



**THE REPUBLIC OF RWANDA
MINISTRY OF JUSTICE**



**ANNUAL REPORT OF ACTIVITIES
2015-2016**

Kigali, December 2016

FOREWORD



2015/16 was an important year for the Ministry of Justice as far as Justice Sector improvement is concerned as shown in many aspects and in the same year we saw substantial progress on a number of fronts.

(i) Integrated Electronic Case Management System was developed and completed in October 2015. It is the first of its kind in Africa and do request the support of all stakeholders to play their role and inform the citizens of its existence to use it. (ii) Continuous legal aid to the community which was emphasized during Legal Aid week. (iii) The Ministry of Justice in its effort to enhance quality decentralized legal aid services to the community provided trainings to MAJ in various fields including judgment execution, legal representation, human rights, GBV to mention but a few. (iv) Abunzi Committees system in Rwanda completed their term of office and new committees were elected all over the country, provided with training mobile phones and airtime. (v) Contract management systems were improved across public sector entities through training sessions and workshops. (vi) Efficient Government representation in courts and adoption of a reliable system for recovery of government embezzled funds. (vii) To ensure that national laws are in harmony with regional and International laws keeping our laws updated in line with the pace of economic growth which was given priority and sector capacity was strengthened through different professional trainings.

Despite tremendous achievements registered in justice sector in the year 2015/2016, the great challenge to be focused on in the year 2016/2017 is recovery process of money from Government won cases was lightly taken and in 2016/2017 stringent measures have been instituted.

In short, it has been a momentous year and gives a credit to the entire staff, affiliated institutions, stakeholders and entire Abunzi committee members for their tireless effort in Mediation exercise to ensure that peace and justice prevail in Rwanda.

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LIST OF ABBREVIATIONS

ABBREVIATION/ACRONYMS	DESCRIPTION
ACDEG	African Charter on Democracy, Elections and Governance
ACHPR	African Charter on Human and Peoples Rights
AIF	African Innovation Foundation
CAT	Convention against torture
CHUB	Centre Hospitalier Universitaire de Butare
CHUK	Centre Hospitalier Universitaire de Kigali
CLSD	Civil Litigation Service Division
EDPRS	Economic Development and Poverty Reduction
GBV	Gender Based Violence
GCC	Government command center
GOR	Government of Rwanda
ICCPR	International Convention on Civil and Political Rights
ICT	Information Communication and Technology
ILPD	Institute of Legal Practice and Development
INMR	Institute of National Museums of Rwanda
ISAE BUSOG	Institute of Agriculture Science and Animal Husbandry
JRLOS	Justice Reconciliation Law and Order Sector
KIST	Kigali Institute of Science and Technology
LAS	Legal Advisory Services
LASIS	Legal Advisory Services Information System
M&E	Monitoring and Evaluation
MAJ	Maison d'Accès à la Justice (Access to Justice Bureau)
MIGEPROF	Ministry of Gender and Family Promotion
MINADEF	Ministry Of Defence
MINECOFIN	Ministry of Finance and Economic Planning
MIFOTRA	Ministry of Labour and Public Servant
MINAGRI	Ministry of Agriculture and Animal Husbandry
MINICOM	Ministry of Trade and Industry
MINIJUST	Ministry of Justice
MININFRA	Ministry of Infrastructure
MININTER	Ministry of Internal Security
MINISANTE	Ministry of Health
MINISPOC	Ministry of Sports and Culture
MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
MTS	Management tracking system
NAEB	National Agriculture Export Board
NAP	National Human Rights Action Plan
NISR	National Institute of Statistics of Rwanda
NPPA	National Public Prosecution Authority
NSBS	National Capacity Building Secretariat

ABBREVIATION/ACRONYMS	DESCRIPTION
NURC	National Unity and Reconciliation Commission
RAB	Rwanda Agriculture Board
RBA	Rwanda Broadcasting Agency
RBC	Rwanda Biomedical Centre
RCA	Rwanda Cooperative Agency
RCS	Rwanda Correctional Service
RDB	Rwanda Development Board
RIAM	Rwanda Institute of Administration and Management
RLRC	Rwanda Law Reform Commission
RMF	Road Maintenance Fund
RNRA	Rwanda Natural Resources Authority
RPPA	Rwanda Public Procurement Authority
RTDA	Rwanda Transport Development Agency
SGF	Special Grant Fund
SP	Supreme Court
TWG	Thematic Working Group
UPR	Universal Periodic Review
UR	University of Rwanda
UN	United Nations

I. Executive summary

The Ministry of Justice and affiliated agencies were committed during the Fiscal year 2015/ 2016, (i) to ensure universal access to quality justice to all Rwandans and friends of Rwanda or Rwandans living abroad; (ii) to ensure rule of law, accountability and business competitiveness; (iii) to improve international justice and judicial cooperation and adherence to human rights; (iv) to combat impunity for international crimes, and genocide ideology; and (v) to strengthen coordination and capacity of justice institutions and personnel. These five priority outcomes were delivered in cooperation with different departments of the Ministry of Justice as well its affiliated agencies such as Rwanda Law Reform Commission (RLRC) and Institute of Legal Practice and Development (ILPD). This report highlights achievements of the departments of the Ministry and Affiliated agencies. In summary, the key achievements are outlined below:

1.1. Government Legal Advisory Services

During the Fiscal year 2015/ 2016, the Ministry of Justice provided Legal Advisory services to different public institutions for instance legal opinions on international and national contracts, on MoUs and agreements and on contract management. This service increased to the tune of 19.6% compared to 2014/15 financial year. Other activities performed by the Ministry of Justice were to empower Government Legal Advisors which was achieved through conducting training of legal officers on Contract Management and preparation of handbooks. Lexis Nexis is an online research and Library portal for lifelong learning and capacity improvement approach whereby the Ministry of Justice is still committed to annual subscription.

1.2. Government representation in court (Civil litigations Services)

To ensure Government representation in court, the Ministry of Justice on behalf of the Government was summoned in 493 cases during 2015/2016. Compared to previous financial year of 2014/15, the Ministry of Justice was summoned in 516 cases which shows a steady decrease of 4%. Looking at the cases decided on by courts (346 cases) Government won 250 cases which is 72.3%.

1.3. International Justice & Judicial Cooperation

International Justice and judicial cooperation is a part of the overall international

cooperation pursued by the Ministry of Justice. The international Justice and Judicial Cooperation aims at promoting cooperation between judicial authorities in various matters of law.

1.4. Access to Justice Services Department

Access to Justice Services Department is made up of one Division (Community Justice Division) and Abandoned Property Management unit. Community Justice Division is made up of two units namely Public Legal Aid Services Unit and Access to Justice Coordination Unit.

Access to Justice Services Department is mandated to provide efficient legal aid services to the general public in matters related to notary services, fighting injustice, changing of names, and coordination of decentralized services of the Ministry of Justice (ABUNZI and MAJ) as well as the coordination of the management of the abandoned property country wide. Decentralized services under Access to Justice Services Department includes an important role of coordinating and monitoring of legal assistance provided to vulnerable people (legal representation in court) including minors, and the execution of Judgments.

The Ministry of Justice organizational structure is decentralized at district level where it has 30 MAJ offices with 90 MAJ staff. During the Financial year of 2015/2016, MAJ services, received 17,869 cases requesting for legal aid of which 16,300 were civil related problem (91%) and 1,569 (9%) were penal cases. Also, MAJ received a total of 696 Gender Based Violence (GBV) cases (78.9% female and 21.1% male) where 94.4% were totally handled. MAJ (Maison d'Accès à la Justice) are also responsible for the coordination of all activities of Mediation committees' members in their respective committees. In the FY 2015-2016 Mediation committees (Abunzi) handled 47,966 cases country wide, among them 35 953 (63.5%) were civil cases while 17 505 (36.5%) were penal cases. 44,679 (93%) cases that were mediated and closed at Abunzi level.

1.5. Coordination of JLROS

The Justice, Reconciliation, Law & Order Sector is a coordination structure which enables institutions in the Sector to work together effectively towards common objectives, without compromising their operational, legal or constitutional independence. Among its objectives, the Justice Sector aims at achieving high level policy coordination and effective prioritization so that the justice sector strategy is discussed,

agreed and communicated to all stakeholders, and that scarce resources are used efficiently by prioritizing them across the sector. It is also aimed at establishment of transparent, clear and accountable mechanisms for oversight, direction and implementation. To achieve these objectives, a second strategy has been developed and currently the Sector is implementing its 4th year program on the strategic plan.

1.6. Rwanda Law Reform Commission (RLRC)

Rwanda Law Reform Commission is responsible for analyzing Rwandan laws and providing recommendations to relevant institutions for their improvement, updating and reform. In particular, RLRC is responsible for

- Conducting studies designed to assess laws in force in the country in order to identify those that are not implemented, suggest the new ones that are necessary and advise relevant institutions accordingly;
- Ensuring proper codification and consolidation of Rwanda laws;
- Identifying laws provided for under the Constitution that are not yet put in place and preparing related draft bills;
- Preparing draft bills for laws that need to be made or modified on the initiative of RLRC or upon request by relevant institutions;
- Examining draft bills initiated by other institutions before they are submitted to the Cabinet;
- Contributing ideas on a private member's bill as initiated by a Deputy or a group of Deputies upon request;
- Following up the consideration process of bills in the Parliament;
- Ensuring proper drafting and translation of Rwandan laws in all official languages throughout the legislative process starting from the preparation of draft bill to the publication of laws in the Official Gazette of the Republic of Rwanda;
- Identifying national laws in force to be harmonized with principles that are provided for under international instruments ratified by Rwanda;
- Providing public institutions with advice on legal matters and draft bill;
- Receiving and considering proposals for reform of laws that are submitted by an institution or any interested person.

1.7. Institute of Legal Practice and Development (ILPD)

The institute of Legal Practice and Development (ILPD) is a public higher learning institution that has a mandate of offering professional legal courses and carries out legal research. It is one of the institution members of the Justice Sector. As a public institution, the performance of ILPD is measured on year basis. The institute during the financial year 2015/2016 carried out training and research as the core mandate of the institute.

II. Objectives of the annual report

This report gives a high-level overview of the activities and achievements of the Ministry of Justice during the 2015/2016 Fiscal year. All the outcomes realized throughout this year contribute towards achieving MINIJUST's mission to oversee the promotion of the rule of law and justice for all and assess the progress made in the implementation of MINIJUST mandate, annual action plan, Seven Year Government Program (7YGP), EDPRS II core indicators; Justice Sector strategic Plan; JRLS peer review recommendations; five year strategic plan (2013-2018); National leadership retreat resolutions; National Dialogue Council (NDC) resolutions; various Presidential pledges to the public; various Parliament and Senate resolutions; pending and routine activities in previous MINIJUST single action plans;

III. Scope of the report and methodology

This report covers all activities carried out by MINIJUST units, services and departments from July/2015 to June/2016. It also covers all achievements realized by its affiliated institutions, namely Rwanda Law Reform Commission (RLRC) and Institute of Legal Practice and Development (ILPD). The information contained in this report was drawn from monthly departmental progress reports; the 2015-2016 action plans implementation reports, the Minister's performance Contract/SAP and Annual reports of the affiliated agencies.

IV. Annual Achievements: 2015 -2016

This section presents department by department/Institutional analysis of the performance by highlighting key achievements summarized in results framework. It also indicates a review of activities which have not been achieved and highlights setbacks.

4.1. Legal Services Department Achievements

Legal Services as Ministry of Justice Department has played a significant role in Ministerial achievement during the fiscal year ending 30th June 2016. Three divisions under this department have driven the success of the Ministry of Justice. These three divisions are namely; Legal Advisory Services division, civil litigation services division and International Justices and judicial cooperation division. The achievements of this department are attributed to the said divisions.

4.1.1. Achievements of Legal Advisory Services Division

Services and the mandate of the Legal Advisory Services (LAS) is to (i) assist the Government in any negotiations and vetting of contracts at the national and international levels; (ii) ensure compliance with national legislation on agreements entered into between the Government of Rwanda and private individuals, the private companies, countries and international organizations in the interest of the state, and (iii) advise the Government and related institutions on legal matters, preferably before binding decisions are made, (iv) coordinate and boost the capacities of legal officers in all public institutions by ensuring the high level of professionalism. During the 2015/2016 year, the division registered various achievements in line with its core responsibilities;

4.1.1.1 . Advising Public Institutions on legal matters

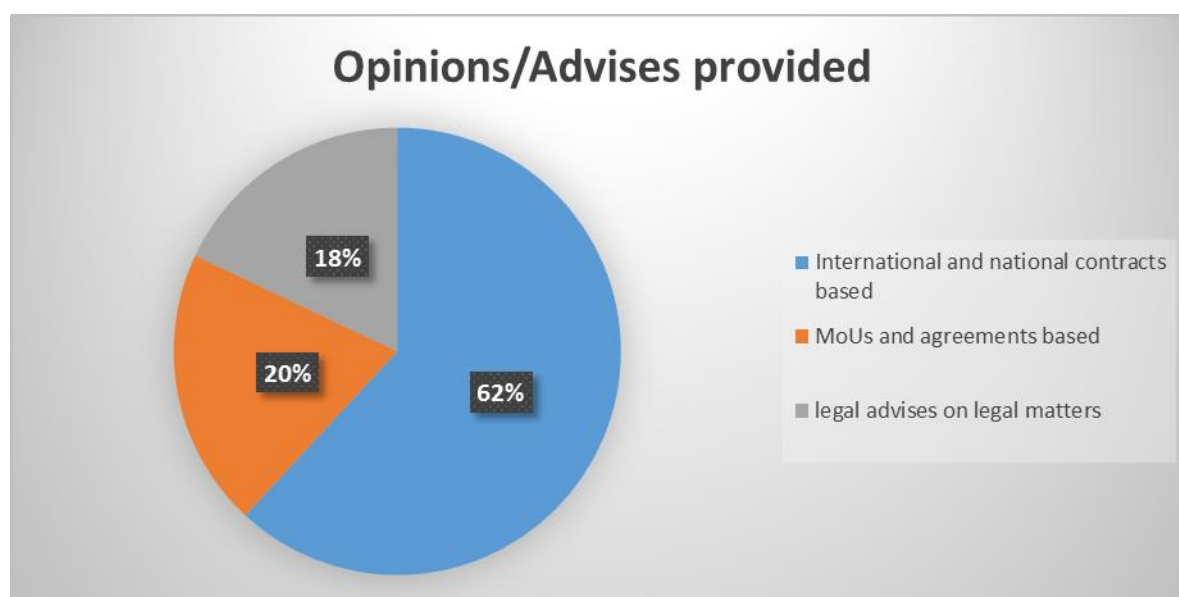
The principal mission for this division is to provide legal opinions on international and national contracts, on MoUs and agreements and on government contracts management. The table below show statistical data related to different services provided:

Table 1: Legal opinion provided by LASD

Legal Opinions/Advices provided	Number	Percentage
International and national contracts based	255	61,9
MoUs and agreements based	83	20,1
Legal advices on legal matters	74	18,0
TOTAL	412	100,0

The table highlights that though the Legal Services Department, the Ministry of Justice provided different legal opinions on national and international contracts. In this regards, a total of 412 legal opinions/advices were provided. These include 255 legal opinions on international and national contracts, 83 Opinions on MoUs and agreements provided and 74 legal advices on legal matters.

Figure 1: Legal opinions provided by LASD



The figure numbered one highlights that the effort of providing legal opinions was concentrated on international and national contract since it covered 62% of the total legal opinions provided.

4.1.1.2. Coordination meetings and trainings organized

Apart from legal opinions provided that characterized the activities of this Division, LASD also coordinated and participated in different meeting aiming at achieving more in

its functions. A total of 154 meetings have been organized and/or attended during the reported year as the following figure illustrates;

Table 2: Meeting involved LASD

Meetings	Number	Percentage
Contract negotiation and other legal matters attended meeting	150	97,4
Coordination meeting with public legal officers/advisors	4	2,6
Total	154	100,0

The table below reveals that out of 154 meetings, 150 equivalents to 97,4% were about contract negotiation and other legal matters attended while 4 equivalents to 2.6% were Coordination meetings with public legal officers/advisors.



Legal officers' Coordination meeting on 11th March 2016 at Hill Top Hotel

Legal Advisors and Procurement officers from Different Government institutions were trained on contract drafting and management. The training was held at ILPD in December 2015. The Ministry of Justice convened a meeting with Government legal officers at Hilltop Hotel, on 09th June 2016 and urged Government legal advisors to be consistent and represent their institutions properly.



Government legal officers' meeting at Hilltop Hotel, on 09th June 2016

4.1.1.2. Challenges and recommendations

It was observed that some legal officers do not adhere to the formats and model contracts established by the Ministry of Justice.

4.1.2. Achievements of the CLS

The Civil Litigation Service Division (CLS) is part of Legal Services Department which has the main responsibilities of representing the Government and all public institutions in Courts of Law, and in other litigation matters, monitoring and ensuring the execution of courts decisions in court cases involving Government; resolving legal issues amicably in collaboration with other concerned Government's organs on their own initiative or upon the concerned party's request. Suing Government employees who through negligence or mistakes lead Government to courts is also in the core mandate of Civil Litigation Service Division.

4.1.2.1. Legal representation in courts

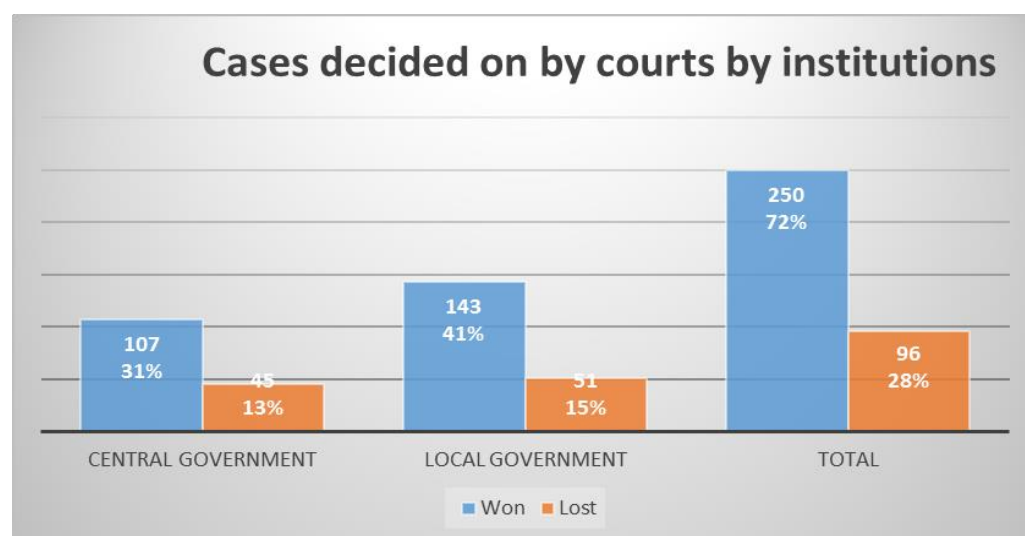
The Government was summoned in 493 cases among which 346 (70.18%) litigations were decided on by the courts and 147 (29.9%) were on going at the end of the year. The following table summarizes the status of cases decided on by courts categorized by institutions;

Table 3: Government representation in courts

Cases decided on by courts		Institutions		Total	
		Central government	Local government	Number	%
Won		107	143	250	72,3
Lost		45	51	96	27,7
Total	Number	152	194	346	100
	%	44	56		

As shown by the table above, the Courts decided on a total of 346 cases. It is revealed that the Ministry of Justice through the division of Civil Litigation whose one of its main responsibilities is representing the Government and all public institutions in Courts of Law has won 250 cases equivalent to 72.3% whereas 96 cases equivalent to 28 % were lost. However, the number of public institutions that causes Government summoned in courts is still at undesired level.

Figure 2: Government Cases decided on by courts by institutions



Both table numbered 3 and figure numbered 2 reveal that among the cases decided on by the courts, the local Government entities were involved in many cases compared to the central Government entities which are 194 cases (56%) and 155 cases (44%) respectively. This has an impact of having the increase of won Cases in local Government entities compared to central Government entities. The following table shows a general picture of all government institutions that causes government to be summoned in courts during the period ranging from 1st July 2015 to 30th June 2016;

Table 4: Distribution of cases government by institutions

No	INSTITUTIONS	CASES			TOTAL
		Won	Lost	On-going	
1	RNRA	39	1	1	41
2	GoR	18	2	21	41
3	Kigali City	6	13	6	25
4	Nyarugenge District	13	2	8	23
5	Karongi District	11	9	1	21
6	SFG	0	9	12	21
7	Huye District	12	2	3	17
8	Nyamagabe District	9	2	5	16
9	Bugesera District	6	2	6	14
10	MINAGRI	6	4	4	14
11	Nyabihu District	6	3	3	12
12	Nyaruguru District	9	1	2	12
13	UR	0	4	8	12
14	Gatsibo District	5	0	6	11
15	RCS	2	1	8	11
16	MINISANTE	2	4	4	10
17	RAB	3	3	3	9
18	Rusizi District	4	2	3	9
19	Gicumbi District	3	0	5	8
20	Gisagara District	6	1	1	8
21	Rubavu District	6	1	1	8
22	Ruhango District	2	1	5	8
23	RTDA	3	2	2	7
24	Kamonyi District	0	0	7	7
25	Kicukiro District	5	0	1	6
26	Musanze District	5	1	0	6
27	Burera District	3	2	0	5
28	Gakenke District	3	2	0	5
29	MINIRENA	3	2	0	5
30	Nyagatare District	3	0	2	5
31	Nyanza District	4	0	1	5
32	Rulindo District	3	1	1	5
33	Gasabo District	4	0	0	4
34	Kayonza District	4	0	0	4
35	Kirehe District	3	0	1	4
36	MININTER	2	2	0	4
37	Muhanga District	2	1	1	4
38	Nyamasheke District	1	2	1	4
39	Rutsiro District	3	1	0	4
40	MINECOFIN	1	1	1	3
41	MINEDUC	3	0	0	3
42	NPPA	3	0	0	3

No	INSTITUTIONS	CASES			TOTAL
		Won	Lost	On-going	
43	RBC	2	1	0	3
44	RCA	3	1	0	4
45	REMA	2	1	0	3
46	RPPA	1	1	1	3
47	CHUK	2	0	0	2
48	CNF	0	2	0	2
49	MIDMAR	2	0	0	2
50	MINIJUST	1	0	1	2
51	MININFRA	0	1	1	2
52	MINISPOC	1	0	1	2
53	NAEB	1	1	0	2
54	Ngoma District	2	0	0	2
55	RGB	1	1	0	2
56	Rwamagana District	1	0	1	2
57	MINALOC	0	0	2	2
58	Butaro District Hospital	1	0	0	1
59	MINADEF	1	0	0	1
60	MINAFET	0	1	0	1
61	MINICOM	1	0	0	1
62	Ngororero District	1	0	0	1
63	PRIMATURE	0	1	0	1
64	REB	0	1	0	1
65	RSB	1	0	0	1
66	CHUB	0	0	1	1
67	Directorate General of Immigration & Emigration	0	0	1	1
68	MIFOTRA	0	0	1	1
69	North Province	0	0	1	1
70	Parliament	0	0	1	1
71	RDRC	0	0	1	1
Total		250	96	147	493

It is shown that 71 institutions caused Government to be summoned in courts for 493 cases during the period ranging from 1st July 2015 to 30th June 2016. There is a need to point out from the analysis made illustrated by the table numbered four, that there are institutions that significantly led Government to be summoned. It criticizes six institutions notably RNRA, GoR, Kigali city, Nyarugenge district, Karongi district and SGF as they cover 35% of the total cases (172 out of 493 cases)

4.1.2.2. Public Fund recovery

The Ministry of Justice during the period ranging from 1st July 2015 to 30th June 2016, 351,094,000 Rwandan Francs and 6,743 USD were recovered from the Prosecution of Government embezzlement cases and embezzled funds for won cases. To speed up judgment execution process in recovering public fund, the Ministry of Justice signed a contract with a pool of professional courts bailiffs' country wide.

4.1.2.3. Training organized

On 3rd June 2016, the Ministry of Justice organized a training of 14 lawyers in the civil litigation Division (state attorneys) in order to improve further on the professional ethical and behaviours in courts that took place at Nobleza Hotel Kicukiro.

4.1.2.4. Challenges and recommendations

There are observed the challenges and the gaps in the fulfilment of part of the mandate of the Civil Litigation Division.

- Illegal, out of competence or ultra vires decisions which may lead to civil liability of the State, pay or incur unprecedented loss;
- Office misconduct like refusal to act or delays in performing one's responsibilities which would otherwise save the State from incurring the loss if such responsibilities were effectively and timely performed
- Embezzlement of public funds
- Illegal donation of public funds;
- Illegal payments or payments beyond what is authorized by law;
- Failure to respect formal procedures which may require the State to make due payments;
- Causing loss in payment to the state;
- Causing the State not to achieve its expectations

4.1.3. Achievements of International Justice and Judicial Cooperation Division

The International Justices and judicial cooperation division main responsibility focus on (i) development and coordination of the implementation of Rwanda's legal policy framework on Judicial Cooperation; (ii) Streamlining and coordination of the request for and provision of mutual legal assistance to other jurisdictions; (iii) Follow up the

prosecution and defense of cases of genocide in Rwanda and elsewhere; (iv) creation and coordination of the implementation of policies on combating crimes of human trafficking, money-laundering and terrorism; (v); development and monitoring the implementation of a national policy on human rights; (vi) production of periodic reports on human rights situation in the country (vii) Preparation and submit all required reports to International and Regional human rights bodies; (viii) Monitoring the progress of the fulfillment of regional and international human rights obligations; (iv) Raise awareness of international and domestic human rights laws and how to implement them; (v) Follow up the implementation of the received recommendations. During Fiscal year 2015/2016, the Division made the following achievements;

4.1.3.1. Main activities performed by IJJC division

- I. Human right instruments prepared;
 - NAP (National Human Rights Action Plan)
 - ACHPR (African Charter on Human and Peoples Rights) and MAPUTO Protocol
 - ACDEG (African Charter on Democracy, Elections and Governance)
 - ICCPR (International Convention on Civil and Political Rights)
- II. Human right instruments prepared and submitted to other organs in the Fiscal year 2015/2016;
 - Human right instruments submitted to the Cabinet: Convention against torture (CAT) and Universal Periodic Review (UPR)
- III. International conference or forum attended in the Fiscal year 2015/2016;
 - Presentation of UPR on the Human rights recommendation in Geneva on 4th November 2015 during 23rd UPR.
 - Attended UN Fellowship for least developed countries and small island developing states
- IV. Requests on Human right from international bodies processed
 - Responding to the questionnaire on the drafting of the ICESCR from NCHR

V. Monitoring of needy genocide transfer cases and Legal assistance was provided to the following detainees;

- MBARUSHIMANA Emmanuel
- MUNYAGISHARI Bernard
- NTAGANZWA Ladislav
- UWINKINDI Jean

VI. Extradition treaties negotiated/requested in Malawi and Tanzania

4.1.3.2. Meetings and conferences Coordinated by International Justice & Judicial Cooperation Division

1. Conducted a high level meeting to draft Roadmap for implementation of UPR second cycle recommendations accepted by Rwanda and it was attended by 50 participants.
2. Conducted a workshop aimed at drafting and validation of the report on the Convention against Torture, held at MINIJUST
3. A validation meeting on African Charter Human People's Right held

4.1.3.3. Trainings organized by International Justice & Judicial Cooperation Division

1. Conducted RCS Training on Human Right and detention which was attended by 30 participants.
2. Conducted Task Force training on CAT, OPCAT and Maputo Protocol
3. Conducted training on Human Rights and treaty body reporting to MAJ coordinators.

4.1.3.4. Others activities performed by IJJC

1. On 23rd June 2016, the Ministry of Justice and its stakeholders had a meeting on the implementation of 50 recommendations given to Rwanda by Human Rights Council during the last Universal Periodic Review and vowed to implement the recommendations by next year in collaboration with its stakeholders.
2. In November 2015, Rwanda reviewed 83 distinct recommendations which are contained in our addendum to the Working Group report A/HRC/31/8/Add.1.

And 50 of the recommendations were adopted for implementation by the Ministry of Justice and its stakeholder. This was in accordance with our Constitution, “National Laws as well as International Obligations already undertaken; Rwanda accepted only those recommendations for which implementation are possible within the next four years”. 26 recommendations enjoy the support of Rwanda in principle but could not be accepted for implementation at this time because it is not possible to guarantee that the requirements necessary for the implementation of those recommendations will be readily available within the reporting period. 7 recommendations did not enjoy the support of Rwanda as they are not compatible with our domestic law and constitution.

4.2. Access to Justice Services Department Achievements

Access to Justice Services Department is mandated to provide efficient legal aid services to the general public in matters related to notary services, fighting injustice, changing of names as well as the management of the abandoned property. The coordination of decentralized services of the Ministry of Justice through Mediation committees (ABUNZI) and Access to Justice Bureau (MAJ) is also under this department. The achievement of the department was driven and articulated in division and units located in this department. It is compressed in three unities where by two of them namely Access to Justice Coordination Unit (AJCU) and Public Legal Aid Services Unit (PLASU) are under one division called Community Justice Division while other unit called Abandoned Property Management reports directly to the head of Access to Justice Services department.

4.2.1. Achievements of Public Legal Aid Services Unit

The main achievements of the Unit are observed through the legal aid services provided to the public addressed to the Ministry of Justice. The legal aid services provided to the public include legal aid services provided at Ministry of Justice headquarter and legal aid services provided through the decentralized systems (MAJ and Abunzi).

Table 5: Legal aid advises provided to the public

Legal aid advises Provided	Public served		Total
	Male	Female	
Written aid advises	526	469	995
Verbally aid advises	722	490	1212
Total	1248	959	2207

The table above reveals that a total of 2 207 legal aids services have been provided to the public at Ministerial level during the fiscal year ending 30th June 2016. According to the structure of matter addressed, 995 legal aid advices were provided in terms of written documents whereas 1 212 legal advises advice were provided verbally.

Figure 3: Legal advises services provided by MAJ



It was observed that among individuals who addressed their legal matters, there were 959 female and 1 248 male. The following table highlights the general activities conducted by the unit;

Table 6: General activity performed by Public Legal Aid Service Unit

Performed activities	2014/15	2015/16		Total
	Total	M	F	
Officially names changed	95	109	85	194
Notarized documents from the general public	11,136	5674	4937	10,611
Indigent represented in the supreme court	105	387	120	502
Minors represented in the court	2028	156	1100	1,256
Others Performed activities		2014/15	2015/2016	
Total documents notarized		26,790	12,760	
Notaries trained		30	67	
Notaries who took oath			70	
New professional and nonprofessional Court Bailiff appointed		1695	224	
Court judgments executed		5,476	16,598	
Gacaca Judgments executed by non-professional court bailiffs		437,918	39,104	
Gacaca Judgments executed by professional court bailiffs		146	86	
Gacaca Judgments executed during legal aid week		16,639	4, 835	

4.2.2. Achievements of Access to Justice Coordination Unit

The Access to Justice Coordination Unit's main responsibility is to coordinate the activities of the Ministry at decentralized level. This means that the unit ensures day to day services delivered by both Mediation committees (Abunzi) and Access to Justice Bureau (MAJ). This include coordinating and monitoring of legal assistance provided to vulnerable people including minors (legal representation in court, gender based violence services, legal aid in various legal matters), public awareness on commonly used Laws and the execution of Judgments.

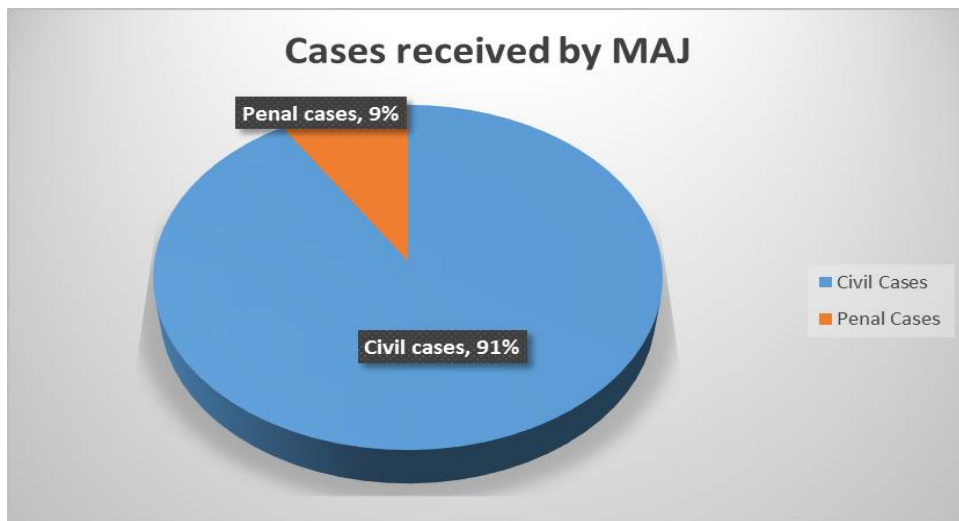
Apart from the direct coordination of these decentralised services, the Unit organized the training for both 90 MAJ staff and 2148 new Mediation committees elected at cell level and 416 committees at sector level from 14th to 18th September 2015.

The collaboration of the Unit with sector cluster members has ensured the coordination of meeting with District Partners (DPs) and the monitoring and evaluation on semester basis of activities of Mediation Committees and MAJ staff.

4.2.2.1. Access to Justice Bureau, MAJ

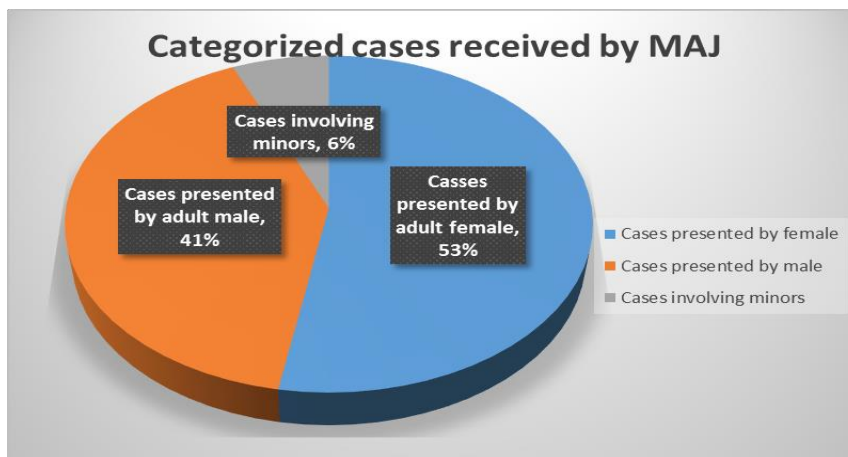
The activities of access to Justice Bureau called MAJ, was characterized by receiving and handle public legal matters related cases. In this way, a total of 17 869 legal aid requests were received by MAJ countrywide and the majority was civil cases related as shown by the following figure;

Figure 4: Case received and handled by MAJ



MAJ services received 17,869 legal aid requests out of which 16,300 (91%), were civil matters and 1,569 (9 %) were penal related cases. The gender disaggregation on legal aid requests presented to MAJ does not identify the significant difference between number of female and male presented, however the presence of minors (under 18 years old) brings a critical point in legal related cases.

Figure 5: Cases received by MAJ disaggregated by gender



By looking at gender disaggregation on legal aid requests presented to MAJ service, data analysis resulted that 9 434 (53%) cases were adult females, while 7 272 (41%) were

adult males whereas 1 163 (6%) cases were involving minors (<18 years old). The following table highlights full details of case received by MAJ by district;

Table 7: Cases received by MAJ by district

N°	Districts	Civil cases			Penal cases			Total			Total
		M	F	E	M	F	E	M	F	E	
1	Bugesera	181	226	47	6	10	1	187	236	48	471
2	Burera	225	292	67	35	30	3	260	322	70	652
3	Gakenke	206	302	3	56	76	13	262	378	16	656
4	Gasabo	171	276	53	4	1	0	175	277	53	505
5	Gatsibo	228	241	70	34	18	11	262	259	81	602
6	Gicumbi	159	196	3	6	12	0	165	208	3	376
7	Gisagara	263	389	0	25	23	0	288	412	0	700
8	Huye	292	414	6	42	35	2	334	449	8	791
9	Kamonyi	159	303	2	23	24	0	182	327	2	511
10	Karongi	197	280	3	19	22	0	216	302	3	521
11	Kayonza	190	281	19	18	18	1	208	299	20	527
12	Kicukiro	175	239	98	7	7	4	182	246	102	530
13	Kirehe	276	295	103	38	30	4	314	325	107	746
14	Muhanga	145	230	19	7	11	2	152	241	21	414
15	Musanze	113	186	57	12	25	1	125	211	58	394
16	Ngoma	154	203	1	7	8	0	161	211	1	373
17	Ngororero	223	296	21	32	41	6	255	337	27	619
18	Nyabihu	264	321	9	26	28	2	290	349	11	650
19	Nyagatare	46	71	0	1	4	0	47	75	0	122
20	Nyamagabe	301	452	15	48	51	22	349	503	37	889
21	Nyamasheke	395	365	51	3	5	1	398	370	52	820
22	Nyanza	432	582	2	33	40	0	465	622	2	1089
23	Nyarugenge	176	237	202	59	19	0	235	256	202	693
24	Nyaruguru	216	228	33	4	5	1	220	233	34	487
25	Rubavu	334	356	60	23	16	2	357	372	62	791
26	Ruhango	271	372	63	34	56	16	305	428	79	812

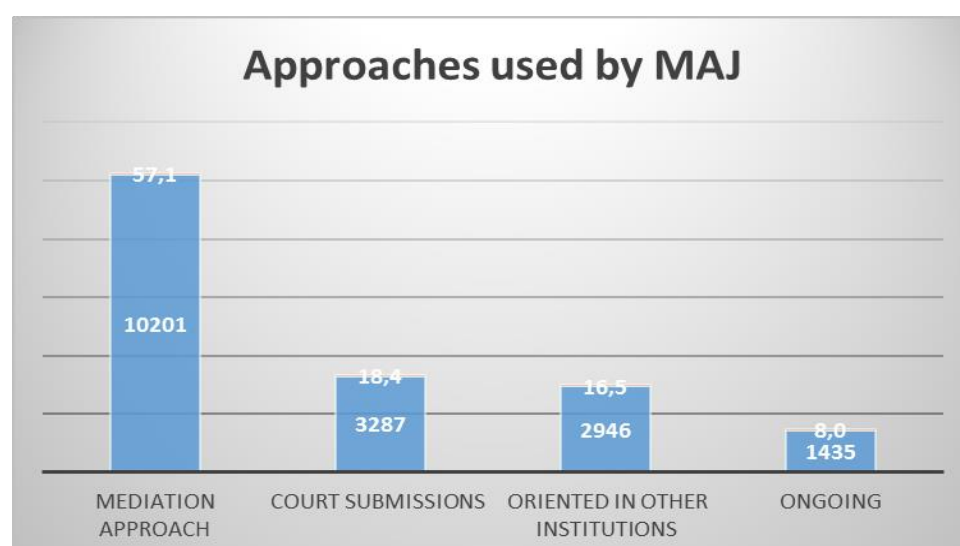
N°	Districts	Civil cases			Penal cases			Total			Total
		M	F	E	M	F	E	M	F	E	
27	Rulindo	105	184	4	8	0	0	113	184	4	301
28	Rusizi	211	259	9	10	31	1	221	290	10	521
29	Rutsiro	298	346	3	64	103	5	362	449	8	819
30	Rwamagana	164	245	40	18	18	2	182	263	42	487
Total		6,570	8,667	1,063	702	767	100	7,272	9,434	1,163	1,7869

Source: MAJ monthly data compiled

It was shown that MAJ offices in the districts of Nyanza, Nyamagabe and Nyamasheke, received many cases of legal aid requests compared to the rest of the districts. Each district MAJ office scored respectively the percentage of 6%, 4.9% and 4.5% of the total cases received. On the other hand, the districts of Nyagatare, Rulindo and Ngoma received few cases compared to others, their scores are remarkably far below the average cases received by district which is 596 cases.

After receiving all these cases, MAJ was staffed with qualified lawyers used different approaches aiming at handling the addressed legal matters. The commonly approaches used are shown in the following figure numbered six:

Figure 6: Cases received by MAJ by Districts



The figure numbered six reveals that 10 201 (57.1%) case received by MAJ were handled though providing legal advices of mediation of disputing parties 3 287 (18.4%) cases were submitted in formal courts while 2 946 (16.5%) were oriented in the

competent authority for handling. It is important to note that 92% of the total cases received by MAJ were totally handled since only 8% cases were still ongoing at the end of the fiscal year.

MAJ has also received a total of 697 Gender Based Violence (GBV) cases among which 549 representing 78.9% were female while 147 cases representing 21.1% were male as it is detailed by the following table;

Table 8: Gender Based Violence received by MAJ

District	CASES RECEIVED			APPROACHES USED			
	Female	Male	Total	Advices	Submissions	Orientated	On-going
Bugesera	13	0	13	5	5	3	0
Burera	40	7	47	20	6	5	16
Gakenke	49	14	63	35	22	2	4
Gasabo	0	0	0	0	0	0	0
Gatsibo	37	10	47	24	6	13	4
Gicumbi	15	3	18	11	6	0	1
Gisagara	2	0	2	1	0	1	0
Huye	9	2	11	5	1	5	0
Kamonyi	3	1	4	0	0	4	0
Karongi	10	0	10	2	4	3	1
Kayonza	24	5	29	5	12	2	10
Kicukiro	5	1	6	5	0	1	0
Kirehe	0	1	1	0	0	1	0
Muhanga	13	2	15	9	6	0	0
Musanze	34	8	42	33	4	5	0
Ngoma	0	0	0	0	0	0	0
Ngororero	12	3	15	2	3	10	0
Nyabihu	4	0	4	4	0	0	0
Nyagatare	0	0	0	0	0	0	0
Nyamagabe	29	12	41	23	0	18	0
Nyamasheke	1	1	2	2	0	0	0
Nyanza	33	32	65	50	13	2	0
Nyarugenge	38	10	48	38	10	0	0
Nyaruguru	16	3	19	10	8	0	1
Rubavu	57	17	74	22	26	26	0
Ruhango	51	10	61	14	29	18	0
Rulindo	0	0	0	0	0	0	0
Rusizi	10	0	10	9	0	1	0
Rutsiro	39	2	41	28	1	12	0
Rwamagana	5	3	8	1	3	2	2
Total	549	147	696	358	165	134	39
%	78,9	21,1	100,0	51,4	23,7	19,3	5,6

Looking at how MAJ handled GBV cases related, the table reveals that three approaches were used whereby 657 cases representing 94.3% were fully handled. It detailed that 51.4% cases were handled by providing legal advices, 23.7% were submitted into courts and 19.3% were analyzed and submitted into others institutions. However, there were only 39 GBV related cases equivalent to 5.6% which were on going at MAJ level at the end of the fiscal year.

4.2.2.2. Mediation committees, Abunzi

Mediation committees (Abunzi) are fully integrated into Rwanda's Justice system. 17 941 mediators exist at cell and sector levels country wide. Abunzi are persons of integrity in their community and their role is to act as mediators between parties in dispute. To facilitate Abunzi in their daily activities of peaceful conflicts resolution, Abunzi were provided with 17 941 mobile phones with regular monthly airtime as pledged by His Excellence the President of the Republic of Rwanda.



Mediators received Mobile Phones to ease the communication

During the fiscal year ending June 2016, Mediation committees received 47,966 cases. The cases received categorized by type and distributed by district are displayed in the following table;

Table 9: Categorized cases received by Abunzi by district

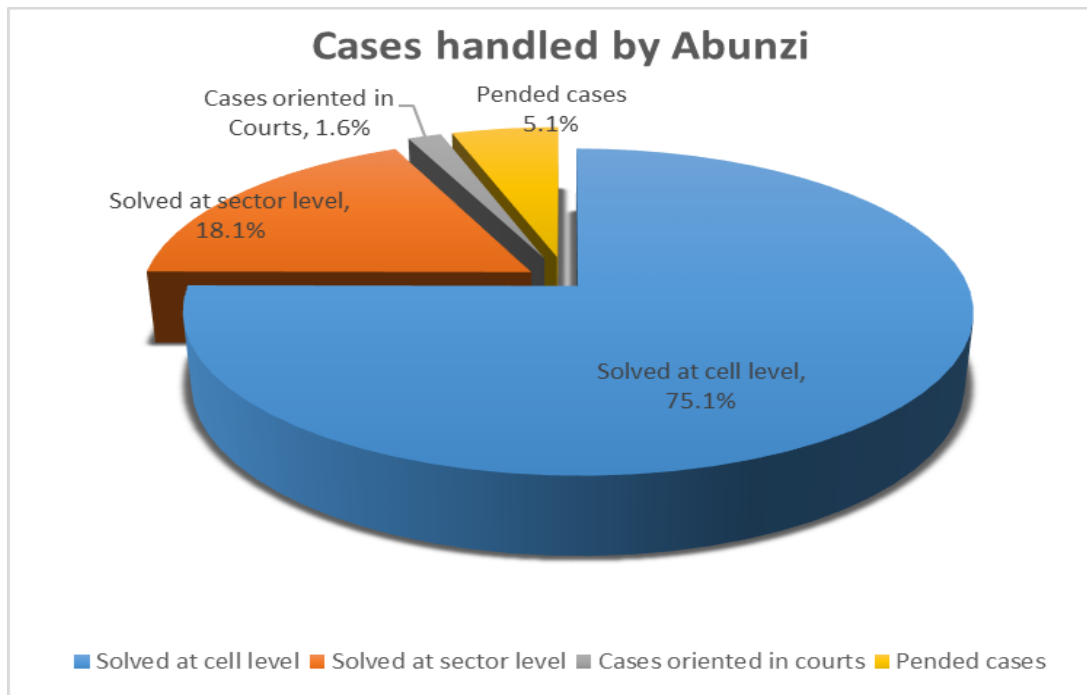
District	Cases received by Abunzi			Cases handled at cell level			Cases handed at Sector level			Cases oriented into courts			Pended Cases		
	Civil	Penal	Total	Civil	Penal	Total	Civil	Penal	Total	Civil	Penal	Total	Civil	Penal	Total
Bugesera	1,147	659	1,806	785	670	1455	194	148	342	8	1	9	0	0	0
Burera	2,54	1,459	3,999	2411	659	3070	395	51	446	21	2	23	358	102	460
Gakenke	1,505	865	2,37	1562	426	1988	299	56	355	6	11	17	10		10
Gasabo	343	197	540	314	58	372	88	22	110	12	2	14	42	2	44
Gatsibo	899	517	1,416	599	437	1036	162	81	243	0	0	0	91	46	137
Gicumbi	2,978	1,711	4,689	2399	931	3330	946	379	1325	0	0	0	27	7	34
Gisagara	1,014	583	1,597	821	382	1203	183	69	252	17	6	23	87	32	119
Huye	629	361	990	520	184	704	184	52	236	1	1	2	29	19	48
Kamonyi	283	162	445	278	21	299	93	19	112	23	3	26	7	1	8
Karongi	556	320	876	475	177	652	138	30	168	27	12	39	8	9	17
Kayonza	803	461	1,264	607	352	959	107	48	155	3	6	9	75	66	141
Kicukiro	171	99	270	138	52	190	42	2	44	1	0	1	15	20	35
Kirehe	563	323	886	477	130	607	139	46	185	41	8	49	37	8	45
Muhanga	613	352	965	501	238	739	153	58	211	2	2	4	8	3	11
Musanze	1,605	923	2,528	1694	284	1978	363	16	379	18	0	18	145	8	153
Ngoma	264	151	415	183	132	315	57	43	100	0	0	0	0	0	0
Ngororero	1,091	627	1,718	1173	128	1301	302	34	336	18	0	18	57	6	63
Nyabihu	721	414	1,135	649	122	771	226	60	286	41	7	48	25	5	30
Nyagatare	976	561	1,537	928	145	1073	342	71	413	8	6	14	34	3	37
Nyamagabe	1,711	984	2,695	946	480	1426	362	337	699	224	105	329	140	101	241
Nyamasheke	1,02	586	1,606	1106	296	1402	126	20	146	2	0	2	42	14	56
Nyanza	659	378	1,037	551	80	631	144	52	196	39	3	42	126	42	168
Nyarugenge	436	250	686	365	151	516	81	17	98	2	11	13	48	11	59
Nyaruguru	572	328	900	506	114	620	151	18	169	13	0	13	78	20	98
Rubavu	1,437	826	2,263	1428	347	1775	314	62	376	16	4	20	70	22	92
Ruhango	2,066	1,188	3,254	1650	992	2642	360	158	518	0	0	0	53	41	94
Rulindo	598	343	941	557	158	715	136	17	153	11	4	15	42	16	58
Rusizi	1,711	984	2,695	1742	399	2141	282	31	313	19	2	21	179	41	220
Rutsiro	570	328	898	646	127	773	94	8	102	5	0	5	10	8	18
Rwamagana	981	564	1,545	879	443	1322	165	41	206	12	0	12	2	3	5
Total	30,461	17,505	47,966	26890	9115	36005	6628	2046	8674	590	196	786	1845	656	2501

It is shown by the table numbered nine that among 47 966 cases received by Abunzi, 64 % were civil while 36% were criminal cases.

Looking at how cases received were handled, the table numbered nine again reveals that among 47 966 cases received, a total of 36 005 representing 75.1% of the total cases received were fully mediated and solved by Mediation Committees at cell level and 8 674

representing 18.1% of the total cases received were fully handled and solved by Mediation Committees at Sector level as shown by the table and the following figure;

Figure 7: Cases handled by Mediation Committees



It is of great important to point out from the figure numbered eight that among 47 966 cases received, a total of 44 679 (93.1%) cases were fully solved by Mediation Committees at both cell and sector levels mainly by mediating parties in dispute. It is also shown that 786 (1.6%) cases were oriented into formal courts whereas 2 501 (5.1%) cases were still on going by the end of 2015/2016 fiscal year.

4.2.3. Achievement of Abandoned Property Management Unit

The role of taking proper custody of the abandoned property in Rwanda is ensured by the Ministry of Justice though the Abandoned Property Management whose main attributions are drafting rent contracts; monitor, evaluate and audit districts abandoned property commission in financial management systems as well as laying down policies and procedures for the commissions and oversee the overall management of abandoned property in Rwanda by district abandoned committees.

4.2.3.1. Identification of the abandoned property

The Ministry of Justice through the Abandoned Property Management unit continued to identify new abandoned property country wide and during the closed fiscal year, the

identified property classified by type is described and distributed by district in the following table;

Table 10: New property identified

NEW PROPERTY IDENTIFIES DURING 2015 - 2016							
N°	District	IDENTIFIED PROPERTY					Total
		Houses	Land	Plots	Farm	Forest	
1	NYARUGENGE	7					7
2	HUYE	9				1	10
3	MUHANGA	26	6			2	34
4	NGORORERO	26	43				69
5	GISAGARA	7	44				51
6	RWAMAGANA	1	15				16
7	NYANZA	0	2				2
TOTAL		76	110	0	0	3	189

The table numbered ten reveals that 189 property abandoned by the owners were identified from seven districts and are composed of 76 houses, 110 lands and 3 forest.

The abandoned property identified during the closed fiscal year were added to the existing property under management and the general picture of the abandoned property which is under the management of the Ministry of Justice is displayed in the following table;

Table 11: total property under management

N°	District	Property identified					TOTAL
		House	Land	Plots	Farm	Forests	
1	GAKENKE	26	114	0	0	11	151
2	MUSANZE	18	80	0	0	16	114
3	NYABIHU	15	80	15			110
4	MUHANGA	34	59	0	0	6	99
5	KICUKIRO	71	23	2			96
6	KAMONYI	14	65	0	10	3	92
7	NGORORERO	26	43	0	0	0	69
8	NYARUGENGE	65	0	0	0	4	69
9	GISAGARA	7	44	0	0	0	51
10	GASABO	32	5	7	2	0	46

N°	District	Property identified					TOTAL
		House	Land	Plots	Farm	Forests	
11	KIREHE	12	20	0	4	7	43
12	RWAMAGANA	26	114	0	0	11	30
13	RUSIZI	18	80	0	0	16	26
14	RUBAVU	15	80	15			21
15	NGOMA	34	59	0	0	6	15
16	GICUMBI	71	23	2			14
17	HUYE	14	65	0	10	3	16
18	RULINDO	26	43	0	0	0	11
19	GATSIBO	65	0	0	0	4	9
20	NYARUGURU	7	44	0	0	0	4
21	KAYONZA	32	5	7	2	0	2
22	NYAGATARE	12	20	0	4	7	2
23	NYAMAGABE	2	27	0	0	1	1
24	RUHANGO	5	14	0	7	0	1
25	NYANZA	16	0	4	1	0	5
Total properties	Abandoned	386	599	33	24	55	1097

It is shown by the table numbered eleven that 1 097 property abandoned by the owners which are under management of the Ministry by June 2016 were composed of 386 houses, 599 lands, 33 plots, 24 farms and 55 forests. These properties are located in 25 districts since there is no abandoned property identified yet in Burera, Karongi, Nyamasheke, Bugesera and Rutsiro districts.

4.2.3.2. Income and expenditure for abandoned properties

The Abandoned Property Unit in its role of financial management of abandoned property, reported a total of 682 284 022 Rwandan Francs which was captured as income from abandoned property. On the other side, the expenditure of 194 940 590 Rwandan Francs was used in the management of the abandoned properties. The income

and expenditure for abandoned properties are distributed by district in the following table;

Table 12: Expenditure and income from Abandoned Property by June 2016

No	Districts	Revenues received	Expenditures
1	Gasabo	527,345,284	92,728,891
2	Nyaruguru	27,571,643	94,000
3	Nyarugenge	73,346,000	73,833,312
4	Kirehe	8,918,338	312,265
5	Gicumbi	2,040,000	0
6	Kicukiro	23,262,430	25,797,122
7	Rubavu	19,800,327	2,175,000
	Total	682,284,022	194,940,590

The table numbered twelve shows that the total revenues received from abandoned property is greater than the total spent on abandoned property and the difference is 487 343 432 Rwandan francs. This shows a good management of abandoned property managed under Ministry of Justice. However, there is still a need of greater effort in two aspects to efficiently manage abandoned property; one is the management of abandoned property in urban districts where income and expenditure are almost the same (Nyarugenge and Kicukiro cases). The second aspect stresses on working hand in hand with districts to ensure the management and reports of abandoned, this is because the reported financial status is only for 7 districts.

4.2.3.3. Coordination meeting organized

However, on 25th May 2016 the Ministry of Justice organized a meeting with members of commissions in charge of managing abandoned properties from all Districts, representative of Rwanda National Police as well as the representatives of Rwanda Natural Resources Authority (RNRA) to discuss and share ideas on how to improve the management of abandoned properties



Meeting with members of District Commissions in charge abandoned properties held on 25/5/2016 AT Hilltop Hotel

4.2.3.4. Challenges and recommendations

- Districts Abandoned Property Commissions are composed of (5) members and each district commission is headed by the Chairperson. Among challenges the departments face is that in most cases 4 members are inactive except the chairperson.
- Chairpersons of Abandoned Property Commissions are preoccupied with other duties and have less time and attention to matters related to Abandoned Property.
- There is a need of permanent staff at district level in order to strengthen the management of Abandoned Property

4.3. Planning, Monitoring and Evaluation Unit

The planning unit being responsible for the formulation of policies, strategies and

programs of the Ministry of Justice to ensure their alignment with national strategies and priorities managed in FY 2015/2016. A lot of innovations were introduced from Ministry of public service and labour regarding Integrated payroll and Personnel information system (IPPIS) which was implemented by MINIJUST Staff. The following have characterized the activity of this unit

4.3.1. Achievements of the Planning, M&E Unit

- 1) Performance contract signing completed for all staff including MAJ stationed at District headquarters;
- 2) Electronic evaluation of staff performance contract implemented and monitored as recommended by MIFOTRA using RBM;

MINECOFIN took over MTS supervision from PRIMARURE and system modified in a more compliant manner as far as financial management aspect is concerned involving training of users on new features introduced and the following programs were uploaded and managed in conformity with MTS requirements;

- 3) Ministry Imihigo and Action plan were prepared and approved as per MTS standards
- 4) Prepared and reviewed the Single Action Plan/minister's performance contract for 2015/2016 and submitted it to the office of the Prime Minister;
- 5) In collaboration with Finance Unit prepared Medium Term Expenditure Framework and budget for 2016/2017-2018/2019 and submitted it to the Ministry of Finance and parliament for approval; and capture y related data in the FMIS system,
- 6) Performed monitoring on the implementation of Ministry action plans and prepared monthly, quarterly, mid-term and annual progress reports. These reports include the Minister's performance contract/Single Action Plan (SAP);
- 7) Periodically uploaded on Government commend center system and dashboard the Ministry's periodic performance;
- 8) Held different planning and budgeting meetings with all departments with the aim of drafting and preparing MTEF for 2016/2017-2018/2019 , Action plans and Single Action Plan (SAP) and timely submission to MINECOFIN was ensured;
- 9) Compiled and submitted implementation reports on NLR and NDC resolutions, cabinet decisions, Presidential pledges, Senates' and Deputies resolutions in line with MINIJUST mandate.

10) Organized field visits in all district to supervise and evaluate the achievements of MAJ, JRLS Districts committees, Development partners and Abunzi committees

4.3.2. Challenges, and recommendations

- a) There are observed delays in receiving reports from some departments, MINIJUST affiliated agencies and other institutions in the activities we lead this is sometimes caused by bureaucratic tendencies.
- b) Lack of comprehensive supporting documents from some departments, MINIJUST affiliated agencies and other institutions in the activities we lead in the reporting. There is a need to establish a proper mechanism of tracking supporting documents.
- c) Inaccurate information which requires scrutiny and crosschecking which makes the reporting exercise time consuming and delayed reports.
- d) The strongest challenge emanates from the nature of activities and mandate of the ministry, most of reports are provided qualitatively. Translating the activities into quantitative format leads to loose of value or rise of difficulties in statistical interpretation.

4.4. Corporate services Directorate General

The Directorate General of Corporate services is composed by 3 Units that are ICT Unit, Finance Unit and Administration and Human Resources Unit. It has a role of coordination of all supports services for achieving the core functions of the MINIJUST.

4.4.1. Information, Communication and Technology Unit

The main functions of the ICT unit are to coordinate and supervise the implementation of ICT-related policies and programs in the Ministry, and, to ensure optimum functioning of IT equipment and network within the Ministry and decentralized services (MAJ).

4.4.1.1. Achievements of the ICT unit

IECMS Training was conducted in various government staff in the following manner;

- Fifteen MINIJUST's staff has been trained in three sessions on the use of IECMS.
- Nine staff from RRA have been also trained about the use of IECMS in general
- Twenty-nine MAJ Coordinators has been trained on how to use IECMS-Public Module.

Organized regular coaching of MINIJUST staff on DTMWS and outlook use, and monitor the internet access to all MINIJUST Staff.

The Server room maintenance and other related IT Equipment have been ensured

The ICT Unit has also followed up the Implementation of AIF –MINIJUST MoU for updating and restoring Amategeko.net and LIP update

4.4.2. Human Resources and Administration Unit

The prime responsibility of the Human resources and Administration Unit is to ensure that all personnel of the Ministry are paid their salaries regularly and timely, provided with all logistics to enable smooth, healthier and conducive work place.

4.4.2.1. Achievements of Human Resources and Administration Unit

1. Prepared monthly staff salaries and that of the political appointee, as well as other allowances and benefits;
2. Ensured the supply of goods and materials, managing and distributing office furniture and other consumables;
3. Handled transport facilities to the employees, attending different meeting in relation to administration;
4. Participated in budget preparation;
5. Organized and facilitated employee's trainings on various topics (Policy analysis and Result Based Management; English for legal practitioners, customer care, ...)
6. Organized staff evaluation and appraisal as per the law.
7. Continuous staff recruitment process and training
8. The payment of arrears

4.4.3. Finance Unit

The responsibility of Finance unit is the coordination and supervision of all finance related activities within the Ministry. Particularly, the unit is responsible for i) ensuring timely payment of salaries and other benefits for employees ii) ensure timely payment of all invoices addressed to the Ministry and iii) ensure public financial management (PFM) reports are submitted to MINECOFIN on time and accurately.

4.4.3.1. Achievements of Finance unit

1. Preparation of monthly financial statements,
2. Coordination of activities related to finance such as payment for goods and services in the Ministry; the budget execution rate equal to 95%
3. Participation on the Audit for the financial year 2014-2015 executed by the Auditor General (Clean audit report obtained).
4. Prepared MTEF and budget for 2016 -2019

4.5. Institute of Legal Practice and Development

The Institute of Legal Practice and Development is one of the institutions members of the Justice Sector. It is mainly responsible for building the capacity in Justice Sector institutions through the delivery of professional legal courses and conducting legal researches.

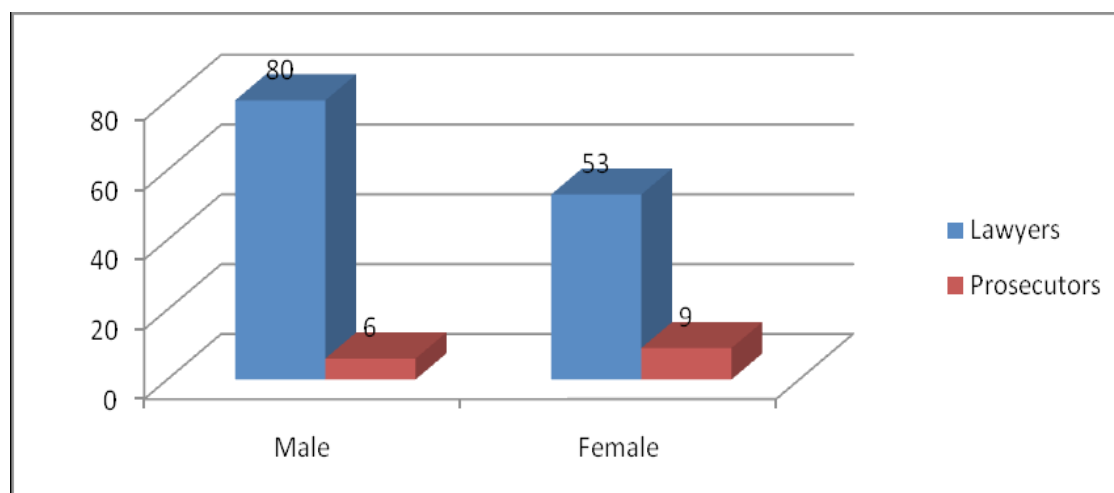
4.5.1. Construction of second phase of the ILPD

The construction of second phase Project has started in January 2015. A constructing company was found. The construction works started in Mid May 2016. By the end of fourth quarter of the FY 2015/2016, the works completed were at around 5%. The 400,000,000 RWF provided for this project for 2015/16 was all paid to the contractor.

4.5.2. Post Graduate courses and trainings

ILPD introduced part-time teaching and executive modes. A combination of different training modes, the following figure illustrates the statistics of the trainees;

Figure 8: ILPD categories of students in different legal disciplines



It is shown that a total of 1,186 (79%) (795 males and 391 females) have been trained in short courses as follows: Human rights(72); Convention against torture and Treaty Body Reporting (22); Mediation (251); Human Rights and treaty body reporting(26); Judgment execution (68); Contract Drafting (38); Procurement Law (36); Validation of Criminal Procedures (37); Human Right in Detention for RCS Staff (60); ToT on Judgment Writing (22); Validation of sentencing Guidelines (24); ToT on Pre-Trial (23);

Role of Correctional services in criminal process (21); Training on Sentencing Guidelines (220); Training on investigation and prosecution of Human trafficking (23); Training on investigation and prosecution of fraud and money laundering crimes (24); Training on law enforcement and correctional intelligence (31); Training on Public service Ethics and law of torts of negligence and malfeasance (37); Investigation and prosecution of Genocide and crimes against humanity (24); Initial training for judges and registrars (35); Training on Principles of determination of damages and compensation (6) and Training on professional Legal practice for Bailiffs (86).

4.6. Rwanda Law Reform Commission

Updated inventory of laws by Rwanda Law Reform Commission during the reporting period includes; 37 laws that need to be reformed; 591 International legal instruments to be harmonized; 165 Civil and Administrative Laws and 359 Implementing instruments, analysis of Laws and ensuring their drafting is done in accordance with the constitution. 155 (79.8%) out of 194 prioritized Implementing Legal Instruments were drafted, 28 (75.7%) laws to reform out of 37 prioritized were analysed, 20 (71.4%) laws out of the aforementioned 28 laws analysed were drafted.

Existing inventory updated with:

- 165 Civil and Administrative Laws and 359 Implementing instruments
- 51 Criminal, Judicial litigation and Security organ laws and 62 implementing instruments
- 79 Business laws and 139 implementing instruments
- International Legal Instruments:

586 (366 multilaterals + 220 bilateral) identified;

21 international legal instruments authorized for ratification (8 multilaterals + 13 bilateral) identified

Drafting Laws & Orders initiated by the RLRC

5 out of 7 laws to be initiated were drafted (71.4%). One (1) organic law, Two (2) ordinary laws and seven (7) initiated Implementing legal instruments were drafted.

Other activities

Correction of draft laws and harmonization of languages namely Kinyarwanda, English and French,

Providing legal advice on various draft laws and implementing instruments from various institutions.

4.7. Justice Sector Coordination Secretariat

The Secretariat is responsible for a high level policy coordination, effective prioritization, monitoring and evaluation of Justice Sector policies, strategies and programs. JRLS secretariat is a legal framework that establishes regular channels for communication among all stakeholders to ensure transparent, clear and accountable mechanisms for oversight, direction and implementation of the sector strategy

4.7.1. Achievements of the JRLS secretariat

1. JSCS organized and attended a 5th peer review retreat from 30th March to 1st April 2016 at Lake Kivu Serena Hotel-Rubavu.
2. Supervised and prepared the first panel meeting between Rwanda and Netherlands, on 16-19 June 2015;
3. Organized district committee member's quarterly meetings to look for solutions on identified matters hindering the development of Justice in their respective Districts;
Prepared and organized the Rwanda-Netherlands advisory Panel which took place in Netherlands from 17th to 18th June 2015;
4. Organized Thematic Working Group (TWG): communication and Policy and Planning;

V. CONCLUSION

The Ministry of Justice being a moving force in the Justice Sector as reflected in its general mission of the Ministry of Justice/Office of the Attorney General is to organize and to oversee the promotion of the rule of law and justice for all.

In the Financial Year 2015/2016, The Ministry of Justice in its major achievements, improvement have been registered in many aspects where, we saw substantial progress in different areas of broad national legal platforms including; Integrated Electronic Case Management system. The system was operationalized and it was the first of its kind on African continent, (ii) Continuous legal aid provision to the community was emphasized and Legal Aid week was organized at national level and several legal issues concerning citizens grievances were solved, (iii) Elections of Abunzi committees all over the country were successfully conducted whereby 2564 committees are in place and equipped with training, material and communication facilities, strong Contract management systems in public sector entities were reinforced through (iv), Training and workshops of legal officers from government institutions was conducted to reduce risks of involving government agencies in unnecessary cases, (v) Recovery of government funds through embezzlement and loss of funds through negligence of its employees through adoption of a reliable recovery system that was instituted.

The Ministry of justice through its affiliated agencies 'Rwanda law reform commission and Institute of Legal Practice and Development contributed ensured national laws are in harmony with regional and International laws keeping our laws updated in line with the pace of economic growth of our country and Justice sector capacity was strengthened through different professional trainings respectively.

However, there were some stumbling blocks despite the tremendous achievements registered in justice sector in the year 2015/2016, the great challenge to be focused on in the year 2016/2017 is recovery process of money from government won cases which was not strongly taken and in 2016/2017 stringent measures have been instituted.

Annex 1: JRLOS achievements in 2015/16 FY based on its strategic plan

Output indicator	BASELINE	TARGET (2015/16)	Summary of 2015/16 achievement
Progress in developing and implementing the sector capacity building strategy	No sector capacity strategy(2012)	Capacity building Strategy implemented by 50%	The capacity building strategy is not yet developed and there is nothing planned in 2016/17 FY. The challenges met were lack of the budget.
OUTPUT 1.2: Sector Change Management Strategy developed and implemented			
Progress in developing and implementing the sector change management strategy	No sector change management strategy(2012)	Change management strategy implemented by 50%	Change management strategy has not yet been developed. Fortunately, it is planned to be done in 2016/17 FY. The challenges met were lack of the budget.
OUTPUT 1.3: Sector Management Information System designed and implemented			
Progress in implementing Sector IECMS	The development of IECMS was started and 2 out of 5 modules for RNP and NPPA were completed (2014/15).	50% usage	<p>The following main achievement were registered in 2015/16: Pilot system development completed in October; System deployed in AOS on 18th November 2015; System hosting contract concluded; All the necessary licenses acquired; Recent version 00.07 released on 30th April, 2016; Integration done with Tigo/SMS, RRA; Integration in progress with NIDA, RNRA; IECMS is operational in Kigali City except in TB Nyarugunga, it is operational also in TGI Gicumbi and TB Byumba. Nine hundred and one 901(29.6%) of 3040 users countrywide were trained up to end June 2016. IECMS operationalization is then estimated at 29.6%.</p> <p>However, IECMS is still challenged by the following : insufficient Budget; No project structured staff team with clear roles and responsibilities, no motivation and retention policy, and infrastructures in many areas of the country are not available.</p>
OUTPUT 1.4: Networking and coordination between the JRLOS institutions and other stakeholders strengthened			
Level of networking and coordination	Insufficient(2012)	Very high	At national level, the networking and coordination is assured by organization of different coordination meetings such as annual JRLOS peer review Retreats, Bi

Output indicator	BASELINE	TARGET (2015/16)	Summary of 2015/16 achievement
			<p>annual Leadership group meetings, Quarterly meetings of the JRLOS steering committee, Joint Sector review meetings, etc.</p> <p>At the district level, the Justice Sector is coordinated by the Coordination Committees of the Justice Sector which operate with more challenges such as lack of budget.</p> <p>We realize that the level of networking and coordination between the JRLOS institutions and other stakeholders is strengthened at National level but not yet enough at district level.</p>
Number of ILPD graduates from public and private sector trained in DLP and DLD	260 trainees completed the Diploma in Legal Practice program(2014/15)	420 graduates from public and private sector trained in DLP	436 (103.8%) students [260 males and 196 females] have completed their studies in ILPD under DLP program. There are other 338 students who are still studying in this 2016/17 FY.
Number of public and private sector lawyers trained in critical and rare skills	2169 people trained in different short courses(2014/15)	1500 people trained in short courses	A total of 1,186 (79%) (795 males and 391 females) have been trained in short courses as follow: Human rights(72); Convention against torture and Treaty Body Reporting(22); Mediation (251); Human Rights and treaty body reporting(26); Judgment execution (68); Contract Drafting (38); Procurement Law (36); Validation of Criminal Procedures (37); Human Right in Detention for RCS Staff (60); ToT on Judgment Writing (22); Validation of sentencing Guidelines (24); ToT on Pre-Trial (23); Role of Correctional services in criminal process (21); Training on Sentencing Guidelines (220); Training on investigation and prosecution of Human trafficking (23); Training on investigation and prosecution of fraud and money laundering crimes (24); Training on law enforcement and correctional intelligence (31); Training on Public service Ethics and law of torts of negligence and malfeasance (37); Investigation and prosecution of Genocide

Output indicator	BASELINE	TARGET (2015/16)	Summary of 2015/16 achievement
			and crimes against humanity (24); Initial training for judges and registrars (35); Training on Principles of determination of damages and compensation (6) and Training on professional Legal practice for Bailiffs (86).
% construction work done	N/A	50% completion of the construction of second phase	A constructing company was found. The construction works started in Mid May 2016. By the end of fourth quarter of the FY 2015/2016, the works completed were at around 5%. The 400,000,000 RWF provided for this project for 2015/16 was all paid to the contractor .
Number of civil, commercial and criminal cases processed	50,040(2012/13)	60,480 cases processed	<ul style="list-style-type: none"> - 61,123 Cases were processed .Compared to annual target of 60,480, the judiciary had realised an outstanding performance (101.06%); - At the end of 2015/15 FY, backlog cases were evaluated at 32.24% (5,572 backlog cases among 17,283 pending cases). The backlogs was surpassed the annual target by 2.76%. But the following more information can be given: Backlog cases in Civil cases: 24.51 % at the end of June 2016 (1621 backlog civil cases among 6614 pending civil cases); Backlog cases in Penal cases: 39.92% at the end of June 2016 (3762 backlog Penal cases among 9,423 pending penal cases); Backlog cases in Commercial cases: 14.16% at the end of June 2016 (164 backlog commercial cases among 1,158 pending commercial cases); Backlog cases in Primary Courts: 42.52% at the end of June 2016 (3,621 backlog cases among 8,515 pending cases); Backlog cases in TGI: 14.36% at the end of June 2016 (672 backlog cases among 4,680 pending cases);
Change in the number of case backlog	37.14 % of case backlog(2014/15)	35% of case backlog	

Output indicator	BASELINE	TARGET (2015/16)	Summary of 2015/16 achievement
			<p>Backlog cases in High Court: 10.96% at the end of June 2016 (191 backlog cases among 1,743 pending cases);</p> <p>Backlog cases Supreme Court: 80.09% at the end of June 2016(1,066 backlog cases among 1,331 pending cases);</p> <p>Backlog cases in Commercial Court: 1.42% at the end of June 2016 (6 backlog commercial cases among 421 pending cases);</p> <p>Backlog cases Commercial High Court: 9.05% at the end of June 2016(19 backlog cases among 210 pending cases).</p>
Average time taken for commercial cases from filing to court decision (sentencing)	Commercial case takes 78.7 days from filing to court decision [from July 2014 to June 2015.	150 days	At the end of June 2016, this time was evaluated at 86.3 days given by 97.1 days for filing a case to court decision in “Commercial Court” and 73.54 days for filing a case to court decision in “Commercial High Court”.
OUTPUT 2.2: Quality of judgments maintained and written laws consistently and effectively enforced			
% of appealed judgments overturned	22%(2011/2012)	28%	At the end of 2015/16 FY in general, there were only 10.1% of overturned judged cases i.e 1,031 cases were modified among 10,207 appealed cases processed.
OUTPUT 2.2: Justice delivery at local level reinforced			
Percentage of cases received and settled by Mediation Committees (Abunzi)	36,830 cases were mediated and closed by abunz in 2015/16 That number represents 80.5% Of the total cases received.	To settle 91% of the received cases	<p>From July 2015 to June 2016, Abunzi received 48,801cases. In that period, 44,679 cases equivalent to 91.5% were fully mediated while 876 (1.8%) continued to formal courts, and the rest were still pending. The disputes addressed to Abunzi indicated that 36,267 cases equivalent to 74.3% were civil matters while 12,534 (25.7%) cases were criminal related matters.Those received cases, if we take into account gender issues, 30,991(63.5%) cases came from males while 17810 (36.5%) cases were presented by females.</p> <p>This good performance of Abunzi is</p>

Output indicator	BASELINE	TARGET (2015/16)	Summary of 2015/16 achievement
			<p>justified by the way they have been empowered. In 2015/16, the following were done for Abunzi:</p> <ol style="list-style-type: none"> 1. In quarter 1, 17,941 Abunzi were elected with the following characteristics: 7,953 (44.33%) females and 9,988(55.67%) males; 812 (4.5%) Abunzi have done university studies, 5432(30.3%) have done secondary studies, 11,681(65.1%) have done primary studies and only 16(0.09%) do not know how to read and write; 2. Abunzi committees in all districts were trained and provided with training materials. 145,509 different materials were provided to Abunzi as follow : 273 metallic cases, 546 padlocks, 273 Registers, 819 ream of papers, 20184 file folders, 819 register books, 273 punching machines, 273 stapling machines, 819 staples, 273 ink pads, 273 Packets of carbon papers, 81900 surmon papers , 54600 others forms, 1911 scuffs, and , 273 pens. 3. All Abunzi countrywide were facilitated in communication by providing them 17941 mobile cell phones with CUG (Caller User Group) among themselves and MAJ call free of cost; <p>N.B: It was planned to find out Abunzi room in each cell and sector. However, at the end of June 2016, only 691 (27%) Abunzi committees had their own rooms, 1858 (72.5%) committees were sharing rooms with others while 14(0.5%) committees didn't have rooms at all.</p>
Number of fully operational JRLOS Committees at the District level	N/A	30	JRLOS district committees's members met in their quarterly meetings to look for solutions on identified matters hindering the development of Justice in their respective Districts; they followed up

Output indicator	BASELINE	TARGET (2015/16)	Summary of 2015/16 achievement
			<p>Judgment execution; participated in providing trainings to Abunzi Committes; followed up matters related to Gender Based Violence; they participated in raising awareness of the population on their rights and obligations provided for by the law; participated in legal representation of indigents in courts; etc. However, their functioning is still challenged by the following:</p> <ul style="list-style-type: none"> - Lack of the budget: members are challenged to hold their regular meetings without some facilities like water and transport means. They are also unable to carry out field visits when it seems necessary; - Some district committees don't have all required members.
OUTPUT 2.3: Legal Aid Policy established and implemented			
Change in number of people receiving free/subsidised legal representation, advice, assistance and mediation.	82,738 cases handled and resolved(2012/13	5% increase or 86,875 people receiving free/subsidized legal representation, advice, assistance and mediation	<p>From July 2015 to June 2016, the legal aid was provided to 68,713 people as follow:</p> <ul style="list-style-type: none"> • Abunzi received 48,801 cases and 44,679(91.5%) cases were fully mediated while 876 (1.8%) continued to formal courts, and the rest were still pending; • MAJ staff received 17,869 total cases: 16300(91%) civil cases and 1569 (9%) penal cases; 9434(52.8%) females, 7272(40.7%) males and 1167(6.5%) minors. All the received cases were handled as follow: 10201(62%) cases were solved through mediation; 3287 (20%) were submitted to competent courts and 2946 (18%) were oriented in other institutions; • In collaboration with MINIJUST, RBA has assisted 1,622 needy minors in courts: 1,416 males and

Output indicator	BASELINE	TARGET (2015/16)	Summary of 2015/16 achievement
			<p>206 females;</p> <ul style="list-style-type: none"> • RBA provided legal representation to 775 indigent people in Supreme Court: 477 males and 298 females ; • MAJ staffs provided a legal representation to 125 indigent people : 30 males and 95 females; • RBA provided legal aid to indigent people by ensuring a legal representation to 59 people (35 males and 24 females) and by giving legal advices to 253 (121 males and 133 females people); • LAF provided legal aid to indigent people by ensuring a legal representation to 106 people (24 males and 82 females) and by giving legal advices to 192 people (65 males and 127 females); • At MINIJUST headquarters, 1357 written legal advices and 800 verbal legal advices were provided.
OUTPUT 2.4: Execution of Court (including Gacaca) judgments improved			
% of Judgments (disaggregated by ordinary court and gacaca Judgments) executed	56.7% ordinary executed and 73.6% Gacaca Judgments executed (2013-2014)	98% of judgments executed as per law	Professional bailiffs received 862 ordinary cases and 438(50.85%) were executed. They received also 192 Gacaca cases and 89 (46.3%) were executed. Regarding the Gacaca cases, 4835 cases were executed in the Legal Aid week of 9th to 13 May 2016. At the end of this Legal Aid Week, 24357 Gacaca cases with enforcement order and 50,623 with no enforcement formula were still remaining.
OUTPUT 2.5: Alternative penalties identified and implemented			

Output indicator	BASELINE	TARGET (2015/16)	Summary of 2015/16 achievement
Percentage change in number of appropriate convictions resulting in non-custodial sentences	1921 people have paid fine as a sentence in 2014/15	15%	
Number of indictments for international crimes including genocide issued	160 (2014/15)	252	<p>From July 2015 to June 2016, 509 files were completely investigated, 307 genocide fugitives' cases were handled, and 206 indictments were sent.</p> <p>As results, two (2) genocide fugitives were arrested (1 by Ivory Coast in November 2015 and another (1) by Canada in May 2016; two (2) genocide fugitives were extradited to Rwanda: Ladslas NTAGANZWA, extradited by DRC on 20/3/2016 and Hussein MINANI extradited by Tanzania on 5/5/2016; five (5) cases were tried abroad as follow: Onesphore RWABUKOMBE tried by Germany on 29/12/2015; Claver BERINKINDI tried by Sweden on 16/5/2016; Tito BARAHIRA and Octavien NGENZI both tried by France on 6/7/2016. All those fugitives tried abroad have obtained life imprisonment as punishment.</p>
The Status of unity in Rwanda	30.5% of Rwandans judge each other based on ethnic stereotypes (Rwanda Reconciliation report, 2010)	25% of Rwandans judge each other based on ethnic stereotypes	<p>Rwanda Reconciliation Barometer 2 revealed that Rwandans who judge each other based on ethnic stereotypes have reduced from 30.5% in 2010 to 27.9% in 2016 against the target of 25%. Also, in this 2015/16 FY, NURC has held trainings on Ndi Umunyarwanda program for Rwandans living inside Rwanda as well as in diaspora:</p> <ol style="list-style-type: none"> 1. Reconciliation week was conducted at national and decentralized level and the main achievements were the sensitization for Unity and reconciliation through dialogues on Abarinzi b'Igihango » ; 2. Sensitization for Rwandans in

Output indicator	BASELINE	TARGET (2015/16)	Summary of 2015/16 achievement
			<p>Diaspora in Netherlands youth forum on 3rd October 2015 and in Chicago –USA Christian Rwandan forum ;</p> <p>3. Dialogue on Ndi Umunyarwanda for Rwandan students studying or living in Diaspora. The students that participated were over 180 (109 boys and 74 girls) from 24 countries and the majority of them live in Uganda, Burundi, China and the United States;</p> <p>4. A delegation of NURC’s Commissioner and 2 members of parliament namely Padri Consolateur Innocent, Hon Gatabazi JMV and Hon Mukazibera Agnes respectively held a dialogue on Ndi Umunyarwanda with 160 Rwandans and non Rwandans in the City of Paris and also with 100 Rwandans in the town of Lyon. The dialogue was conducted in March 2016;</p> <p>5. Dialogues on Ndi Umunyarwanda in Prisons ;</p> <p>6. NURC held training on Ndi Umunyarwanda for District Education Officers, District Unity and Reconciliation Volunteers and District Youth representatives. The training was meant to enhance the unity and reconciliation understanding through Ndi Umunyarwanda for some of the facilitators within Districts. All the specific groups were present and from all districts;</p> <p>7. Specifically in the districts of Huye, Nyamagambe, Nyanza NURC conducted dialogues on Ndi Umunyarwanda for local leaders and representatives of</p>

Output indicator	BASELINE	TARGET (2015/16)	Summary of 2015/16 achievement
			<p>different sectors “influential” in unity and reconciliation operating within the districts ;</p> <p>8. NURC conducted Ndi Umunyarwanda dialogue for the Centric Democratic Party (PDC). The dialogue was principally facilitated by a NURC commissioner (Bishop Gashagaza Deo);</p> <p>9. NURC has and is working with NGO’s, religious institutions and some government institutions. Through working sessions and participation in the initiatives of faith based organisation specifically those of reconciling genocide survivors and perpetrators, NURC is promoting the role of faith institutions in the unity and reconciliation of Rwandans;</p> <p>10. Within all districts, NURC consolidated information on how unity and reconciliation was complied with in the period of commemorating the 1994 genocide against the Tutsi. It was found that, although unity and reconciliation is advancing in Rwanda, but there were incidences that manifested that unity and reconciliation is a process especially if considered at an individual level. NURC is hence tasked to do further follow-up and act accordingly.</p>
Status of genocide ideology in Rwanda	N/A	N/A	<p>In the research conducted at national level, 16.1% of respondents confirmed that genocide ideology is still persisting 22 years after the genocide against the Tutsi. However, the status of genocide ideology has decreased even though it is still observable. This has been confirmed by 83.9% of the respondents.</p>

Output indicator	BASELINE	TARGET (2015/16)	Summary of 2015/16 achievement
			<ol style="list-style-type: none"> 1. The following activities have been also done in 2015/16: the sustainable preservation of proofs and evidence of Genocide against the Tutsi has been put in place and at the end of June 2016, 222,748 pages of Gacaca documents and 221 books were scanned; 2. Genocide evidences were conserved in memorial sites of Murambi, Nyamata, Nyarubuye and Bisesero. The construction and provisional reception of Murambi and Nyarubuye memorials sites phase III and Ntarama phase I were successfully done; 3. The following researches on Genocide perpetrated against the tutsi have been conducted and validated: Planning and execution of the Genocide perpetrated against Tutsi in Gisenyi former-prefecture; State of Genocide Ideology in Rwanda and its impact on Rwandan society between 1994 and 2012; “Etat de l’ideologie du genocide au Rwanda: 1995-2015”; 4. Measures to prevent denial and revisionism of the Genocide against the Tutsi have been strengthened and from July 2015 to June 2016, 100% of genocide denial cases received and 99% of genocide ideology cases have been handled.
% of user’s perception of the quality and impact of Rwandan laws	N/A	Establish a baseline	The study on the “Quality and Impact of Rwandan Laws” is being undertaken and the final draft is under review by the RLRC staff. This study will help to measure the user’s perception of the quality and impact of Rwandan laws.
Number of Legal instruments drafted ,indexed	1)Inventory of all existing laws is available;	Implementation of the Law Revision Project	The “The Law Revision Project for the Laws of Rwanda” is being undertaken by Rwanda Law Reform Commission and

Output indicator	BASELINE	TARGET (2015/16)	Summary of 2015/16 achievement
and codified	<p>2) all laws needing reform are identified and prioritised;</p> <p>3) Research on indexing carried out; and</p> <p>4) 30% of prioritized legal instruments drafted(2012/14)</p>	(Phase 1)	<p>with this; indexation and codification of Rwandan laws will follow. With regards to this project, the following have been undertaken from July 2015 to June 2016: existing inventory was updated; Law revision project tender was evaluated and 3 firms shortlisted. However after evaluation, no firm was successful. RLRC decided to start procedures in order to find another suitable consultant firm. Also the following activities were carried out:</p> <ul style="list-style-type: none"> - RLRC carried out the digitization of the following published laws from 2000-2004: 139 Civil laws; 25 Criminal laws and 17 Orders; 55 Business laws(19Laws, 8 Presidential Orders, 6 Prime Minister Orders, 14 Ministerial Orders and 8 Instructions); 29 Constitutional and International Law; - Revision of the Penal Code is at final stage. Alongside, there are 20 specific draft laws reviewed for incorporation of penal provisions after their removal from the penal code; - A compendium of Judicial laws is available for printing and distribution that will be done in 2016/2017;
% of laws (disaggregated) harmonised and/ or approximated with international (ratified legal) instruments	Inventory of Rwandan laws to be harmonised and/ or approximated available; Partnership with Trademark East Africa (TMEA) established	1. Produced compedium availed for public awareness, consultation and research purposes 2. Draft Legislations emanating from situational	<p>The project on Harmonization/Approximation of Rwandan Laws with International Instruments ratified by Rwanda is being undertaken by Rwanda Law reform commission. From July 2015 to June 2016, the following have been undertaken:</p> <ul style="list-style-type: none"> - A Compendium of 32 International and regional human rights instruments ratified by Rwanda is available in all the

Output indicator	BASELINE	TARGET (2015/16)	Summary of 2015/16 achievement																																									
		<p>analysis report produced</p> <p>3. All human rights instruments and domestic laws are analyzed for harmonization purposes</p>	<p>official languages and it was validated. The compendium will be printed in multiple copies, launched and disseminated in Q1 of 2016/2017 FY;</p> <ul style="list-style-type: none"> - A situational Analysis report on harmonization of Rwandan laws with international instruments ratified by Rwanda was finalized and validated; - 2 new laws that need to be initiated and 12 that need to be reviewed have been identified and drafted. Drafts will be shared with stakeholders for further discussion and validation. 																																									
% of embezzlement cases prosecuted,	N/A	98% of embezzlement cases prosecuted	<p>Cumulatively, since July 2015 to June 2016, 409 embezzlement cases were received. Among them 249 were filed to courts, 126 were closed and 14 were transferred to Abunzi and 5 transferred to Military Prosecution Department, meaning the 394 (96.4%) cases were handled.</p>																																									
Number of officials involved in embezzlement and misappropriation of funds meant to be used for programmes improving citizens' welfare	N/A	All identified cases meant for citizen welfare sued (100%)	<p>Cumulatively from July 2015 to June 2016, 103 cases related to mismanagement of Government programs were received and 96(93.2% were handled as follow:</p> <table border="1" data-bbox="916 1518 1485 1942"> <thead> <tr> <th>Programs</th> <th>Received cases</th> <th>Filed to court</th> <th>Closed</th> <th>Handled cases</th> </tr> </thead> <tbody> <tr> <td>VUP</td> <td>39</td> <td>26</td> <td>9</td> <td>35</td> </tr> <tr> <td>MUSA</td> <td>12</td> <td>11</td> <td>1</td> <td>12</td> </tr> <tr> <td>Girinka</td> <td>17</td> <td>5</td> <td>10</td> <td>15</td> </tr> <tr> <td>Ubudehe</td> <td>3</td> <td>0</td> <td>3</td> <td>3</td> </tr> <tr> <td>Fertilizers</td> <td>5</td> <td>5</td> <td>0</td> <td>5</td> </tr> <tr> <td>SACCO</td> <td>27</td> <td>24</td> <td>2</td> <td>26</td> </tr> <tr> <td>Total</td> <td>103</td> <td>71</td> <td>25</td> <td>96</td> </tr> </tbody> </table>		Programs	Received cases	Filed to court	Closed	Handled cases	VUP	39	26	9	35	MUSA	12	11	1	12	Girinka	17	5	10	15	Ubudehe	3	0	3	3	Fertilizers	5	5	0	5	SACCO	27	24	2	26	Total	103	71	25	96
Programs	Received cases	Filed to court	Closed	Handled cases																																								
VUP	39	26	9	35																																								
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Fertilizers	5	5	0	5																																								
SACCO	27	24	2	26																																								
Total	103	71	25	96																																								

Output indicator	BASELINE	TARGET (2015/16)	Summary of 2015/16 achievement
Amount of embezzled funds recovered	55,156,473 frw was recovered in 2014/15	85% of embezzled funds recovered	At the end of June 2015/16, 351,094,000 Frws and 6,743 USD were already recovered. In the 351,094,000 Frws so far recovered, 55,156,473 frw (15.7%) was recovered in 2014/15 while 295,937,527 frw (84.3%) were recovered in 2015/16 implying 53.3% of increase. On 15 th July 2016, the 1,603,016,815 Frw and 29,904 USD were still remaining to be recovered.
% of corruption cases received and completed	61.50%	Increase by 7% (68% of corruption cases received are completed)	From July 2015 to June 2016, the Office of the Ombudsman received 56 corruption cases, among them 39 (70%) cases are closed. The cases received are related to corruption in public procurement and loopholes of corruption in order to get a service.
% of injustice complaints received and completed	68%	Increase by 6% (74% of injustice complaints received are completed)	From July 2015 to June 2016, the Office of the Ombudsman received 1,859 injustice complaints. Among them, 1,709 (80%) cases have been treated and handled. In addition, the Office had 2,635 complaints of injustice requesting for judgments review and 701(27%) cases were analysed by the Office. In those 701 analyzed cases, 73 cases (10.4%) were sent to the President of the Supreme Court requesting to re-adjudicate the cases; for 689 (89.6%) cases, the Office found no injustice in handing down their court decisions.
Serious crime rate reduced	3,769 serious crimes were reported and investigated countrywide in 2014/15.	5% reduction	In 2015/16 FY, 3,065 serious crimes were reported and investigated countrywide as follow. Compared to the baseline of 3,769 for 2014/15, serious crimes were reduced by 18.7% .
Personal and Property Safety	91.6% (2012)	N/A	In Gallup report 2015, Rwanda was ranked the first country in Africa and the 5 th one in the world where people feel safe walking alone at night in the city or area where they live;
Number of Community Policing	8,717 Trainers for CPCs trained and 504 anti crime clubs	To train 3,000 CPCs members; to create and	The RNP has trained 5,984 CPCs (199.4%) from different Districts and it has established 91 anti-crime clubs

Output indicator	BASELINE	TARGET (2015/16)	Summary of 2015/16 achievement
Committee members trained and anti-crime clubs established and sensitized	created (2012/13)	sensitize 120 anti - crime clubs into secondary schools	(75.8%) in different secondary schools.
Number of Police Officers trained in crime prevention techniques, technologies and equipment acquired	645 Police Officers trained in various specialized training (2012/13)	More 300 Police Officers will attend various specialized trainings	From July 2015 to June 2016, 304(101.3%) police officers were trained in various specialized trainings.
Number of disaster management equipment acquired	3: 2 fire fighting, 1 crane	6 small fire fighting vehicles + gadgets	Acquiring 6 small fire fighting vehicles + gadgets has not been planned for in 2015/16 budget. However, Rwanda still needs disaster management equipments. In partnership with the private sector, 2 fire fighting trucks were acquired. They are kept in UTC.
Number of trained investigators	260 more Police investigators were trained	200 more Police investigators will be trained	From July 2015 to June 2016, the total of 356 Police Officers was trained. In addition, the following have been carried out to enhance the criminal investigation capacity: at the end of June 2016, internal refurbishment of the forensic laboratory premises was fully completed. But equipment installation was not yet done. The process of supplying laboratory equipment has started. Also, the digital forensic Laboratory and cyber fusion centre is operational.
Proportion of registered human rights cases processed by the NCHR	74.3% (2012/13)	84%	<ul style="list-style-type: none"> - During 2015/16 FY, the NHRC had 1936 total complaints to be processed and followed up 1786(92.2%) cases. - NCHR has monitored the respect of Human Rights in the Referendum in 18 Districts. It has also monitored the arrangements for the referendum in 91 polling stations and the next day, the December 18th it monitored the referendum in 111 polling stations. NHRC found that elections were

Output indicator	BASELINE	TARGET (2015/16)	Summary of 2015/16 achievement
			<p>conducted in calm and order, freedom and security were satisfactory. The NCHR monitored Local Government elections: Elections of Cell, Sector, District Authorities and their Councils. NHRC found that elections were conducted in calm and order, freedom and security were satisfactory.</p> <ul style="list-style-type: none"> - The NCHR carried out a monitoring on the respect of Human Rights in 13 prisons and 35 Police stations. In general, the Commission found that t rights of prisoners are respected even though there are still problems to be resolved.
Number of sensitized and trained population by target group	36338(2012/13)	17,350	<ul style="list-style-type: none"> - From July 2015 to June 2016, NHRC has trained and /or sensitized 18,241 people on human right issues
Status in respecting ratified international treaty obligations	83.20%	85%	<p>This will be disclosed by RGS 2015 edition. But in RGS edition 2014, the status in respecting ratified international treaty obligations was scored at 93.92%. The 2015/16 was characterized by the following:</p> <ul style="list-style-type: none"> - The representation of Rwanda in international, regional and national fora on Human Rights and obtaining recommendations especially the 50 human rights recommendations from Universal Periodic review; - The report on the Convention against Torture has been finalized and submitted to PMO and to Geneva in the Office of the High Commission of Human Rights. - The report on the African Charter on Human and People's Right (Maputo Protocol) is at final stage while the report on African Charter on Democracy, Elections

Output indicator	BASELINE	TARGET (2015/16)	Summary of 2015/16 achievement
			and Governance is ongoing);
Percentage change in accommodation space per inmate	2.78 Meters squared	5% increase	There were 52,564 square meters as a total space available for 53,590 population in all 14 prisons. But calculating the space per inmate is not easy because of the nature and design of prison structures. For example, most prisons have three-level bunk beds and more. In the prospect of reducing prison overcrowding, at the end of June 2016, Block III in Rwamagana Prison was constructed up to 97% , Rubavu prison was constructed up to 70% ; the overall construction works in Mageragere prison was estimated at 84% ;
% of prisons population above the minimum admitted BMI [Av. body mass index per inmate]	Above 18.5: 98%	Above 18.5: 100%	During 2015/16, the Body Mass Index was evaluated in 5 prisons that had cases of malnutrition (Muhanga, Huye, Nyanza, Rwamagana and Bugesera). After evaluation, BMI result was as follows: Male with BMI ≥ 18.5 : 88.7% and Female with BMI ≥ 18.5 : 97.05%. 100% of prison population didn't get above 18.5 BMI. However, there has been an improvement in nutritional field in 2015/16 compared to 2014/15: people suffering from malnutrition in Huye prison reduced by 5.6% , by 9.8% in Nyanza prison, by 1.8% in Muhanga Prison, 2.2% in Rwamagana prison but people suffering from malnutrition have increased by 2.2% in Bugesera prison.
Self- reliance rate [self- reliance rate=income generated/budget for inmates' feeding]	35%	60%	The total cumulative income generated in cash and in kind was equal to 1,658,619,357 Frws .The budget allocated for inmates' feeding in 2015/16 is evaluated at 4,327,807,622 Frws. The self reliance rate of RCS at the end June 2016 was evaluated at 38.3% against the target of 60% . The generated income in 2015/16 has reduced by 31% compared to

Output indicator	BASELINE	TARGET (2015/16)	Summary of 2015/16 achievement
			income generated in 2013/14 equaling to 2,412,299,224 Frws.