

REPUBLIC OF RWANDA

Kigali, 24 JUN 2014  
N° 1047/08.25



MINISTRY OF JUSTICE

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

**KIGALI.**

Dear Madam,

**Re: Submission of the report for the Forward-Looking Joint Sector Review 2014/15**

Reference is made to your letter n° 1347/14/10/NDPR of 29 May 2014 requesting us to organise a forward-looking Joint Sector Review meeting for the Justice, Reconciliation, Law and Order Sector (JRLOS), and to then 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 19 June 2014.

Sincerely,



**KALIHANGABO Isabelle**

*Permanent Secretary/Solicitor General*

**CC:**

- The Hon. Minister of Justice/Attorney General.

**REPUBLIC OF RWANDA**



**MINISTRY OF JUSTICE**

**Justice, Reconciliation, Law & Order Sector**

**Forward Looking Joint Sector Review FY 2014/15**

**Final Report**

**20<sup>th</sup> June 2014**

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## **1. Introduction**

Under EDPRS 2, the Justice, Reconciliation, Law and Order Sector (JRLOS) is rightly described as one of the foundational issues which “reflect long-term ongoing priorities [...] thought of as strategic areas that constitute the bedrock of Rwanda’s sustainable development over the long term.” The main EDPRS 2 Justice Sector priorities include strengthening the legal and regulatory framework to enhance the rule of law and anti-corruption measures, enhancing community participation and awareness of crime prevention, and developing institutional capacity to respond to, investigate and prevent crime, reinforcing legal aid mechanisms, and improving case management procedures and information systems.

These priorities are translated into the JRLOS II Strategy (2013/14 – 2017/18) whose purpose is strengthening of the rule of law, to promote accountable governance, a culture of peace, contributing to socio-economic development and enhanced poverty reduction.

### ***1.1. Context of the Forward-Looking JSR***

The JRLOS 2014/15 Forward-Looking Joint Sector Review was conducted in the context of the recently concluded sector-wide exercise that resulted into the approval of a comprehensive Monitoring and Evaluation framework for the JRLOS II Strategy.

***Rationale:*** The rationale for the revision of the M&E framework was that whereas the JRLOS II strategy, during the planning phase, benefited from a thorough problem analysis and properly set and relevant strategic priorities in terms of outcomes, the documents indicators, targets and policy actions still had considerable inconsistencies and gaps.

It was therefore imperative to review the M&E framework as a planning, implementation and evaluation tool in order to address the identified gaps and inconsistencies and to come up with more realistic and relevant Sector indicators, targets and policy actions.

In addition to the terms of reference, it should be noted that this Forward-Looking JSR is based on the revised JRLOS M&E framework that was developed based on stated EDPRS 2 priorities for the justice sector. It hoped and recommended that it shall henceforth be considered by all stakeholders for all reference and harmonisation purposes.





## **1.2. Objectives**

The objectives of this Forward-Looking Joint Sector Review are: (1) to assess progress in implementing policy actions from 2013/14 for the selected indicators for the Sector EDPRS 2 matrix, (2) to define outcome indicators, targets and policy actions for 2014/15 in the Sector EDPRS 2 matrix, (3) to highlight the relevant budget programmes for these outputs and actions, and (4) to prioritise policy related analytical work in the sector through a 2014/15 analytical work plan.

## **2. Progress report for 2013/14**

This section presents a summary of the main achievements against the 2013/14 policy actions that had been indicated to either be carried out during 2013/14 or to be continuous having started in the same year.

### **2.1. Summary Performance against 2013/14 policy actions**

- ✓ A comprehensive Enterprise Architecture for the Integrated Electronic Case Management System (IECMS) was finalised and approved by JRLOS.
- ✓ The JRLOS committees at the district level have been established in all 30 districts now that Ministerial instructions for the establishment and functioning of the Committee were published in the official gazette last April;
- ✓ 213 students for Diploma courses and 608 lawyers, judges, prosecutors and other legal officers were trained according to identified skills gaps;
- ✓ With respect to improving the management of civil, criminal and commercial cases, the backlog cases are 45% from July 2013 to March 2014;
- ✓ The draft National Legal Aid Policy and the Justice for Children Policy aimed at increasing access to justice and legal aid to poor and vulnerable groups were approved by JRLOS organs and submitted to Cabinet for adoption;
- ✓ In terms of prosecution of genocide suspects, 28 indictments have been drafted and sent; 64 genocide fugitives' case files have been completely investigated and 13 are ongoing;
- ✓ 155,046 people were sensitized on fighting against genocide and preventing its ideology in different areas, and 152 radio talk shows conducted on fighting against and prevention of genocide and its ideology;
- ✓ Regarding crime prevention, 77,947 people were trained on community policing concepts and crime prevention, and 100 Anti-crime clubs were established in 100 Schools with the aim to sensitize the students on the negative consequences of illicit drugs use.



- ✓ Concerning productivity in RCS to improve prisoners' conditions, syllabi for vocational training are being developed and mechanisms were initiated to create a company under supervision of RCS that can easily compete and work in close synergy with the national supply chains.

*Activities that were not implemented include the following:*

- developing the Sector capacity building and Change management strategies;
- finalizing the plan and costing of second phase of ILPD building;
- Identifying and generalizing the use of alternative penalties;
- modernizing, indexing and codifying laws in force;
- updating the inventory of all laws; and
- Putting in place guidelines for dissemination and sensitization on laws.

The most important reason given for non-implementation of these activities was lack of budget. Other reasons will be identified and highlighted in the final draft.

## **2.2. Challenges encountered**

- The monitoring framework for the JRLOS II strategy has important gaps where indicators and targets for 2013/14 – 2017-18 had not been properly set, and relevant policy action had not been clearly determined thus jeopardizing implementation and reporting.
- 2013/14 was also characterized by serious staffing problems in the JRLOS Secretariat. This affected the ability of the Secretariat to provide institutions with vital technical support in terms of planning, monitoring and coordination.

## **2.3. Corrective actions taken/recommendations**

- ✓ *Corrective action:* JRLOS prepared a comprehensive JRLOS II M&E framework to ensure effective implementation, monitoring and reporting;
- ✓ *Recommendation:* data on status of implementation towards national targets (such as the annual Rwanda Governance Scorecard) should be collected and published in advance to inform not just Forward-Looking Reviews but also annual action plans. The Rwanda Governance Scorecard should also be adapted to the Fiscal Year instead of from January – December to ensure reporting and statistical accuracy.

## **3. Priority indicators, targets and policy actions for 2014/15**

As already pointed out above, indicators, targets and policy actions in the 2013/14 EDPRS 2 and Sector Monitoring Matrixes have been revised to ensure effective

implementation and monitoring throughout the Sector medium-term strategy until 2018. Indicators, targets and policy actions for this FL-JSR report are based on JRLOS priorities and its newly revised M&E framework, which are in turn based on EDPRS 2 justice related priorities.

Based on clear indicators, the JRLOS M&E framework determined annual targets and a list of policy actions from which those to be implemented each year shall be chosen. Thus, as with indicators and targets, from the already approved policy actions for the strategy, a few highly prioritized ones have been chosen for implementation during 2014/15.

Table 1 on the following page shows prioritized policy actions/outputs for 2014/2015:





**Table 1: Prioritised policy actions/outputs for 2014/2015**

| EDPRS2/ Sector outcome  | Sector outcome indicator   | 2014/15 Policy Actions   |
|---|--|--|
| <b>Outcome 1:</b> Enhanced Sector Capacity and Coordination (SSP)   | Service delivery in the Justice Sector   | <ol style="list-style-type: none"> <li>1. Implement the Integrated Electronic Case Management System (IECMS) by installing equipment/hardware</li> <li>2. Fast-track ILPD reforms aimed at adopting a business model, and increase intake/output</li> </ol>  |
| <b>Outcome 2:</b> Strengthened Universal Access to quality Justice  | Backlog of court cases<br>Access to Legal Aid  | <ol style="list-style-type: none"> <li>1. Restructure the functioning of the court system to ensure increased efficiency</li> <li>2. Fast-track efforts to eliminate case backlog in the Supreme court</li> </ol>  |
| <b>Outcome 3:</b> Effectively combated impunity for international crimes and genocide ideology; strengthened truth-telling and reconciliation | N° of indictments for international crimes including genocide<br>Reconciliation, Social Cohesion and Unity   | <ol style="list-style-type: none"> <li>1. Strengthen the genocide fugitives tracking Unit to reinforce its capacities</li> <li>2. Reinforce NPPA's capacity to actively follow up on the trial process of international crimes including genocide.</li> </ol>  |
| <b>Outcome 4:</b> Enhanced rule of Law, Accountability and Competitiveness  | User's perception of the quality and impact of Rwandan laws<br>Control of corruption, transparency and accountability  | <ol style="list-style-type: none"> <li>1. Promote dialogue and raise awareness for unity and reconciliation to reduce the number of Rwandans who judge each other based on ethnic stereotypes from 30.5 in 2010 to 25%.</li> <li>2. Promote and preserve Gacaca Courts records by establish Gacaca archives and documentation Centre</li> </ol>  |
| <b>Outcome 5:</b> Maintained safety, law & order and enhanced adherence to Human Rights.  | User's perception of the quality and impact of Rwandan laws<br>Control of corruption, transparency and accountability<br>Crime rate<br>Personal and Property Safety<br>Self- reliance rate | <ol style="list-style-type: none"> <li>1. Conduct a study on the Quality and Impact of Rwandan Laws.</li> <li>2. Develop a legislative drafting, coordination and procedures manual for the legislative process to ensure stakeholder participation and quality legislation.</li> </ol> <p>Reinforce the mechanisms to accelerate investigation and prosecution of alleged corruption and increase corruption cases received and completed by 5%.</p> <ol style="list-style-type: none"> <li>1. Identify, document and fight crimes by training 275 Police Officers in crime prevention techniques</li> <li>2. Restructure and strengthen the functioning of Kigali Forensic Laboratory by providing equipment, and training to users in the forensic sector.</li> </ol> <ol style="list-style-type: none"> <li>1. Reinforce disaster management capacity through acquisition of material and equipment</li> <li>2. Improve community participation and awareness on crime prevention</li> </ol> <ol style="list-style-type: none"> <li>1. Promote self-reliance values; enforce policy for maximum utilization of available manpower</li> <li>2. Promote measures for prisoner behavioral and mind set change to prepare them for reconciliation and integration back in society</li> </ol> |

#### 4. Linkage between priorities, budget and EDPRS 2/Sector priorities

All policy actions included in this report are duly budgeted for except the following for which the sector recommends continuous discussions for their funding:

One of the main challenges is that most of the studies have no budget. They were included because of their critical importance in the implementation of not just 2014/15 priorities but of the concerned outcomes and associated outputs in general until 2018. They were also included in the hope that funding could be mobilised and secured during the course of the year. One of these studies that

In addition, the budget for the training of police officers is yet to be approved by the NCBS, the requested 20% budget for equipment of Kigali Forensic Laboratory was not approved, and budget for establishing the genocide documentation Centre was partially secured from partners.

#### 5. Initiatives to strengthen stakeholder coordination

There has been a recommitment by all stakeholders in the recent past to hold regular coordination meetings of all JRLOS organs. Justice private sector actors are also members of JRLOS organs. There is also renewed commitment and a practice to involve and ensure coordination with stakeholders at the national coordination level and other institutions which are relevant to the work of the Sector. The mandate of MINIJUST vis-à-vis justice sector coordination was also strengthened through a recently gazetted Prime Minister's Order. This is expected to help improve partnership with, commitment to and participation and coordination within the Justice Sector.



**Kalihangabo Isabelle**  
Permanent Secretary/Solicitor  
General, Ministry of Justice  
*Chair, JRLO Sector Working Group*

Signed by:

  
**Pieter Dorst**  
*Leoni Cuatrecasas*

Head of development cooperation,  
Embassy of the Kingdom of the  
Netherlands  
*Co-Chair, JRLO Sector Working Group*

*Ambassador*



## 6. Annexes

### 6.1. Annex 1: EDPRS 2 Core Indicators Monitoring Matrix

| EDPRS 2 Outcome   | Indicator  | Unit    | Baseline (2012) Value | 2013/14 Targets  | Policy Actions   | Responsibility for Reporting | Progress against Policy Actions (Are fully achieved or partial achieved)   |
|---|--|---------|-----------------------|--|--|------------------------------|--|
| Enhanced rule of law, accountability and business competitiveness environment | Adult population with confidence in the control of corruption, transparency and accountability | Percent | 77.1 (2012)           | At least 80% of embezzled recoverable microfinance institutions' funds recovered | <ol style="list-style-type: none"> <li>Review legal framework for prosecuting those who cause loss to government and streamline the collaboration mechanism between stakeholders</li> <li>Recover funds and prepare periodic report on state funds recovery</li> </ol> | JRLOS                        | <ul style="list-style-type: none"> <li>The Ministry of Justice (MINIJUST) drafted Legal framework for prosecuting those who cause loss to Government. The legal framework will be discussed between all government institutions before its publication and enforcement.</li> <li>The status of defaulters was updated. It shows that from 2009 to March 2014: 82 Case files (involving 128 Defaulters and Rfr 1,569,321,976 alleged embezzled microfinance funds were received by NPPA from the RNP. Of these, 78 cases (95.1%) case files which include 123 Defaulters and involving Rfr 1,553,994,711 have been prosecuted; prosecution is ongoing for 4 case files (5 Defaulters and involving Rfr 15,327,265).</li> <li>A task force for strengthening the framework for recovery of microfinance funds was established. It comprises MINIJUST, MINALOC, BNR, NPPA and AMIR. As a result, Rfr 50,300,000 was recovered during 2013/14. The total microfinance funds recovered from 2006 to April 2014 is Rfr. 331,100,000 representing 21.3%.</li> </ul> |



6.2. Annex 1.1: Sector EDPRS 2 Indicators Monitoring Matrix

| EDPRS 2/<br>Sector<br>Outcome  | Indicator   | Unit | Baseline<br>(2012)<br>Value | 2013/14<br>Targets | Policy Actions   | Respon<br>sibility<br>for<br>Reporti<br>ng | Progress against Policy Actions (Are fully achieved<br>or partial achieved)   |
|--|---|------|-----------------------------|--------------------|--|--|---|
| OUTCOME 1.<br>Enhanced<br>Sector<br>Capacity &<br>Coordination             | General<br>publics' /<br>Justice<br>system<br>users'<br>confidence<br>in the sector<br>capacity and<br>coordination                         | %    |                             | 1%<br>increase     | 1. Approve and adopt the JRLOS Integrated Electronic Case Management System (IECMS)              | JRLOS                                      | <u>Fully achieved:</u> A comprehensive IECMS Enterprise Architecture was finalized and approved by JRLOS. The next target is hardware procurement and installation to be implemented during 2014/15   |
|  |   |      |                             |                    | 2. Establish and make fully operational six decentralised JRLOS committees at the district level | JRLOS                                      | <u>Will be fully achieved:</u> A Ministerial instruction for the establishment and functioning of the Committees at the district level was published in the official gazette; the committees will be established in all 30 districts by June 2014.                        |
| OUTCOME 2.<br>Strengthened<br>Universal<br>Access to<br>quality<br>Justice | % of the<br>general<br>public<br>(disaggregat<br>ed)<br>expressing<br>confidence<br>that<br>universal<br>access to<br>quality<br>justice is |      |                             | 1%<br>increase     | 1. Improve the management of civil, criminal and commercial                                      | JRLOS                                      | <u>Fully achieved:</u> With a target of 53,760 cases, a total of 54,905 cases (102.1%) were processed from July 2013 to March 2014.   |
|  |   |      |                             |                    | 2. Establish and implement the Legal Aid Policy  | JRLOS                                      | <u>Will be fully achieved:</u> The draft National Legal Aid Policy was approved by JRLOS organs and submitted to Cabinet for adoption.  |
|  |   |      |                             |                    | 3. Reinforce justice delivery at local level by increasing the number of cases settled by        | JRLOS                                      | <u>To be fully achieved:</u><br><ul style="list-style-type: none"> <li>✓ The draft Organic Law amending the Abunzi law was passed by the Chamber of Deputies and is pending adoption by the Senate</li> <li>✓ Against a target of 85%, a total of 57,473 cases</li> </ul> |

|  |                                 |             |   |  |   |
|--|---------------------------------|-------------|---|--|---|
|  | provided in Rwanda              |             |   | mediation committees (Abunzi)  | were processed by Abunzi from January 2013 to December 2013. Of these, 47,520 (82.5%) were settled while 8,231 (14.5%) mediated but proceeded to ordinary courts.   |
| OUTCOME 3. Effectively combated impunity for international crimes and genocide ideology; strengthened truth-telling and reconciliation | Rwanda Reconciliation barometer | 1% increase | 1. Accelerate the prosecution and judgment of international crimes including genocide fugitives                                     | <ul style="list-style-type: none"> <li>✓ 28 Indictments have been drafted and sent; 64 genocide fugitives' case files have been completely investigated and 13 are ongoing while 3 data entry Clerks have been recruited in collaboration with Dutch Embassy to strengthen the Genocide Fugitives Tracking Unit.</li> <li>✓ 7 files were transferred from ICTR out of which 2 suspects were extradited/transferred to Rwanda and are being prosecuted</li> <li>✓ 2 other suspected were transferred to Rwanda from other countries are being prosecuted</li> <li>✓ 1 Prosecutor and 1 Legal Advisor were recruited to strengthen the International Crimes Unit.</li> </ul> | <ul style="list-style-type: none"> <li>✓ 152,685 people were sensitized on fighting against genocide and preventing its ideology in different areas, 2,361 university students and teachers in the country and abroad were given lectures on</li> </ul> |
|  |                                 |             | 2. Foster the promotion of unity and combat genocide ideology through the organization of community dialogues and awareness raising | <ul style="list-style-type: none"> <li>✓ "Walk to Remember" across Rwanda and around the world was organized and coordinated, 20th Commemoration of Genocide Perpetrated against the Tutsi was organized, an International conference on genocide organised, and a conference on 65th anniversary of the United Nations Convention for the Prevention and Punishment of the Crime of Genocide on 9th December 2013 was organized in 33 Higher Learning Institutions</li> </ul>   |   |



|  |  |   |             |   |   |  |  |
|--|--|---|-------------|---|---|--|--|
|  |  |   |             |   |   |  | history of genocide perpetrated against the Tutsi in 1994 and were sensitized on fighting against genocide and its ideology.<br>✓ 152 radio talk shows conducted on fighting against and prevention of genocide and its ideology and interactive discussions were conducted in all villages in the country and across different public and private institutions. |
| OUTCOME 4:<br>Enhanced rule of Law, Accountability & competitiveness                 | % of the general public expressing confidence that the rule of law and accountability are respected in Rwanda          | % | 1% increase | 1. Improve the legal and policy framework affecting the administration of justice<br>2. Strengthen the mechanisms to fight injustice and corruption | ✓ | The law governing the functioning of the Office of the Ombudsman, the Rwanda Bar Association law was amended to strengthen the role of the advocates and access to justice, the MINIJUST and Rwanda Law Reform Commission legislations were amended to streamline their mandate for better administration of justice. In addition, the Justice for Children's Policy was approved by JRLSOS organs and is pending adoption by Cabinet.   |  |
| OUTCOME 5:<br>Maintained safety, law & order and enhanced adherence to Human Rights. | % of the general public expressing confidence that safety, law & Order are maintained, and Human Rights are adhered to | % | 1% increase | 1. Improve the community participation and awareness of crime prevention through continuous training of Community Policing Committees (CPC) and the | ✓ | 500 people were trained to become CPC Trainers, 4,727 CPCs trained on community policing concepts, Security enforcement and Crime prevention, 170 D/CLO's and CLO's attended training on community policing concepts, awareness campaigns were conducted in 30 schools on fighting against illicit drugs, 72,550 refugees living in different camps were sensitized on their importance in crime prevention and reduction of crimes, Anti -Gender Based Violence, reduction of drugs abuse, community Policing concepts and environmental protection. In |  |



|           |  |  |   |  |
|-----------|--|--|---|--|
| in Rwanda |  |  | <p>establishment of anti-crime clubs.</p> <p>2. Improve the crime prevention capacity by continuous training of police officers in various specialized courses</p> <p>Improve detention facilities and conditions</p> <p>3. Improve the productivity in Rwanda</p> <p>Correctional Service and gradually increase the revenue generated</p> | <p>addition, 1 Police Officer was trained on Cybercrime Law Legislation, and 4 Police officers were trained on "Cyber security course, while 7 Pilots are still undergoing training.</p> <p>✓ 100 Anti-crime clubs were established in 100 Schools with the aim to sensitize the students on the negative consequences of illicit drugs use.</p> <p>✓ 527 Investigators were trained in different disciplines such as Exhibit Handling, Basic Criminal Investigation, Crime Scene Management, Fire and Arson Investigation, Familiarization with new Penal Code, Effective coordination on criminal investigation, Rule of law and Crime security photograph.</p> <p>✓ Curriculum for formal and informal education were developed, syllabus for vocational training are being developed. Concept papers and memorandums of understanding were initiated with partners to design streamlined civic and rehabilitation programmes for inmates and tigistes. Lastly, mechanisms were initiated to create a company under supervision of RCS that can easily compete and work in close synergy with the national supply chains.</p> |
|-----------|--|--|---|--|



**6.3. Annex.2: Linkage between 2014/15 priorities, budget and planned studies**

| 2014/15 Sector indicators and policy actions                                     |   |                  |                    |  |   |                                  | 2014/15 planned studies       |                   |
|--|---|------------------|--------------------|--|---|----------------------------------|-------------------------------|-------------------|
| EDPRS2/<br>Sector<br>outcome   | Sector<br>outcome<br>indicator                  | Baseline         | 2014/15<br>Targets | 2014/15 Policy Actions   | Budget<br>Program   | 2014/15<br>Budget                | Planned<br>Analytical<br>Work | Funding<br>Source |
| <b>Outcome 1:</b><br>Enhanced<br>Sector<br>Capacity and<br>Coordination<br>(SSP) | Service<br>delivery in<br>the Justice<br>Sector | 69.9%<br>(2012)  | 72%                | 1. Implement the Integrated Electronic Case Management System (IECMS) by installing equipment/hardware   | Administrati<br>on and<br>Support<br>Services                 | 218,420,000                      |                               |                   |
|  |   |                  |                    | 2. Fast-track ILPD reforms aimed at adopting a business model, and increase intake/output to 380 (Diploma) and 450 (other skills courses)  | Provision of<br>professional<br>legal courses<br>and research | 562,445,540                      | -                             |                   |
| <b>Outcome 2:</b><br>Strengthened Universal<br>Access to<br>quality<br>Justice   | Performan<br>ce of the<br>Judiciary             | 74.96%<br>(2012) | 76%                | 1. Restructure the functioning of the court system to ensure increased efficiency and speedy processing of cases.<br>2. Fast-track efforts to eliminate case backlog in the Supreme court  | Administratio<br>n and<br>support<br>services                 | 11,441,297,657                   | -                             | -                 |
|  | Access to<br>Legal Aid                          | 67.18%<br>(2012) | 70%                | 1. Strengthen the functioning of Mediation committees (Abunzi) through training and provision of materials and resolve 88% of cases received<br>2. Implement the National Legal Aid Policy to increase the number of people receiving legal aid by 5%. | Community<br>Legal<br>Services<br>and Human<br>Rights         | 117,855,120<br><br>1,001,881,155 | -                             |                   |
| <b>Outcome 3:</b><br>Effectively   | N° of<br>indictment<br>s for                    | 50<br>(2012/13)  | 252                | 1. Strengthen the genocide fugitives tracking Unit to reinforce its human resources,   | Providing<br>Efficient<br>and                                 | 63,124,000<br>(GoR:              | -                             | -                 |

|   |   |              |                      |   |                                  |  |  |  |
|---|---|--------------|----------------------|---|----------------------------------|--|--|--|
| combated impunity for international crimes and genocide ideology; strengthened truth-telling and reconciliation | international crimes including genocide                     | 83.4% (2012) | 84%                  | <p>technical capacity and transportation facilities.</p> <p>2. Reinforce NPPA's ability to actively follow up on the trial process of international crimes including genocide.</p> <p>1. Promote dialogue and raise awareness for unity and reconciliation to reduce the number of Rwandans who judge each other based on ethnic stereotypes from 30.5 in 2010 to 25%.</p> <p>2. Promote and preserve Gacaca Courts records by establishing Gacaca archives and documentation Centre.</p> | Effective Prosecutorial Services | 4,500,000, Netherlands Project: 58,624,000 | Undertake the Rwanda Reconciliation Barometer II | UNDP, Secured                          |
| <b>Outcome 4:</b><br>Enhanced rule of Law, Accountability and Competitiveness                                   | User's perception of the quality and impact of Rwandan laws | N/A          | Baseline established | <p>1. Conduct a study on the Quality and Impact of Rwandan Laws.</p> <p>2. Develop a legislative drafting, coordination and procedures manual for the legislative process to ensure stakeholder participation and quality legislation.</p>  | -                                | Under mobilisation                         | Study on the Quality of Rwandan laws             | Partially secured under One-UN project |
|   | Control of corruption, transparency and accountability      | 77.1% (2012) | 73%                  | Reinforce the mechanisms to accelerate investigation and prosecution of alleged corruption.   | -                                | No budget required                         |  | Still under mobilisation               |
|   |   |              |                      |   |                                  | 27,781,818                                 |  |  |



|   |  |                           |              |   |   |  |  |                          |
|---|--|---------------------------|--------------|---|---|--|--|--------------------------|
| <b>Outcome 5:</b><br>Maintained safety, law & order and enhanced adherence to Human Rights. | Reduced serious crimes <sup>1</sup>  | 11.3% reduction (2013/14) | 5% reduction | 1. Identify, document and fight crimes by training 275 Police Officers in crime prevention techniques   | Crime intelligence and detective services | 214,000,000 (to be approved by the NCBS) | -  | -                        |
|   |  |                           |              | 2. Restructure and strengthen the functioning of Kigali Forensic Laboratory by providing equipment, and training to users in the forensic sector. |   | -  | Conduct a comprehensive needs assessment for the Forensic sector | Still under mobilisation |
|   | Personal and Property Safety   | 91.6% (2012)              | 92%          | 3. Reinforce disaster management capacity through acquisition of 6 fire fighting rapid response vehicles and gadgets.                             | Specialized Police Services               | 1,201,316,144                            | -  | -                        |
|   |  |                           |              | 4. Improve community participation and awareness on crime prevention by training 1200 CPC members and creating 60 anti-crime clubs                | General Police operations                 | 70,050,000                               | -  | -                        |
|   | Self-reliance rate [self-reliance rate=income generated/budget for inmates' feeding] | 35% (2012/13)             | 55%          | 3. Proactively promote self-reliance values and enforce policy for maximum utilization of available manpower in high-yield industries             | Prisons and TIG camps income generation   | 550,683,332                              | -  | -                        |
|   |  |                           |              | 4. Promote measures for prisoner behavioral and mind set change to prepare them for reconciliation and integration back in society                |   |  |  |                          |

<sup>1</sup> Serious crimes include Murder, armed robbery, breaking in, theft, rape and defilement



6.4. Annex.2.1a: New Sector EDPRS 2 Indicators Monitoring Matrix

| EDPRS Outcome   | OUTCOME Indicators  | Unit    | Indicator Definition  | Baseline                  | Target       |              |              |               | Responsibility for Reporting | Data Source |
|---|---|---------|---|---------------------------|--------------|--------------|--------------|---------------|------------------------------|-------------|
|   |   |         |   |                           | 2014/15      | 2015/16      | 2016/17      | 2017/18       |                              |             |
| Enhanced rule of law, accountability and business competitive environment | 1. Access to legal aid                                    | Number  | - Ratio of those receiving legal aid to the total of those who requested for it<br>- level satisfaction with MAJ and Abunzi Services  | 67.1% (2012)              | 70%          | 72%          | 74%          | 76%           | JRLOS                        | GSC/RGB     |
|   | 2. Performance of the Judiciary                           | Percent | - Ratio of cases processed against those registered<br>- Ratio of backlog cases<br>- Level of satisfaction with fairness of courts  | 74.96% (2012)             | 76%          | 77%          | 78%          | 80%           | JRLOS                        | GSC/RGB     |
|   | 3. Control of corruption, transparency and accountability | Percent | - Level of satisfaction with control of corruption<br>- Level of satisfaction with transparency and accountability of institutions of trust<br>- Ratio of asset declaration | 77.1% (2012)              | 73%          | 75%          | 78%          | 80%           | JRLOS                        | GSC/RGB     |
|   | 4. Reduced serious crimes <sup>2</sup>                    | Percent | The ratio of serious crimes reduced in an area to the population of that area; expressed per 1000 population per year   | 11.3% reduction (2013/14) | 5% reduction | 6% reduction | 7% reduction | 10% reduction | JRLOS                        | RGB         |

<sup>2</sup> Serious crimes include Murder, armed robbery, breaking in, theft, rape and defilement

Annex.2.1b: Policy actions for 2014/15

| <b>EDPRS Outcome</b>  | <b>OUTCOME Indicators</b>   | <b>Policy actions</b>  |
|---|---|--|
| Enhanced rule of law, accountability and business competitive environment | <ol style="list-style-type: none"> <li>5. Access to legal aid</li> </ol>                                    | <ol style="list-style-type: none"> <li>1. Strengthen the functioning of Mediation committees (Abunzi) through training and provision of materials and resolve 88% of cases received</li> <li>2. Implement the National Legal Aid Policy to increase the number of people receiving legal aid by 5%.</li> </ol>     |
| competitive environment   | <ol style="list-style-type: none"> <li>6. Performance of the Judiciary</li> </ol>                           | <ol style="list-style-type: none"> <li>1. Restructure the functioning of the court system to ensure increased efficiency and speedy processing of cases.</li> <li>2. Fast-track efforts to eliminate case backlog in the Supreme court</li> </ol>  |
|   | <ol style="list-style-type: none"> <li>7. Control of corruption, transparency and accountability</li> </ol> | <ol style="list-style-type: none"> <li>1. Reinforce the mechanisms to accelerate investigation and prosecution of alleged corruption and increase corruption cases received and completed by 5%.</li> </ol>  |
|   | <ol style="list-style-type: none"> <li>2. Serious Crime Rate</li> </ol>                                     | <ol style="list-style-type: none"> <li>1. Identify, document and fight crimes by training 275 Police Officers in crime prevention techniques</li> <li>2. Restructure and strengthen the functioning of Kigali Forensic Laboratory by providing equipment, and training to users in the forensic sector.</li> </ol> |

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