

REPUBLIC OF RWANDA



MINISTRY OF JUSTICE  
P.O. BOX 160 KIGALI

Kigali 30 OCT 2018 .....  
N° 24013/08 TJP/JSCS

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

Dear Sir,

**RE:** Submission of the JRLOS 2017/18 Backward Looking Joint Sector Review report

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

I therefore have the pleasure to submit the above mentioned report with its annexes as approved by the Justice, Reconciliation, Law and Order Joint Sector Working Group meeting that took place on 18<sup>th</sup> October 2018.

Sincerely,

A blue ink signature is written over a circular official seal of the Ministry of Justice. The seal contains the text 'MINISTRY OF JUSTICE' and 'RECONCILIATION, LAW AND ORDER' around a central emblem.

**MUKESHIMANA Béata**  
Permanent Secretary/Solicitor General

**Cc:**

- Head of Development Cooperation/Embassy of the Netherlands
- Members 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, 2017/18

Final Report

November 2018

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## ACRONYMS

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  
JLROS: 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  
RFL: Rwanda Forensic Laboratory  
RGB: Rwanda Governance Board  
RGS: Rwanda Governance Score Card  
RLRC: Rwanda Law Reform Commission  
RLRC: Rwanda Law Reform Commission  
RIB: Rwanda Investigation Bureau  
RNP: Rwanda National Police  
Rwfs: Rwandan Francs  
SDGs: 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 aimed 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 was in line with EDPRS 2 Justice Sector priorities such as strengthening legal and regulatory framework, enhancing the rule of law, strengthening anti-corruption measures, enhancing community participation and awareness in crime prevention, developing institutional capacity to respond to investigation and prevention of crime, reinforcing legal aid mechanisms, and improving case management procedures.

The JRLOS second strategy highlighted the following 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 2017/18 backward Looking Joint Sector Review has the following main objectives:

- To assess progress in achieving sector objectives with focus on 2017/18 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 2017/18;
- To highlight priority areas for the 2019/20 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 Joint Sector Reviews meetings.

### 2.1 PROGRESS IN ACHIEVING SECTOR OBJECTIVES WITH FOCUS ON 2017/18 TARGETS

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

- General success stories in JRLOS and its achievements under EDPRS 2;
- Progress in achieving 2017/18 targets and policy actions;
- A brief assessment of progress on how relevant cross cutting of EDPRS 2 have been mainstreamed in JRLOS.

### 2.2 GENERAL SUCCESS STORIES IN JRLOS AND ITS ACHIEVEMENTS UNDER EDPRS 2

#### 2.1.1 GENERAL SUCCESS STORIES IN JRLOS

- Rwanda continues to feature as one of the safest countries in the World, according to a Gallup Global Law Order Report 2017, Rwanda was ranked 4<sup>th</sup> globally after Singapore, Norway and Hong Kong and 1<sup>st</sup> in Africa with over 88% of citizens saying that they feel safe and confident in the security organs.

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- Rwanda was ranked the second in Africa and 50<sup>th</sup> globally by the World Internal Security and Police Index (WISPI), 2017. 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 3<sup>th</sup> in Africa and the 48<sup>th</sup> globally according to Corruption Perceptions Index 2018.
- Rwanda works closely with different international organizations with the aim of advocating for genocide prevention and prosecution of presumed perpetrators. Consequently in 2018 the Government of France adopted a law punishing the crime of genocide.
- Rwanda is the 1<sup>st</sup> biggest contributor to peace keeping troops operations around the world.
- Establishment of Court of Appeal
- Etc.

### 2.1.2 JRLOS ACHIEVEMENTS UNDER EDPRS 2

In general, the JRLOS targets under EDPRS 2 were successfully overachieved as shown in the following table:

**Table 1: JRLOS achievements under EDPRS 2**

EDPRS OUTCOME	OUTCOME INDICATORS	UNIT	BASELINE (2012)	TARGET		Actual performance as of 2018
			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	83.68% (RGS 5 <sup>th</sup> Edition)
	Adult population with confidence in safety and security	Percent	91.3%	92%	93%	94.97% (RGS 5 <sup>th</sup> Edition)
	Adult population with confidence in the control of corruption, transparency and accountability	Percent	77.1%	78%	79%	83.72% (RGS 5 <sup>th</sup> Edition)
	Adult population with confidence in the Respect for Human(Political Rights and Civil Liberties)	Percent	73.6%	75%	76%	94.7% (RGS 5 <sup>th</sup> Edition)
	Service delivery in Justice Sector	Percent	69.9%	74%		74.3% (RGS 5 <sup>th</sup> Edition)
	Backlog of court cases	Percent		31.9%	30%	24.8% (JRLOS report 2017/18)
	Access to justice	Percent	68.18%	70%	85%	77% (RGS 5 <sup>th</sup> Edition)



## **A. Assessment of progress of JRLLOS outcome indicators under EPDRS II**

### **1. Adult population with confidence in the Rule of law**

Confidence of citizens in rule of law was increased from **73.3%** in 2012 to **83.8%** in 2018 against the EDPRS 2 target of **75%**. The following factors among others have contributed a lot to this achievement:

- Performance of Rwanda Judiciary. In RGS 5<sup>th</sup> Edition, **85.8%** of Rwandans expressed their trust in fairness of the Courts and the disposal pace was evaluated at **89.74%**;
- Good performance of the prosecution where backlogs are no longer the case; the convicted cases against those submitted to courts have increased from 86.90% in 2012/13 to **93.22%** in 2016/17.
- Good performance of Abunzi
- Use of ICT in Justice service delivery;
- Etc .....

### **2. Adult population with confidence in Safety and security**

With a baseline of 91.3% in 2012 and EDPRS target of 92%, this indicator is scored at 94.97% (RGS 5<sup>th</sup> Edition) due to the following factors among others:

- Strong commitment of RNP Leaders and staff to perform their responsibility of personal and property safety;
- The role of Community Policing Committees and anti-crime clubs
- Increase of police patrols;
- Quick response to different incidences;
- Etc...

### **Adult population with confidence in the control of corruption, transparency and accountability**

With a baseline of **77.1%** in 2012 and EDPRS 2 target of **79%**, this indicator is scored at **83.72%** (RGS 5<sup>th</sup> Edition) thus **105%** of achievement. Overachievement of this indicator was mainly due to the reinforced mechanisms to accelerate investigation and prosecution of alleged corruption, protection of whistle blowers, strengthening anti-corruption councils at all levels, introduction of performance contracts, both at Ombudsman Office and National Prosecution Authority, etc.

### **3. 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.

With a baseline of **73.6% in 2012** and EDPRS 2 target of **76%**, the Political Rights and Civil Liberties is scored at **83.83%** (RGS 5<sup>th</sup> Edition). The success story in respect for Human Rights is justified by access to Public Information at **84.86%**; Respect for Human Rights at **87.61%**; Core International Human Rights Convention at **100%**. Regarding Respect for **Human Rights**, the score is 87.61% generated by **100%** for “cases processed by NHRC against those reported”; **78.52%** for “Cases monitored by NHRC against those submitted”.

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The level of citizen satisfaction with respect of Human Rights is scored at **94.7%** and **77.2%** for “Fundamental rights”.

#### **4. Service delivery in Justice Sector**

Service delivery was increased from **69.9%** in 2012 to **74.3%** in 2017/18 against EDPRS 2 target of **78%**. However, the Justice Sector is still challenged by **poor performance in executing Courts judgements**. Citizens ‘satisfaction in implementation of courts resolutions’ was reduced from **74.8%** in RGS 2016 edition to **53.2%** in RGS 5<sup>th</sup> Edition. The main challenge causing this poor performance is a limited ownership of non-Professional Bailiffs Vis-à-vis their responsibility of judgement execution. Fortunately, the Justice Sector has put strong measures to speed up judgement execution such as using of IECMS in judgement execution; regular meetings with non-Professional Bailiffs to increase their ownership.

#### **5. Backlog of court cases**

Backlog of court cases were reduced from **42%** in 2012 to **24.98%** in 2017/18 compared to **30%** EDPRS 2 target. However, the backlogs still remain a challenge especially in Supreme Court where they are evaluated at 67.74 % (**JRLOS annual report 2017/18**). The Supreme Court was receiving a lot of cases subjected to be processed by Court of Appeal. The Court restructuring where Primary Courts were merged and reduced from 60 to 41 in order to focus on courts that receive a big number of cases, establishment and operationalization of Court of Appeal were proposed as solutions to the issue of backlogs.

#### **6. Access to justice**

Access to Justice was increased from **68.18%** in 2012 to **77%** in 2017/18 against the EDPRS 2 target **85%**. This achievement was possible due to the performance of Abunzi that handle more than **94%** of the received cases, MAJ services and other alternative dispute resolution put in place by Government.

### **B. Challenges in EDPRS 2 implementation process.**

- Emerging crimes (Drug trafficking and consumption, Cyber Crimes, Human trafficking,
- Tracking and Prosecuting Genocide against Tutsi fugitives and Genocide denial abroad ;
- Adaptation to new technology;
- Family conflicts ;
- Cases Backlogs especially in Supreme Court;
- Limited clear sector projection for future in term of professionalized staff, modernized infrastructures and equipment...
- Sophisticated corruption while the target is achieving zero corruption;
- Limited collaboration in Public fund recovery,
- Insufficient modernized infrastructures, equipment, and budget.

### **C. Lessons learnt during EDPRS 2 implementation**

- 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.
- Sector Wide Approach enabled ownership of JRLOS Institutions towards EDPRS 2 implementation.

## 2.2. PROGRESS IN ACHIEVING 2017/18 TARGETS AND POLICY ACTIONS

### 2.2.1 PROGRESS IN ACHIEVING EDPRS 2 CORE INDICATOR AND CORRESPONDING POLICY ACTIONS

Indicators	Baseline 2016/17	2017/18 targets	Actual performance	/100
Adult population with confidence in the control of corruption, transparency and accountability	86.56% (RGS 2016 edition)	82%	83.72% (RGS 5 <sup>th</sup> Edition)	102.1%

The good performance under this indicator was due to implementation of the following policy actions: Reinforce mechanisms to accelerate investigation and prosecution of alleged corruption, strengthening anti-corruption consultative Councils, strengthening measures to recover public assets, Prosecuting responsible officials involved in embezzlement and misappropriation of funds and coordinating recovery of embezzled and misappropriated funds. **Annex 1.1** gives the details on how those policy actions were implemented.

### 2.2.2 JRLOS Achievements against other JRLOS Selected Indicators

The following table informs a summary of implementation progress for selected policy actions and 2017/2018 targets:

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

The progress against 2017/2018 targets and their corresponding policy actions is detailed in **Annex 2.2**. During 2017/18 FY, JRLOS selected indicators for the sector outcome “Enhanced rule of law, accountability and business competitive environment” were :

1. Service Delivery in Justice Sector; evaluated at **74.3%** in RGS 5<sup>th</sup> Edition against the 2017/18 target of **78%**;
2. Access to Justice evaluated at **77%** in RGS 5<sup>th</sup> Edition against the target of **85%**;
3. Performance of the Judiciary evaluated at **73.94%** in RGS 5<sup>th</sup> Edition from **75.02%** in RGS 2016 edition against a target of **81%** in 2017/18

4. Control of corruption, transparency and accountability evaluated at **83.72%** (RGS 5<sup>th</sup> Edition) against 2017/18 target of **82%**.
5. Reduced serious crimes<sup>1</sup> where **5434** serious crimes were registered during 2017/18 compared to **4436** registered in 2016/17. There was an increase of serious crimes evaluated at **22.5%** instead of a decrease of **5%**. The main factor contributing to this increase is the drug abuse. Different awareness measures towards crime prevention are contributing to the increase of reporting some serious crimes such as rape and child defilement. As catch up plan, the Government has put in place legal framework pushing seriously drug abuse and drug trafficking crimes. In addition, awareness campaigns with aim of preventing crimes will be enhanced.
6. The amount of public fund saved through inmate labour in construction of correctional facilities : the total of public funds saved through the use of inmates labour from July 2017 to June 2018 is **316,000,000 Rwf**.
7. The % change in accommodation space per inmate : the report not available. The research to avail the information was not conducted.

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

### 1. Gender equality

- Supported by One UN, a Gender Mainstreaming Strategy for JRLOS institutions in order to ensure **gender equality and women's empowerment** within JRLOS institutions was developed. 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. Rwanda Forensic Laboratory acts in providing engendred services.
- **JRLOS SSP (2018/19 – 2023/24):** Among other outcome includes; Put in place integrated guidelines on investigation, prosecution, adjudication and rehabilitation of sexual and gender-based violence (SGBV) victims/survivors, children and persons with disabilities;
- **Toll free/ hotlines** put in place for emergency reporting of crimes and accessing information.
- Advancing data collection and case management systems to monitor information on incidence, type and patterns of S/GBV and the processing and referral of reported cases.
- Expansion of Isange One Stop Centres
- Etc,...

### 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, **11,471 CPCs were trained, 4,462** Police Officers have finished their courses in various crime prevention techniques, **151** Police Officers were trained on criminal investigation techniques, **249,770** people were sensitized on human right related lessons, **38** IECMS users:

<sup>1</sup> Serious Crimes include the following: Murder against others, House breaking, Rape, Child defilement, Armed robbery.



**10** Military Investigators; **8** Military Prosecutors and **20** Military Court Registrars and Judges were trained in using IECMS.

On the 22<sup>nd</sup> June 2018, ILPD organized the Seventh graduation ceremony where Four hundred and thirty-two (432) graduands, trained from different modes of teaching, were decorated and obtained their diploma in Legal Practice (DLP) and twenty-eight (28) got their Diploma in Legislative drafting (DLP).

### **Regional integration in JRLOS**

Regarding the harmonization and/or approximation of Rwandan laws with regional and international ratified legal instruments, all Humanitarian treaties ratified by Rwanda from 1962 up to December 2017 were identified. Analysis and review of the inception report for the harmonisation project for International Humanitarian Law (IHL) Instruments were done.

#### **3. Disaster Management**

With the aim of improving RNP's disaster management capacity, it was planned to deliver 2 fire one engines, and this was done as planned. This contributes to reduction of exposure to hazards, lessening vulnerability of people and property, and improving preparedness and early warning for adverse events.

#### **4. Environment and Climate Change**

Two digesters of biogas Plants were constructed in the prisons under construction.

### **3. BUDGET EXECUTION PERFORMANCE**

#### **3.1 General performance**

The overall JRLOS budget execution performance rate is **99%**. The total JRLOS budget added to the budget reallocated in the 2017/18 financial year was **104,593,342,892** Rwfs and the total expenditure was **103,559,101,831** Rwfs. For more details, refer to **annex 2.1**.

**Specifically, the budget execution rate for JRLOS development projects domestically financed is highlighted as follow :**

1. For the project "Integrated Electronic Case Management System ( IECMS)" managed by MINIJUST, the budget execution rate was **98.2%** ( 589355680 Frws out of 600,000,000 Frws allocated ) ;
2. For the project "Construction of second phase of ILPD building" managed by ILPD, the budget execution was **100%** ( 900,000,000 Frws ) ;
3. For the "Law Revision Project" managed by RLRC, the budget execution rate was **63.04%** ( 126,094,519 Frws out of 200,000,000 Frws allocated ). There was a delay in procurement process which led to changes of project implementation approach.
4. For the project "Digitalization and Conservation of Gacaca Records" managed by CNLG, the budget execution rate was **99.9%** ( 1,292,441,583 out of 1,292,500,686 Frws allocated );
5. For the project "Rwanda brand image of Unity and Reconciliation" managed by NURC, the budget execution rate was **97.3%** (48,680,658 Frws out of 50,000,000 Frws allocated);
6. For the project "Capacity building to Judiciary and the prosecution for the extradited suspects for genocide" managed by Supreme Court, the execution rate was **80.2%** ( 181,810,717 Frws out of 231,218,602 Frws allocated);

7. For the project “Construction Of 4 Regional Headquarters (Phase 3)” managed by RNP, the budget execution rate was **100%** ( 750,000,000 Frws );
8. For the project “2nd Phase Of RFL Construction” managed by RNP, the budget execution rate was **100%** ( 1,200,000,000 Frws );
9. For the project “Purchase and deployment of 7 fire fighting trucks” managed by RNP, the budget execution rate was **99.9%** ( 299870963 Frws out of 300000000 Frws allocated );
10. For the project “Rehabilitation of Police Stations” managed by RNP, the budget execution rate was **100%** ( 300,000,000 Frws );
11. For the project “Construction Of Rubavu Prison Phase III” managed by RCS, the budget execution rate was **99.9%** (163356480 Frws out of 163365312 Frws allocated);
12. For the project “Construction of RCS Training School” managed by RCS, the budget execution rate was **100%** ( 269,370,900 Frws)
13. For the project “Construction of Mageragere prison” managed by RCS, the budget execution rate was **100%** (1,276,703,980 Frws)
14. For the project “Construction of Huye Prison (phase V)” managed by RCS, the budget execution rate was **99.4%** ( 110867490 Frws out of 111559808 Frws )

### 3.2 OFF-BUDGETARY PROJECTS EXTERNALLY FINANCED

No off-budget externally financed to any JRLOS Institution.

### 3.3 IMPLEMENTATION OF RECOMMENDATIONS FROM THE LAST JOINT SECTOR REVIEWS MEETINGS

This section informs about status of implementation for recommendations from the previous JSR meetings and the status of implementation of Auditor General Recommendations.

#### A. Implementation of pending recommendations from previous JSR meetings

RECOMMENDATION	STATUS
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 to track all surveys and studies conducted with the sector.
Involvement of all Sector Stakeholders in drafting JSR reports	The involvement of all sector stakeholders is effective. Before each Joint sector review meeting, MINIJUST organises technical workshop to engage them to understand JSR Terms of References and draft the JSR report. After validation of report by Sector Working Group members in



	their meeting, the technical team processes with including the comments and inputs in the report before it is sent to MINECOFIN.
Archive electronically the JSR meetings documents	Storage Space on MINIJUST Server was created to allow the archive of JSR meetings documents. ( <a href="http://www.minijust.gov.rw/about-us/justice-sector/jrlos-documents/">http://www.minijust.gov.rw/about-us/justice-sector/jrlos-documents/</a> )
Validation of terms of references for analytical studies conducted within JRLOS	Only ToRs conceived by Justice Sector Coordination are ones validated by respective stakeholders. This should be improved.
The Sector Working Group members recommended reinforcing Justice Sector Coordination Secretariat in order to perform well and on time its role of coordination	Actually the Justice Sector Coordination is financed even if more funds are needed to perform well its role of coordination. New JRLOS funding projects programs like that of Netherlands, Duteze Imbere Ubutabera project and One UN programme contain some interventions aiming at reinforcing Justice Sector Coordination Secretariat.

### **B. Implementation of 2016/17 sector related recommendations from the report of the Auditor General**

During 2017/18, only MINIJUST and NPPA were audited. The following table shows the summary of implementation of given recommendations.

<b>Recommendations given</b>	<b>Implementing Institution</b>	<b>Progress of implementation</b>
Improve the Management of seized assets	NPPA	<ul style="list-style-type: none"> <li>The inventory of all seized assets was carried out to know the status of each asset; NPPA is in process of organizing the Public Auction.</li> <li>The new organizational structure with a special unit in charge of management of seized, frozen and confiscated assets, was approved by MIFOTRA and MINECOFIN, soon it will be approved by the cabinet</li> </ul>
The Ministry of Justice should devise a coordinated mechanism with Government entities involved in the cases won by the Government to insure that owing amounts are recovered.	MINIJUST	<p>The strategies aim at increasing asset recovery was put in place.</p> <p>Actual known amount to be recovered is 1,711,441,748Frw, the amount already recovered (data of 31<sup>st</sup> December 2017) is 1,645,377,533Frw and \$ 6,943.</p>

## **2. STATEMENT OF 2019/20 BROAD PRIORITY AREAS**

The JRLOS institutions consider 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 2019/20 will be captured under the JRLOS work plan and institutional action plans. The broad priority areas are listed below under the relevant priority area:

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

- Improve management of civil, criminal and commercial cases by maximizing the use of Sector Integrated Electronic Case Management System (IECMS); providing specialized courses to judges and legal practice training to Registrars.
- Ensure increased efficiency and effectiveness of the court system by acquisition of law reporting and Judiciary Result based performance management software and ensure Supreme Court and Primary Courts infrastructures.
- Strengthen the Rwanda Investigation Bureau (RIB) to allow it to perform its responsibility;
- Streamline Legal aid provision to ensure universal and affordable quality justice: devise strategies to optimize impact of existing justice Home-Grown Solutions: Abunzi, MAJ;
- Implement Rwanda Law Revision project;
- Enable ILPD to reinforce JRLOS Staff skills through specialization & professionalism programmes;
- Reinforce Professional Bailiff Association to speed up judgements execution.

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

- Reinforce Rwanda National Police (RNP) to ensure personal and property security;
- Strengthen Crime prevention through community policing programs;  
Enhance and expand regional and international security partnerships to fight and prevent cross-border crimes, human and drug trafficking and cyber-crimes among others
- Maximize the use of Rwanda Forensic Laboratory.

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

- Strengthen 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 unity of Rwandans**

- Intensify the fight against genocide ideology by enhancing regional and international cooperation on genocide ideology, prevention and prosecution;
- Promote Rwandan identity and consolidate Unity and reconciliation among Rwandans.

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

- Reinforce Rwanda Correctional Services and streamline penitentiary services
- Enhance respect, promotion and monitoring of human rights
- Ensure Compliance with international and regional core human rights instruments

#### **Outcome 6: Enhanced Sector Capacity and Coordination**

- Empower MUHABURA to increase RCS income generation



- Implement JRLOS gender strategy;
- Enable Justice Sector Coordination Secretariat to serve all JRLOS institutions properly.

### 3. UPDATES ON ANALYTICAL STUDIES WITHIN THE JUSTICE SECTOR

The 2017/18 Forward Looking Joint Sector Review agreed upon the following 4 analytical studies to be conducted:

No	Analytical studies	Progress	Comment
1	JLOS Change Management Strategy	Conducting this strategy was not done due to lack of budget.	The tender was cancelled for this 2017/18 as the successful bidder's prices were higher than available budget.
2	JRLOS Gender strategy	The strategy was successfully conducted and validated. It is intended to support JRLOS institutions to successfully implement policies and program activities aimed at mainstreaming gender and sustain socio economic development of the Justice Sector. This was financed by One UN.	It is planned to implement the JRLOS gender strategy recommendations at <b>100%</b> by the end of the new JRLOS strategy in 2024.
3	History study on Genocide against Tutsi in the Ministry of Justice	Inception report was validated. The contractor is drafting provisional report.	There is expectation to close the tender not later than November.
4	Evaluation of the implementation of the National Unity and Reconciliation Policy.	Evaluation is completed. It was assessing whether the policy is still enabling the promotion of the unity and reconciliation, whether the policy has no gaps, whether the policy is still accommodating the current trends, whether its implementation is still effective, and whether the policy is accommodating regional and international orientations and other dynamics. From the policy evaluation of National unity and reconciliation, it is clear that the policy is still relevant.	done

#### 4. CONCLUSION

This JRLOS Backward Looking Joint Sector Review Report highlights mostly the 2017/2018 successful policy actions in pursuing the EDPRS II indicators, informs about the 2019/2020 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 NST1 and JRLOS 3 strategic plan.



Signed by

**MUKESHIMANA Béata**

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



**MARTIN KOPER**

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

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Annex. 1.1 EDPRS 2 Core Indicator Matrix

EDPRS OUTCOMES	INDICATORS	UNIT	BASELINE VALUE 2016/17	EDPRS 2 Targets	Sector 2017/18 Targets (from	Actual Performance	Indicator Score	Policy Actions	Brief Narrative Progress against Policy Actions	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	%	86.56% (RGS 2016 edition)	79%	82%	The "Control of Corruption, Transparency and Accountability" was evaluated at <b>83.72% (RGS 5th edition)</b> against the 2017/18 target of 82%. The EDPRS target was overreached, however, compared to 2016/17 performance of 86.56 %, there is a decrease of 2.84%. This was due to the general decrease of both "incidence of corruption" and "control of corruption". The least performing and reducing sub indicator is the "% of citizens satisfaction with performance of institutions in fighting corruption at local level" reduced from 83.5% in 2016 RGS edition to 60.59% in 2017 RGS edition.	<b>102.1%</b>	Reinforce the mechanisms to accelerate investigation and prosecution of alleged corruption, strengthen anti-corruption consultative Councils and strengthen measures to recover public Assets	<b>1. Mechanisms aimed at accelerating investigation and prosecuting corruption and injustice cases have been reinforced as follows</b> : Regular anti-corruption campaigns; Anti-corruption week and Anti-injustice campaigns were organized ; trainings for different categories of people were organized; Protection mechanisms of whistle-blowers are in place; Corruption disclosure guide is available; Anti-corruption Consultative Councils have been strengthened: at national, district and sector levels ;	<b>The Justice Sector has put in place the following measures aimed at fighting corruption and injustice in Rwanda:</b> 1. Protection of whistle blowers; regular anti corruption and injustice campaigns;etc 2. The Rwanda Investigation Bureau was put in place in order to improve the investigation carrier; <b>The following measures were strengthened in order to recover public fund:</b> - Regularly update the

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EDPRS OUTCOM	INDICATORS	UNIT	BASELINE VALUE 2016/17	EDPRS 2 Targets	Sector 2017/18 Targets (from	Actual Performance	Indicator Score	Policy Actions	Brief Narrative Progress against Policy Actions	Catch up Plans for areas lagging behind
									<p><b>2. Investigation of corruption cases was well performed as follows:</b> from July 2016 to June 2018, the Office of the Ombudsman investigated 57 cases of corruption and other related offences. Among them, 47 cases equivalent to <b>88.7%</b> cases were investigated and completed, 6 (<b>11.3%</b>) cases are still pending. During 2017/18, the Office of the Ombudsman had 384 complaints of injustice to be analysed. Among them, 295 (<b>77%</b>) were analysed while 90 (<b>23%</b>) are not yet analysed. In this 2017/18 FY, the Office of the Ombudsman has conducted Anti-injustice campaigns in Nyagatare, Rubavu, Ruhango and Rulindo. The <b>1314</b> injustice complaints cases were received and 695 were solved. The Office of the Ombudsman received <b>2,927</b> dossiers that requested for judgments court review (new and backlogs). Among them, 1,923 (<b>96.1%</b>) dossiers were analysed and completed. The 2017/18 target was to analyse and complete <b>2000</b> dossiers.</p>	<p>list of the concerned debtors and publish it on the MINIJUST website; - A Memorandum of understanding was signed with the Association of bailiffs to assist in Court judgment executions and recovery processes; -A pool of 94 Bailiffs were selected to assist in judgment executions that ordered convicts to repay the mismanaged and embezzled government funds. They signed contracts with MINIJUST and have started the execution process.</p>
								<p>Prosecute responsible officials involved in embezzlement and misappropriation of funds and coordinate recovery of embezzled and misappropriated funds.</p>	<p><b>3. Activities of suing officials involved in embezzlement and misappropriation of funds:</b> Update was done on <b>146</b> identified cases concerning Government employees and four (<b>4</b>) employees among them voluntary paid the lost caused, seventeen (<b>17</b>) employees were filed into courts and Government won 9 cases. The 1,294,030 frws (<b>6.1%</b>) was recovered out of <b>20,918,352 frws</b> total amount to be recovered (End June 2018 situation). The annual target in this matter is to investigate all identified cases and to recover <b>10%</b> of amount due.</p>	<p>-A collaboration network with RDB, RNRA, RPPA, BNR, RRA, Rwanda Directorate General of Immigration and Emigration (RDGIE). They assist in recovery of Court Ordered Charges by preventing fraudulent maneuvers like fraudulent property</p>

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EDPRS OUTCOM	INDICATORS	UNIT	BASELINE VALUE 2016/17	EDPRS 2 Targets	Sector 2017/18 Targets (from	Actual Performance	Indicator Score	Policy Actions	Brief Narrative Progress against Policy Actions	Catch up Plans for areas lagging behind
									<p><b>4. Prosecution of responsible officials involved in embezzlement and misappropriation of funds:</b> From July 2017 to June 2018, <b>1383</b> economic and financial crimes cases were received. Among them, 854 cases were filed into Courts and 471 were closed while 58 were still pending at the end of June 2018. In summary, 1325 (<b>95.8%</b>) cases were handled against the target of <b>99%</b> of the received cases. Economic and financial crimes include Embezzlement crimes; Corruption and related offences; Tax related offences; Public tenders related offences; and Misuse of property of public interest .</p>	transfers, fraudulent property mortgaging, fugitives controls mechanisms, etc ; -A collaboration network with RDB, RNRA, RPPA, BNR, RRA, Rwanda Directorate General of Immigration and Emigration (RDGIE).
									<p><b>5. The recovery of public asset from won cases has been reinforced.</b> Cumulatively, from July 2017 to June 2018, a total of <b>634,762,922 Frws</b> government funds equivalent to <b>53%</b> was recovered compared to <b>1,187,235,012 Frws</b> amount to be recovered in the year 2017/2018. The <b>53%</b> was recovered against the 2017/18 annual target of <b>80%</b>.</p>	

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Annex. 1.2 JRLLOS Indicators Matrix

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EDPRS/ECT OR OUTCOME	INDICATORS	UNIT	BASE LINE (2016/17) VALUE	2017/18 Targets	Actual Performance	Indicator Score	Policy Actions	Brief Narrative Progress against Policy Actions	Catch up Plans for areas lagging behind
<b>FOUNDATIONAL AND CROSSCUTTING ISSUES</b>									
Enhanced rule of law, accountability and business competitive environment	Service Delivery in Justice Sector	Percent	75.75% in RGS 2016 edition	78%	The service delivery was scored at <b>74.3%</b> in RGS 2017 edition. Compared to 2017/18 target, the sector has achieved <b>95.2%</b> , however, it is good to highlight that the level of service delivery has decreased from <b>75.75%</b> in 2016/17 to <b>74.3%</b> in 2017/18, thus a decrease of <b>1.45%</b> . Analysis of RGS 2016 and 2017 editions revealed that the decrease may be attributed to a decrease of "citizens expressing satisfaction in implementation of courts resolutions" from <b>74.8%</b> in RGS 2016 edition to <b>53.2%</b> in RGS 2017 edition.	95.20%	<p>1. Implement IECMS phase II at level of 10% : Upgrade the system with Court Decision (Judgment) execution Module and 7 more functionalities</p> <p>2. Construction of ILPD in Nyanza from the level of 42% to 74%.</p>	<p><b>1. What was planned in this 2017/18 FY was done at 100%</b> : the system was upgraded with court decision ( judgment execution); auto save; litigants and their lawyers to view prosecution cases; Civil Litigation staff to have access to all penal cases with government involvement, plus the option to the CLS staff for self-adding as a party to the case ; option of reporting the type of sentence ( life imprisonment, 10 years ...) and the option of RCS to know who and how many entered detainees on a given day or period.</p> <p><b>In addition, there was a training of the following 38 IECMS users against the annual target of 70 : 10 Military Investigators; 8 Military Prosecutors and 20 Military Court Registrars and Judges.</b> Regular technical assistance was provided and the Kinyarwanda version is available.</p> <p>2. The level of works of the construction for ILPD building second phase was at the level of <b>72%</b> at the end of June 2018. The set target was not achieved due to issues in executing the contract. The contract with the first contractor was terminated and the second contractor started working and the building is evaluated at <b>78%</b> ( end September 2018).</p>	The Justice Sector has put strong measures to speed up judgement execution. Among them, we can highlight the following: The use of IECMS in judgement execution; Strengthening the coordination of Professional Bailiffs; regular meetings with Non Professional Bailiffs to increase their ownership. etc.

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Access to Justice	Percent	76.48% (RGS 2016 edition)	85%	Access to Justice was scored at 77% in RGS 2017 edition. Access to Justice was increased from 76.48% in RGS 2016 edition to 77% in RGS 2017 edition. Thus, an increase of 0.12%.	90.60%	3. Strengthen the functioning of Abunzi through providing regular training and provision of materials.	3. During Q3 of 2017/18, 17,402 (97%) out of 17,841 Abunzi were trained in mediation methods. Cumulatively from July 2017 to June 2018, MAJ visited 2363 (92%) Mediation committees out of 2563 in a way of monitoring and coaching them mediation methods. During Q1, each Umwunzi with his/her four dependents were provided with 100% of health insurance. Monthly communication airtime with Closed User Group (CUG) was also provided to 100% of Abunzi to enable them call among themselves as well as between them and MAJ staff in charge of Abunzi without any additional costs. Advocate for Abunzi room at cell and sector level was done during this year of 2017/18 and 1254 Abunzi committees were provided with rooms. Through RCN, all 2,563 Abunzi committees received Abunzi tools and equipments: standard forms and stationary in 6 districts and collection of laws and Abunzi handbooks in 30 districts. As a consequence, from July 2017 to June 2018, Abunzi received 45,105 cases whose 27,084 (60%) are from males and 18,021 (40%) from females. They mediated 42,765 (94.8%) cases while 2,340 (5.2%) are still ongoing.	
						4. Continue to intensify Justice Sector District Committees activities.	4. During 2017/18, JRLOS District committees have intensified activities as planned: members of 29 out of 30 JRLOS District Committees have hold their quarterly meetings to look for solutions of identified matters hindering the development of Justice in their respective Districts. In addition to this, members of JRLOS committees that submitted their reports to MINIJUST have trained people on family law, law on matrimonial regimes, fights against GBV, trafficking of drugs, etc). Through RCN, JRLOS District Committees carried out activities in Nyabihu, Ngororero, Burera, Gicumbi and Nyarugenge. Those activities include sensitization on drug abuse, human trafficking, teenage pregnancy and GBV in schools and with teachers, citizens, and visits to transit centres, detention centres and prisons. The committee members have solved and /or oriented issues concerning legal matters. The summary report is prepared quarterly and submitted to Minister of Justice for consideration and guidance.	
						5. Implement Gacaca Archive project at level of 74%	5. Currently, all 45,000,000 Gacaca pages, all 43,627 registers and all 4,777 audio visuals were scanned. Indexing will start soon.	

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						6. Revision of Rwandan Laws to enhance business competitiveness . This project will be implemented at level <b>25%</b> .	6. The recruitment process was successfully done and 12 contractual staff started working on the law revision project since 2 May 2018. <ul style="list-style-type: none"> <li>Updating inventory with: a total number of 4330 legal instruments from year 1885 up to April 2018. Among these, a number of 292 legal instruments were expressly repealed;</li> <li>19 international conventions translated and edited ( ongoing activity);</li> <li>8 legal instruments harmonized and edited within Rwandan</li> </ul> Planned target was not achieved due to delays in procurement process.		RLRC has started using contractual staff to speed up the implementation of this project.
Performance of the Judiciary	Percentage	75.02% ( RGS 2016 edition)	81%	Performance of the Judiciary was scored at <b>73.94%</b> in RGS 2017 from <b>75.02%</b> in RGS 2016 edition thus a decrease of <b>1.08%</b> . Among the least performing indicators, there is “Citizens’ level of satisfaction on implementation of court resolution” whose scores also decreased from <b>74.8%</b> in RGS 2016 edition to <b>53.2%</b> in RGS 2017 edition.	<b>90.12%</b>	7. Improvement of court house infrastructures (construct the Court house for commercial court complex and Nyanza High Court). At the end of 2017/18 Financial year it is planned to achieve the level of 41% of project implementation .	7. Nyanza Court House was completed as planned and the official opening was on 28/6/2018.  8. Completion of construction works of Nyarugenge Commercial court was estimated at <b>75%</b> end June 2018 against the 2017/18 annual target of <b>41%</b> ;		The Justice sector has put strong measures to strengthen the performance of the Judiciary. Among them, we can highlight the following: strengthening the capacity building of judges and prosecutors by introducing special courses; The use of IECMS in providing justice; Court restructuring; etc.

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						8. Fast track efforts to eliminate case backlog in courts.	9. At the end of June 2018, the average rate of backlog cases was evaluated at <b>24.98%</b> against the annual target of <b>30%</b> . However, backlogs still remain a challenge in Supreme Court ( <b>67.74%</b> ). Backlogs for special cases are still high as revealed by the following more information: Backlogs in Civil cases: <b>26.94%</b> ; Backlogs in Penal cases: <b>24.47%</b> ; Backlogs in Commercial cases: <b>16.75%</b> ; Backlogs in Special cases : <b>52.30%</b> ; Backlog cases in Primary Courts (TB): <b>26.31%</b> ; Backlog cases in Intermediate Courts (TGI): <b>22.88%</b> ; Backlog cases in High Court: <b>18.6%</b> ; Backlog cases in Supreme Court: <b>67.74 %</b> ; Backlog cases in Commercial Court: <b>14.32%</b> ; Backlog cases in Commercial High Court: <b>14.21%</b> .	
Control of corruption, transparency and accountability	Percentage	86.56% (RGS 2016 edition)	82%	The "Control of Corruption, Transparency and Accountability" was evaluated at <b>83.72%</b> (RGS 2017 edition) against the 2017/18 target of <b>82%</b> . However, compared to 2016/17 performance of <b>86.56 %</b> , there is a decrease of <b>2.84%</b> . This was due to the general decrease of both "incidence of corruption" and "control of corruption". The least performing and reducing sub indicator is the " <b>% of citizens satisfaction with performance of institutions in fighting corruption at local level</b> " reduced from <b>83.5%</b> in 2016 RGS edition to <b>60.59%</b> in 2017 RGS edition.	<b>102.10%</b>	9. Reinforce the mechanisms to accelerate investigation and prosecution of alleged corruption, Strengthen anti-corruption Consultative Councils and strengthen measures to recover public Assets.	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 ; trainings for different categories of people were organized; Protection mechanisms of whistle-blowers are in place; Corruption disclosure guide is available; Anti-corruption Consultative Councils have been strengthened: at national, district and sector levels ;  11. Investigation of corruption cases was well performed as follows: from July 2016 to June 2018, the Office of the Ombudsman investigated <b>57</b> cases of corruption and other related offences. Among them, <b>47</b> cases equivalent to <b>88.7%</b> cases were investigated and completed, <b>6 (11.3%)</b> cases are still pending. During 2017/18, the Office of the Ombudsman had <b>384</b> complaints of injustice to be analysed. Among them, <b>295 (77%)</b> were analysed while <b>90 (23%)</b> are not yet analysed. In this 2017/18 FY, the Office of the Ombudsman has conducted Anti-injustice campaigns in Nyagatare, Rubavu, Ruhango and Rulindo. The <b>1314</b> injustice complaints cases were received and <b>695</b> were solved. The Office of the Ombudsman received <b>2,927</b> dossiers that requested for judgments court review (new and backlogs). Among them, <b>1,923 (96.1%)</b> dossiers were analysed and completed. The 2017/18 target was to analyse and complete <b>2000</b> dossiers.	<b>The Justice Sector has put in place the following measures aimed at fighting corruption and injustice in Rwanda:</b> 1. Protection of whistle blowers; regular anti corruption and injustice campaigns;etc 2. The Rwanda Investigation Bureau was put in place in order to improve the investigation carrier; <b>The following measures were strengthened in order to recover public fund:</b> - Regularly update

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						10. Coordinate activities for suing official involved in embezzlement and misappropriation of funds .	12. Update was done on <b>146</b> identified cases concerning Government employees and four (4) employees among them voluntary paid the lost caused, seventeen (17) employees were filed into courts and Government won <b>9</b> cases. The 1,294,030 frws ( <b>6.1%</b> ) was recovered out of 20,918,352 frws total amount to be recovered ( End June 2018 situation). The annual target in this matter is to investigate all identified cases and to recover <b>10%</b> of amount due.		the list of the concerned debtors and publish it on the MINIJUST website; - A Memorandum of understanding was signed with the Association of bailiffs to assist in Court judgment executions and recovery processes;
						11. Prosecute responsible officials involved in embezzlement and misappropriation of funds and Coordinate recovery of embezzled and misappropriated funds .	13. From July 2017 to June 2018, <b>1383</b> economic and financial crimes cases were received. Among them, 854 cases were filed into Courts and 471 were closed while 58 were still pending at the end of June 2018. In summary, 1325 ( <b>95.8%</b> ) cases were handled against the target of <b>99%</b> of the received cases. Economic and financial crimes include Embezzlement crimes; Corruption and related offences; Tax related offences; Public tenders related offences; and Misuse of property of public interest .		
							14. Cumulatively, from July 2017 to June 2018, a total of <b>634,762,922 Frws</b> government funds equivalent to <b>53%</b> was recovered compared to <b>1,187,235,012 Frws</b> amount to be recovered in the year 2017/2018. The <b>53%</b> was recovered against the 2017/18 annual target of <b>80%</b> .		
Reduced serious crimes	Percentage	4,436 serious crimes were registered in 2016/17 from 3,065 crimes in 2015/16. Thus an increase of 44.7%.	5% reduction	5,434 serious crimes cases were registered during 2017/18. Compared to 4,436 serious crimes registered during 2016/17, there is an increase of 22.5%. The main factor contributing to this increase is the drug abuse. Different awareness measures towards crime prevention are contributing to the increase of reporting some serious crimes such as rape and child defilement. As catch up plan, the Government of Rwanda has put in place legal framework punishing	Increase instead of a decrease.	12. Operationalize the National Forensic Laboratory.	15. The Rwanda forensic Laboratory was launched by Honorable Minister of Justice and Attorney General on 7 June 2018. The laboratory is providing services to the population and evidence to courts with services like Forensic DNA, fingerprints, toxicology, drug alcohol, forensic medicine and physical evidence. Though it is operating, it has the following challenges: 1. Procuring reagents: these cannot be found in Rwanda and the delivery of some reagents especially toxicology and drug alcohol is complex because they are internationally controlled, there should be trust with manufacturing companies. 2. Lack of funds for small and big equipment and this prevents RFL to provide it self all requested services: microbiology kit which would test food poison; pathology kit to test body tissues; digital forensic unit which would analyse IT tools and cyber crimes ; DNA unit is lacking genetic analyser machine and other equipment to analyse DNA from bones; forensic ballistic is lacking big machines ( it is not operational); forensic toxicology and drug alcohol is lacking big and small machines.		The Justice Sector will continue to prioritize the operationalization of RFL, the business and strategic plans will guide in this matter.

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				<p>framework punishing seriously drug abuse and trafficking crimes. In addition, awareness campaigns with aim of preventing crimes will be enhanced.</p>		<p>13. Train police officers in crime prevention and investigation techniques, public order and safety.</p>	<p>16. Cumulatively, from July 2017 to June 2018, 4,462 (92.7% ) Police Officers have finished their courses in various crime prevention techniques against the annual target of training 4815 Police Officers. At the end of June 2018, 1560 Police Officers were still undergoing courses aimed to improve their skills in crime prevention techniques.</p>	
							<p>17. Cumulatively, from July 2017 to June 2018, 151 Police Officers were trained on criminal investigation techniques against the 2017/18 annual target of 150.</p>	
							<p>18. Cumulatively, from July 2017 to June 2018, from July 2017 to June 2018, 11,471 CPCs were trained and 71 Anti-crime clubs were created. The annual target is to train 9,000 CPCs trained create 75 anti-crime clubs.</p>	
% change in accommodation space per inmate	Percent	5.2 m2 ( Survey carried out in December 2016)	5% increase	<p>The report not available. The research to avail the information was not conducted.</p>		<p>14. Construction and rehabilitation of existing prisons facilities to conform to international standards</p>	<p>19. The overall activities planned at Mageragere Prison for this FY were executed at 100% as planned: the second inmates block was executed at 100 %; the 3rd inmates block (Women's block) was constructed up to 100%; the dispensary was constructed up to 100%; Staff quarters phase II was executed up to 100% and Biogaz plants at Mageragere Prison were constructed 100%.</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>20. The construction works of the second inmates ' block at Rubavu Prison was executed at 45% against the 2017/18 annual target of 40%.</p>	<p>2. The justice Sector will speed up the recommended initiatives like:</p>
							<p>21. Two digesters of biogas Plants at Huye Prison are constructed at 100% as planned.</p>	<p>compulsory mediation in civil</p>
							<p>22. Construction works of classroom for recruits at RCS training school is at the level of 100% as planned.</p>	

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						15. Rehabilitate 10 Police stations infrastructures.	<p><b>23. The rehabilitation of 10 planned Police Stations was performed as follows against the annual target of 100% :</b></p> <ol style="list-style-type: none"> <li>1. The construction of Rusororo Police Station is at <b>78.5%</b> against the target of <b>100%</b>; At the end of September 2018, this was fully constructed.</li> <li>2. The rehabilitation of Kicukiro Police Station is at <b>77.6%</b> against the target of <b>100%</b>; At the end of September 2018, this was fully constructed.</li> <li>3. The rehabilitation of Rwezamenyo Police Station is at <b>75%</b> against the target of <b>100%</b>; At the end of September 2018, this was fully constructed.</li> <li>4. The construction of DPU Kayonza is at <b>77%</b> against the target of <b>100%</b>; At the end of September 2018, this was fully constructed.</li> <li>5. Regarding the rehabilitation of Muyira Police Station, the first phase of construction activities was completed : Pavement works, Painting works, Wall plastering in bathroom, Roofing works and Finishing works.</li> <li>6. The construction of Kiziba building was carried out at <b>100%</b>;</li> <li>7. The construction of a Police Station in Northern Regional Headquarters carried out at <b>100%</b>;</li> <li>8. The construction of a Police Station in Southern Regional Headquarters carried out at <b>100%</b>;</li> <li>9. The construction of a Police Station in Eastern Regional Headquarters carried out at <b>100%</b>;</li> <li>10. The construction of a Police Station in Western Regional Headquarters carried out at <b>100%</b>;</li> </ol>		matters and plea-bargaining in criminal matters; Use of TIG; the use of Electronic Monitoring System
The amount of public fund saved through inmate labour in construction of correctional facilities	Percentage	486,890,800 Rwf were saved in 2016/17	30% of budget allocated to RCS Construction for 2017/18	The manpower to construct Mageragere, Rubavu prisons, Huye/Biogas and RCS training school was availed. As a consequence, the total public funds saved through the use of inmates labour from July 2017 to June 2018 was <b>316,000,000 Rwf.</b>	100%	16. Ensure correction of prisoners by involving them in construction works of correctional facilities.	24. The manpower to construct Mageragere, Rubavu prisons and RCS training school was availed. As a consequence a total of public funds saved through the use of inmates labour from July 2017 to June 2018 is <b>316,000,000 Rwf.</b>		
						17. Ensure inmate correction by transferring to them hands on skills.	25. Hands on skills (carpentry, masonry, mechanics, plumbing, electricity, art, sewing, etc) are transferred to inmates: at the end of June 2018, <b>1686</b> inmates were undergoing vocational training programs in all prisons against the target of <b>1681</b> . Training are still ongoing.		

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## Annex.2.1 Execution Performance against Domestically Financed Budget

2017/2018 Budget Execution by Program and Sub Program	2017/18 Approved budget	Reallocation	2017/18 revised budget + reallocation	2017/18 executed budget	% execution
<b>0101 NATIONAL COMMISSION FOR UNITY AND RECONCILIATION(NURC)</b>	<b>983,534,403</b>	<b>2,800,000</b>	<b>995,587,259</b>	<b>967,722,007</b>	<b>97</b>
00 Agency Budget Allocation	924,034,403	2,800,000	936,087,259	915,077,729	
01 Administrative And Support Services	534,029,580	(4,645,533)	519,521,903	499,831,715	
0101 Administrative And Support Services	534,029,580	(4,645,533)	519,521,903	499,831,715	
04 Unity And Reconciliation Monitoring	146,206,578	(900,000)	165,768,578	164,449,236	
0401 Unity And Reconciliation Monitoring	146,206,578	(900,000)	165,768,578	164,449,236	
09 Conflict Prevention And Management	243,798,245	8,345,533	250,796,778	250,796,778	
0901 National Community Dialogue And Advocacy	64,030,000	(1,500,000)	65,433,000	65,433,000	
0902 Stakeholder Coordination	179,768,245	9,845,533	185,363,778	185,363,778	
08 External Grants	59,500,000	0	59,500,000	52,644,278	
04 Unity And Reconciliation Monitoring	59,500,000	0	59,500,000	52,644,278	
0401 Unity And Reconciliation Monitoring	59,500,000	0	59,500,000	52,644,278	
<b>0106 OMBUDSMAN OFFICE</b>	<b>1,732,888,907</b>	<b>0</b>	<b>1,795,258,479</b>	<b>1,766,235,180</b>	<b>98</b>
00 Agency Budget Allocation	1,732,888,907	0	1,795,258,479	1,766,235,180	
01 Administrative And Support Services	1,413,114,537	(74,510,320)	1,416,723,789	1,388,999,231	
0101 Administrative And Support Services	1,413,114,537	(74,510,320)	1,416,723,789	1,388,999,231	
06 Injustice And Corruption Prevention And Combat	319,774,370	74,510,320	378,534,690	377,235,949	
0601 Awareness Campaigns And Outreach	111,008,000	0	90,758,000	90,758,000	
0602 Corruption And Injustice Investigations	162,990,370	88,082,320	262,072,690	260,773,949	
0603 Good Governance And Integrity	45,776,000	(13,572,000)	25,704,000	25,704,000	
<b>0303 NATIONAL HUMAN RIGHTS COMMISSION (NHRC)</b>	<b>1,138,872,520</b>	<b>0</b>	<b>1,260,266,910</b>	<b>1,212,463,301</b>	<b>96</b>
00 Agency Budget Allocation	1,119,310,170	0	1,240,704,560	1,212,357,633	
01 Administrative And Support Services	1,001,636,913	0	1,139,623,419	1,112,168,991	
0101 Administrative And Support Services	1,001,636,913	0	1,139,623,419	1,112,168,991	
17 Human Rights Protection And Promotion	117,673,257	0	101,081,141	100,188,642	
1701 Human Rights Promotion	27,474,862	0	23,464,990	23,464,990	
1702 Human Rights Protection	90,198,395	0	77,616,151	76,723,652	
08 External Grants	19,562,350	0	19,562,350	105,668	

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17 Human Rights Protection And Promotion	19,562,350	0	19,562,350	105,668	
1701 Human Rights Promotion	19,562,350	0	19,562,350	105,668	
<b>0500 SUPREME COURT</b>	<b>11,184,411,646</b>	<b>0</b>	<b>11,421,795,680</b>	<b>11,019,507,700</b>	<b>96</b>
00 Agency Budget Allocation	11,184,411,646	0	11,421,795,680	11,019,507,700	
01 Administrative And Support Services	10,302,268,231	(23,280,361)	10,598,767,961	10,257,767,211	
0101 Administrative And Support Services	10,302,268,231	(23,280,361)	10,598,767,961	10,257,767,211	
20 Case Management	882,143,415	23,280,361	823,027,719	761,740,489	
2001 Ordinary Courts	815,871,981	31,580,361	765,056,285	704,540,755	
2002 Commercial Courts	9,000,000	0	9,000,000	9,000,000	
2003 Inspections And Legal Resource Management	25,800,000	(5,100,000)	20,700,000	19,928,300	
2004 High Council Of The Judiciary	31,471,434	(3,200,000)	28,271,434	28,271,434	
<b>0701 RWANDA NATIONAL POLICE (RNP)</b>	<b>53,062,561,371</b>	<b>0</b>	<b>52,375,896,653</b>	<b>52,210,547,063</b>	<b>100</b>
00 Agency Budget Allocation	45,900,370,992	0	45,900,370,992	45,896,986,998	
01 Administrative And Support Services	38,443,130,581	(7,654,713)	38,324,824,123	38,321,778,197	
0101 Administrative And Support Services	38,443,130,581	(7,654,713)	38,324,824,123	38,321,778,197	
25 Crime Intelligence And Detective Services	1,409,480,000	0	1,409,480,000	1,409,480,000	
2501 Crime Investigation	99,500,000	0	99,500,000	99,500,000	
2502 Crime Intelligence And Anti-Terrorism	109,980,000	0	109,980,000	109,980,000	
2503 Forensic Laboratory And Victim Health Services	1,200,000,000	0	1,200,000,000	1,200,000,000	
26 General Police Operations	4,778,560,000	1,380,000	4,855,140,000	4,855,128,569	
2601 Public Order And Security	4,056,480,000	0	4,056,480,000	4,056,480,000	
2602 Police Station Arrest Management	722,080,000	1,380,000	798,660,000	798,648,569	
27 Specialised Police Services	584,200,411	6,274,713	630,272,736	630,136,499	
2701 Airwing	182,640,000	0	182,640,000	182,632,800	
2703 Marine Services	4,200,000	0	4,200,000	4,200,000	
2704 Fire And Rescue	328,000,000	0	347,797,612	347,668,575	
2705 Canine Brigade	26,679,632	6,274,713	52,954,345	52,954,345	
2706 Community Policing And Public Relations	42,680,779	0	42,680,779	42,680,779	
28 Police Training Schools	685,000,000	0	680,654,133	680,463,733	
2801 Police Academy (Npa)	685,000,000	0	680,654,133	680,463,733	
03 Own Revenues	6,822,001,491	0	6,327,436,773	6,197,896,519	
26 General Police Operations	68,000,000	(8,576,950)	59,423,050	51,217,594	
2601 Public Order And Security	68,000,000	(8,576,950)	59,423,050	51,217,594	
27 Specialised Police Services	6,754,001,491	8,576,950	6,268,013,723	6,146,678,925	

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2702 Traffic And Mic Services	6,754,001,491	8,576,950	6,268,013,723	6,146,678,925	
08 External Grants	340,188,888	0	148,088,888	115,663,546	
27 Specialised Police Services	340,188,888	0	148,088,888	115,663,546	
2706 Community Policing And Public Relations	340,188,888	0	148,088,888	115,663,546	
<b>0702 RWANDA CORRECTIONAL SERVICE(RCS)</b>	<b>14,494,203,741</b>	<b>0</b>	<b>15,965,090,464</b>	<b>15,766,905,779</b>	<b>99</b>
00 Agency Budget Allocation	14,494,203,741	0	15,965,090,464	15,766,905,779	
01 Administrative And Support Services	5,084,819,999	(19,324,824)	5,074,298,430	4,912,104,341	
0101 Administrative And Support Services	5,084,819,999	(19,324,824)	5,074,298,430	4,912,104,341	
29 Inmates And Tigistes: Correction, Rehabilitation And Social Welfare	8,035,117,780	0	9,436,335,308	9,403,008,064	
2901 Civic Education	17,299,420	0	11,341,420	11,341,420	
2902 Vocational Training	14,675,460	0	8,005,260	8,005,260	
2903 Inmates And Tigistes Social Welfare	6,453,142,900	0	7,865,359,528	7,832,733,434	
2904 Detention Facilities Development	1,550,000,000	0	1,551,629,100	1,550,927,950	
30 Prisons And Tig Camps Management	1,069,182,902	19,324,824	1,146,153,026	1,143,489,674	
3001 Prisons Management	1,060,009,562	19,324,824	1,138,844,186	1,136,180,834	
3002 Tig Camps Management	9,173,340	0	7,308,840	7,308,840	
32 Rcs Training And Capacity Building	305,083,060	0	308,303,700	308,303,700	
3201 Rcs Training School	305,083,060	0	308,303,700	308,303,700	
<b>1300 MINIJUST</b>	<b>6,409,944,219</b>	<b>0</b>	<b>7,472,505,613</b>	<b>7,481,876,414</b>	<b>100</b>
00 Agency Budget Allocation	6,045,487,472	0	7,108,048,866	7,338,960,046	
01 Administrative And Support Services	3,646,920,195	108,660,199	3,704,735,162	3,541,428,098	
0101 Administrative And Support Services	3,646,920,195	108,660,199	3,704,735,162	3,541,428,098	
58 Community Legal Services And Human Rights	1,637,869,004	(587,623,683)	1,425,485,224	1,395,515,282	
5801 Community Programmes	400,000,000	0	600,000,000	589,355,680	
5803 Legal Aid Services	455,272,464	0	497,756,684	487,818,962	
5804 Abandoned Property Management	20,220,000	0	20,220,000	11,761,760	
5805 Mediation (Abunzi) Committees	762,376,540	(587,623,683)	307,508,540	306,578,880	
59 Legislative, Litigation And Legal Advisory Processes	760,698,273	478,963,484	1,977,828,480	2,402,016,666	
5902 Legal Advisory Services	298,896,662	8,110,977	261,037,820	221,033,326	
5903 Civil Litigation	461,801,611	470,852,507	1,716,790,660	2,180,983,340	
08 External Grants	364,456,747	0	364,456,747	142,916,368	
01 Administrative And Support Services	364,456,747	0	364,456,747	142,916,368	
0101 Administrative And Support Services	364,456,747	0	364,456,747	142,916,368	

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<b>1302 INSTITUTE OF LEGAL PRACTICE AND DEVELOPMENT (ILPD)</b>	<b>1,248,160,583</b>	<b>0</b>	<b>1,248,160,583</b>	<b>1,248,160,583</b>	<b>100</b>
00 Agency Budget Allocation	1,248,160,583	0	1,248,160,583	1,248,160,583	
01 Administrative And Support Services	348,160,583	0	348,160,583	348,160,583	
0101 Administrative And Support Services	348,160,583	0	348,160,583	348,160,583	
60 Professional Legal Courses And Research	900,000,000	0	900,000,000	900,000,000	
6001 Post-Graduate Courses And Research	900,000,000	0	900,000,000	900,000,000	
<b>1303 RWANDA LAW REFORM COMMISSION (RLRC)</b>	<b>1,604,824,355</b>	<b>0</b>	<b>1,354,824,355</b>	<b>1,250,938,002</b>	<b>92</b>
00 Agency Budget Allocation	1,604,824,355	0	1,354,824,355	1,250,938,002	
01 Administrative And Support Services	1,154,824,355	0	1,154,824,355	1,124,843,483	
0101 Administrative And Support Services	1,154,824,355	0	1,154,824,355	1,124,843,483	
61 Legal Reform	450,000,000	0	200,000,000	126,094,519	
6101 Legal Reform	450,000,000	0	200,000,000	126,094,519	
<b>1305 RWANDA FORENSIC LABORATORY (RFL)</b>	<b>1,148,118,706</b>	<b>0</b>	<b>498,118,708</b>	<b>498,118,707</b>	<b>100</b>
00 Agency Budget Allocation	1,148,118,706	0	498,118,708	498,118,707	
01 Administrative And Support Services	1,148,118,706	0	498,118,708	498,118,707	
0101 Administrative And Support Services	1,148,118,706	0	498,118,708	498,118,707	
<b>1501 NATIONAL COMMISSION FOR THE FIGHT AGAINST GENOCIDE(CNLG)</b>	<b>3,961,082,508</b>	<b>500,000</b>	<b>3,961,082,508</b>	<b>3,899,061,056</b>	<b>98</b>
00 Agency Budget Allocation	3,961,082,508	500,000	3,961,082,508	3,899,061,056	
01 Administrative And Support Services	1,400,882,508	(10,408,000)	1,396,864,956	1,335,235,220	
0101 Administrative And Support Services	1,400,882,508	(10,408,000)	1,396,864,956	1,335,235,220	
75 Fight Against Genocide	1,222,000,000	13,908,000	1,245,116,866	1,245,066,456	
7501 Genocide Commemoration And Awareness	1,210,000,000	13,908,000	1,243,116,866	1,243,066,456	
7502 Genocide Repercussions Advocacy	12,000,000	0	2,000,000	2,000,000	
76 Genocide Research And Documentation	1,338,200,000	(3,000,000)	1,319,100,686	1,318,759,380	
7601 Genocide Research	36,200,000	(3,000,000)	26,600,000	26,317,797	
7602 Genocide Documentation And Information Dissemination	1,302,000,000	0	1,292,500,686	1,292,441,583	
<b>1700 NATIONAL PUBLIC PROSECUTION AUTHORITY (NPPA)</b>	<b>6,144,755,680</b>	<b>0</b>	<b>6,244,755,680</b>	<b>6,237,566,039</b>	<b>100</b>
00 Agency Budget Allocation	6,144,755,680	0	6,244,755,680	6,237,566,039	
01 Administrative And Support Services	5,633,836,540	0	5,783,836,540	5,803,605,719	
0101 Administrative And Support Services	5,633,836,540	0	5,783,836,540	5,803,605,719	
88 Strategy, Policy And Regulatory Services	111,999,999	0	111,999,999	109,999,999	

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8801 Prosecutorial Strategy, Policy And Inspections	41,499,999	0	41,499,999	41,499,999	
8802 Research Studies	58,500,000	0	58,500,000	58,500,000	
8803 Planning Monitoring And Evaluation	12,000,000	0	12,000,000	10,000,000	
89 Prosecutorial Services	398,919,141	0	348,919,141	323,960,321	
8901 Offence Prosecution	330,734,186	0	280,134,186	263,362,829	
8902 Special Case Investigations	2,000,000	0	2,000,000	0	
8903 Victim And Witness Protection	66,184,955	0	66,784,955	60,597,492	
<b>Total budged used</b>			<b>104,593,342,892</b>	<b>103,559,101,831</b>	<b>99.0</b>

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