, 20 Police Officers have completed Forensic Investigation training at NPC Musanze. During Q3, 15 Police Officers have completed the forensic training at ILPD Nyanza. N.B: It was planned to carry out a feasibility and sustainability study of the National Forensic Lab in this 2016/17 FY. Financial resources were availed but TORs are still under preparation. The sector should speed up the equipment installation and operationalization of Rwanda Forensic Laboratory. In addition, it should speed up the feasibility and sustainability study of the</p>
<p>2. Train police officers in crime prevention and investigation techniques, public order and safety</p>	<p>The 2015/16 targets have been fully achieved. 16. From July 2016 to June 2017, 1469 Police Officers have completed in various trainings aiming to improve their crime prevention capacity as follows: 908 Police Officers completed during Q1; 208 Police Officers completed in Q2 and 353 Police Officers completed in Q3. The 2016/17 annual target was to train 306 Police Officers. Note that 1781 new recruits are still undergoing training (1417 recruits for basic and 364 for cadets) at PTS Gishari. 17. From July 2016 to March 2017, the 715 Police Officers have completed various courses related to criminal investigation techniques. The annual target was to train more than 210 Police investigators.</p>

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<p>% change in accommodation space per inmate</p>	<p>3.09 square meters (Q1-2016/17 RCS report)</p>	<p>1. Strengthen the construction and rehabilitation of existing prisons facilities to conform to international standards</p>	<p>18. The construction of Block IV in Rwamagana prison is on track: at the end of March 2017, the construction works for the fourth inmate's block at Rwamagana is at 70% as planned. The 2016/17 annual target is to fully construct the fourth inmate block.</p> <p>19. The construction of 'one inmates' block at Rubavu prison is on track : at the end of March 2017, the construction works of one inmate block reaches 97% against the Q3 target of 95%. The 2016/17 annual target is to fully complete the construction.</p> <p>20. The construction works at Mageragere prison is on track : against the target of constructing one additional inmate block up to the level of 60%, the construction works for block II is at 61%. It is good to give the following more information : -Construction works for administrative block are evaluated at 100% of completed; -Construction works for the first inmates reaches at 100 %; -Construction works for external fence reaches at 100%; -Construction works of kitchen are completed at 100% and store is completed at 100%; -Construction works of biogas digesters part one reaches at 100%, - Construction for health center reached at 100%. -3,404 men inmates from Nyarugenge Prison and 150 men inmates from Gasabo Gasabo prison were relocated in Mageragere Prison (situation of 12/4/2017).</p>
	<p>2. Rehabilitate and construct Police detention infrastructure.</p>	<p>21. The construction of Kimihurura Police station is on track : the overall construction works at Kimihurura Police station were estimated at 98.5% at the end of March 2017.</p> <p>22. The construction of Northern Police regional headquarters is on track: the Northern Police regional headquarters were fully rehabilitated as planned. Construction works started and at the end of March 2017, all construction work are estimated to 98.6%.</p>	

				<p>23. The construction of Rubavu Police regional headquarters is on track: At the end of March 2017, all construction works were estimated to 92% against the Q3 target of constructing the building up to 95%.</p> <p>24. The construction of Huye Police regional headquarters has been fully implemented :the building is fully constructed at Southern Police Regional Headquarters at Huye and was inaugurated on 21st July 2016.</p> <p>25. The construction of Rwamagana Police regional headquarters is on track: all construction works are estimated to 100% and inaugurated on 14th October 2016.</p> <p>26. The total cumulative amount of public funds saved through use of inmates labour during Q1 , Q2 and Q3 is 385,120,000 Rwf against the Q3 target of saving 382,320,000 Frws.</p>
<p>The amount of public fund saved through inmate labour in construction of correctional facilities</p>	<p>518,100,000 Frws</p>	<p>1. Ensure correction of prisoners by involving them in construction works of correctional facilities.</p>		

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