

**REPUBLIC OF RWANDA**



**MINISTRY OF JUSTICE**

**PO BOX 160 KIGALI**

**ANNUAL REPORT OF ACTIVITIES**

**2016/2017**

**Kigali, November 2017**

## **Foreword**

The fiscal of 2016/2017 year was an important year for the Ministry of Justice in many aspects; a year that saw substantial progress on a number of fronts. It is a year in which the Ministry of Justice realized important reforms that tackled the ministry's mandate and institutional structure.

The provision of legal aid to the community was ensured, and this was emphasized by the annual legal aid week organized. The IECMS has become a solution to file and monitor court cases in Rwanda and it is expected that the system will further contribute a lot to the management of citizens' complaints.

The Ministry of Justice in its continuous enhancement of quality justice and decentralization of legal aid services to the community, ensured the capacity building of legal practitioners in both public and civil society actors. This capacity strengthening was offered in various fields such as judgment execution, legal representation, human rights, contract management as well as other law enforcement related area.

The capacity building of Mediation committee s' members was not left behind. The latter did not only focus on mediation skills and other frequently used laws but also providing them with incentives of different kind and other necessary logistics.

Despite tremendous achievements registered, the challenges met provide the most point of focus in the year 2017/2018. Suing in courts Government officials who by negligence or intentional faults caused loss to the Government is among challenges to focus on during the coming year.

The year has been a momentous year and gives credit to our staff, Justice Sector members and our stakeholders. The accomplishments detailed in this report are evidence of the work undertaken by all of us. We are grateful to the valuable contribution of everyone that really enabled us to register the Justice related achievements towards a vibrant nation.

**BUSINGYE Johnston**  
**Minister of Justice/Attorney General**

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## List of acronyms

Acronyms	Description
ACDEG	African Charter on Democracy, Elections and Governance
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
IECMS	Integrated Electronic Case Management System
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
JRLOS	Justice Reconciliation Law and Order Sector
LAS	Legal Advisory Services
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 Resources
MINICOM	Ministry of Trade and Industry
MINIJUST	Ministry of Justice
MININFRA	Ministry of Infrastructure
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
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



<b>Acronyms</b>	<b>Description</b>
<b>RDB</b>	Rwanda Development Board
<b>RLRC</b>	Rwanda Law Reform Commission
<b>RMF</b>	Road Maintenance Fund
<b>RLMUA</b>	Rwanda Land Management and Use Authority
<b>RPPA</b>	Rwanda Public Procurement Authority
<b>RTDA</b>	Rwanda Transport Development Agency
<b>SGF</b>	Special Guarantee Fund
<b>SP</b>	Supreme Court
<b>TWG</b>	Thematic Working Group
<b>UPR</b>	Universal Periodic Review
<b>UR</b>	University of Rwanda
<b>UN</b>	United Nations

## **Executive summary**

The Ministry of Justice is mandated to organize and to oversee the promotion of the rule of law, law enforcement and justice for all. During the closed fiscal year of 2016/2017, the Ministry realized important reforms that tackled the Ministry mandate and institutional structure. This report is prepared to highlight the achievements of the Ministry and its affiliated institutions from July 2016 to June 2017. It is produced on the annual basis to show the area of intense achievements as well as highlighting where challenges remain. Compiled data gathered on monthly basis from the departments and other concerned implementers is the main source of the content of this report.

### **Government legal advisory services**

The Government Legal Advisory Service division assists the Attorney General in His role as Chief Government Technical Adviser. In this regard, a total of 390 legal advices have been provided during the fiscal year of 2016/2017. They include 249 Legal opinion on international and national contracts, 69 Memorandum of understandings and other agreements and 72 Legal advices on legal matters requested by Ministries and other public institutions.

### **Civil litigation services**

Senior State Attorneys (SSA) represented the Government before courts in 504 civils cases in which 75 Government agencies and public institutions were involved. 332 (66.0%) cases have been pronounced by the courts while 172 (34.0%) were undergoing at the end of the year. Out of 332 pronounced cases, 247 cases equivalent to 74.3% have been won while 85 cases equivalent to 25.7% have been lost. Most of the cases that the government lost are rooted from the faults committed or inappropriate decisions made by Government officials.

Beside the Government representation, the Ministry of Justice coordinates the recovery process of public funds. This include the embezzled funds, funds resulting from cases that the Government won and those to be paid by Government employees who caused loss to the state. A total of 899,575,743 Rwandan francs and 200 USD has been recovered during

2016/2017 making an increase of 152.03% against 351,094,000 Rwandan Francs and 6,743 USD recovered in the previous year.

Note that from the beginning of the recovery process coordination by MINIJUST in 2015, a total of 1,240,969,743 + 8,793 USD has been so far recovered up to June 2017.

### **Legal aid services**

Legal aid services were provided through handling the public complaints addressed to the Ministry headquarters and those addressed to the decentralized systems. At the Ministry s' headquarters, 2,859 individuals submitted and were provided with legal aid or advices. 430 legal aid/advices were provided in terms of written responses; 2,123 legal advices were provided verbally whereas 306 were discussed through a toll free mobile phone.

### **Judgement execution**

The Ministry of Justice has coordinated the execution of court judgements received with enforcement orders by both the professional court bailiffs and non-professional bailiffs countrywide. During the closed fiscal year of 2016/2017, a total of 73,911 court judgements were received. Among them, 9,196 were ordinary cases while 64,715 were Gacaca related cases. The ordinary judgements were executed at 83.1%, which is a result of the initiatives undertaken by the Ministry aiming at boosting professionalism among professional bailiffs as well as appointing new ones. On the other side, Gacaca cases were executed only at 33.2% which is a low rate against the annual target.

### **Assistance of Indigent people and Minors**

The Government ensures that minors and indigent people whether victims or offenders receive free legal assistance from early stage of legal proceedings. In this context, the Ministry of Justice coordinated the legal representation of both minors and indigent people countrywide. 1,483 minors and 1,660 indigents in conflict with the law have been assisted. Males are frequently assisted than females, they are 2,346 covering 74.8% of the total assisted while females are 797 covering 25.2%. The majority were assisted before courts

whereas the remaining were assisted before Rwanda National Police and the National Public Prosecution Authority.

### **MAJ services**

In the essence of providing legal aid, Access to Justice Bureaus s' staff received 17,048 public legal aid requests countrywide. 15,651 cases were civil matters while 1,397 cases were penal cases. 11,347 representing 66.5% of the total cases received were handled through providing legal advices or mediation among parties in disputes, 2,999 cases representing 17.5% were handled through preparation of court submissions while 2 621 cases representing 15.5% were oriented to other institutions. Only 81 cases representing 0.5 % were still undergoing at the end of the fiscal year. This indicates that 16,967 cases representing 99.5% cases were fully handled at MAJ level.

### **Mediation committee services**

During the fiscal year ending June 2017, Mediation committees received 51,016 cases. They are composed of 45,503 civil cases representing 89.1% and 5,513 penal cases received before the amendment of law determining organization, jurisdiction, competence and functioning of mediation committees. A total of 49,138 cases equivalent to 96.3% were handled at both sector and cell levels. 38,777 (76.0%) cases received by mediation committees were handled at cell level, 10,361 (20.3%) cases were mediated at sector level whereas only 3.6% were undergoing at the end of the year. The number of cases received by mediation committees increased at the rate of 30.9% over the past three years.

### **Abandoned property management**

114 new abandoned properties composed of 14 houses, 59 lands, 3 forests, 1 vehicle, 35 cows and 2 factories were identified from eight districts.

A total of 1,097 abandoned properties composed of 432 houses, 658 lands, 48 plots, 10 farms, 55 forests, 1 vehicle, 35 cows, 2 forests and 1 share in a business company are under the management of the Ministry. A total of 453,418,989 Rwandan francs have been collected

from the productivity of abandoned property while 201,072,342 Rwandan francs have been spent for their management.

## **I. INTRODUCTION**

The production of this annual report is in line with the approaches adopted by the Government of Rwanda aiming at strengthening results based management in public institutions whereby regular reports in Government Command Center and Monitoring Tracking Systems are being used as Monitoring and Evaluation tools.

This approach facilitates the management of state affairs through the highlights of the implementation status of Government policies, strategies and other resolutions in the respective organizations.

### **1.1. Institutional overview**

The Ministry of Justice has an organizational structure in which different programs are implemented. During the 2016/2017 closed fiscal year, the structures realized important reforms that tackled the mandated of the Ministry.

The office of the Minister of State in charge of Constitutional and Legal Affairs has been established, the responsibilities of the overseeing of Rwanda Correctional Services and Rwanda National Police were transferred to the Ministry of Justice. Two sections namely Directorate General of Law Enforcement and the International Justice and Judicial Cooperation Department have been established. The Ministry of Justice/ Office of the Attorney General will also assume the responsibility to coordinate the work of the two newly created institutions namely Rwanda Investigation Bureau and Rwanda Law Enforcement academy as its agencies.

#### **1.1.1. Mission**

The 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, law enforcement and justice for all.

### **1.1.2. Functions**

The Ministry of Justice is responsible for the following functions:

1. Developing, disseminating and coordinating implementation of policies, strategies and programs;
2. Organizing and coordinating national legislation;
3. Regulating the law enforcement sectors and related subsectors;
4. Developing institutional and human resources capacities in law enforcement and correctional services;
5. Promoting cooperation between regional and international institutions in charge of law enforcement, public order and correctional services;
6. Providing legal advice and representation of the Government and its institutions;
7. Ensuring the institutional capacity development of the Justice Sector to improve their organization and functioning;
8. Monitoring and evaluating the implementation of policies, strategies and programs of Justice Sector and allied entities.

## **1.2. Overview of the annual report**

Organizations need to understand how they are performing by continuously assessing and reporting their set targets, goals and objectives and making adjustments where necessary. Being one of the areas of government work, the Ministry of Justice has different parameters which need to be measured and reported.

### **1.2.1. Objective of annual report**

Given the above mentioned function of the Ministry of Justice, this annual report was prepared for the following objectives;

1. Provide a systematic report on essential performance information of the year;
2. Provide the management with indications of progress or shortfalls in the achievement of results and target;

3. Ensure and facilitate informed decision making and proper planning in the future;
4. Support substantive accountability of senior and lower level staff;
5. Facilitate improved performance highlighting implementation challenges and gaps and by offering recommendations for action.

### **1.2.2. Scope and Methodology of the report**

This report covers all activities carried out by the Ministry of Justice from July 2016 to June 2017. The report also covers the achievements realized by the Ministry of Justice affiliated institutions and Justice sector members through 2016/2017 Minister's individual performance contract.

The information contained in this report was drawn from administrative data collected on monthly and quarterly basis. The main source of data are departmental progress reports, the Minister's performance Contract and implementation reports of resolutions from the high level forums such as National Dialogue Councils, National leadership retreat, Cabinet meetings, Rwanda Parliament assemblies and presidential pledges.



## II. Annual achievement

This section presents the achievements on the programs undertaken by the Ministry as per annual action plan and other schedules of implementation. The results are summarized and interpreted in the tables, figures and boxes.

### 2.1. Legal services

Legal services program combines legal advisory services and civil litigation services which are provided mainly to the Ministries and other public institutions.

#### 2.1.1. Government Legal advisory services

The Government Legal Advisory Services is one of the two divisions of legal services department. The division assists the Attorney General in His role as Chief Government Technical Advisor. In this regard, a total of 390 legal advices have been provided during the 2016/2017 fiscal year as it is illustrated by the following table:

**Table 1: Legal opinion provided**

TYPES OF LEGAL OPINIONS/ADVICES	Q1	Q2	Q3	Q4	Total
Legal opinions on international and national contracts	49	72	55	73	249
MoUs and agreements provided	17	8	21	23	69
Legal advice on legal matters provided to the Ministries and other public institutions	27	15	12	18	72
<b>TOTAL</b>	<b>142</b>	<b>95</b>	<b>88</b>	<b>114</b>	<b>390</b>

A large number of legal opinions were provided on international and national contracts. This kind of opinions have been provided to public institutions within fifteen days after the requests.

The Government legal advisory services division coordinated meetings and workshops aiming at boosting the capacity of legal officers, contract and budget managers in public institutions to ensure the high level of professionalism.

- ☞ Quarterly coordination meetings were held respectively on 29<sup>th</sup> September 2016 and attended by 86 participants; on 8<sup>th</sup> December 2016 and attended by 94 participants; on 22<sup>nd</sup> March 2017 and attended by 72 participants and on 15<sup>th</sup> May 2017 and attended by 95 participants. The participants were legal officers and/or advisors from public institutions and discussed mainly on contract drafting and management as well as strengthening the provision of legal advices in their respective institutions;
- ☞ LAS Senior State Attorneys attended 123 meetings organized by public institutions and international bodies on contract negotiation and other legal matters.
- ☞ The Government legal advisory services division played a role in the Permanent Secretaries Forum in which a presentation on contract drafting and management was made;
- ☞ The division led the translation process of contracts which are the models used in public institutions. In this regards, 9 Model contracts have been translated in French up to June 2017.



*Photo: The Minister of State in charge of Constitutional & Legal affairs chaired the second quarterly coordination meeting of the year 2016/2017 for Government Legal Officers, Nobleza Hotel Thursday 8th December 2016.*

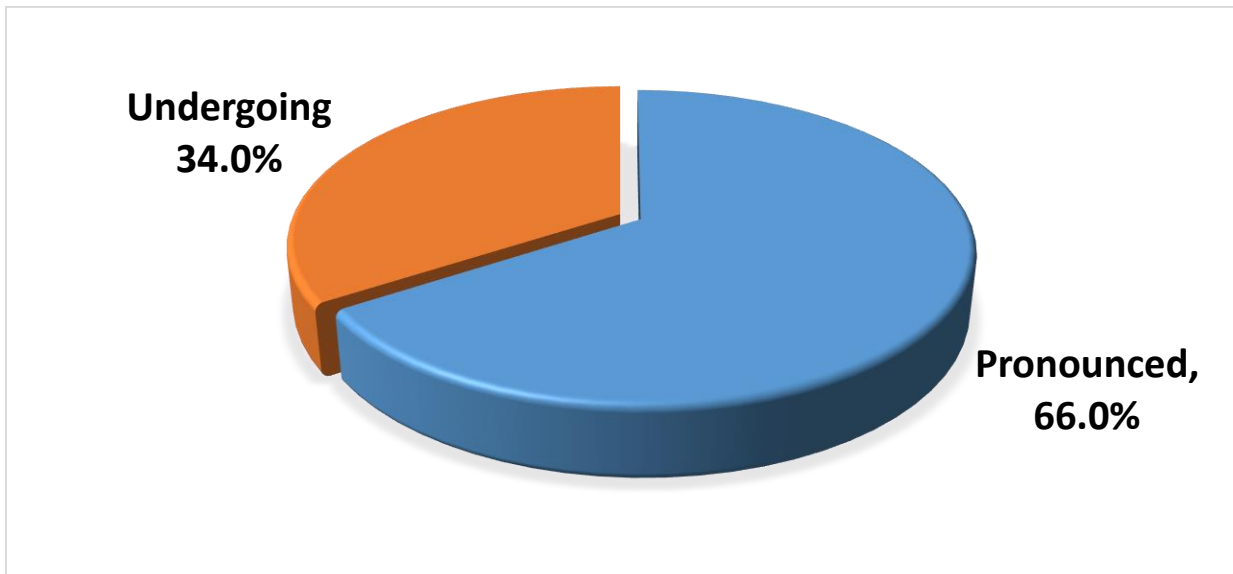
### 2.1.2. Civil litigation services

The Civil Litigation Services are provided through civil litigation services division based at the Ministry of Justice. The division provides excellent expertise and services to litigation on legal matters for and on behalf of the Government and its agencies and thus enforce Justice to the public.

#### 2.1.2.1. Government Legal representation before courts

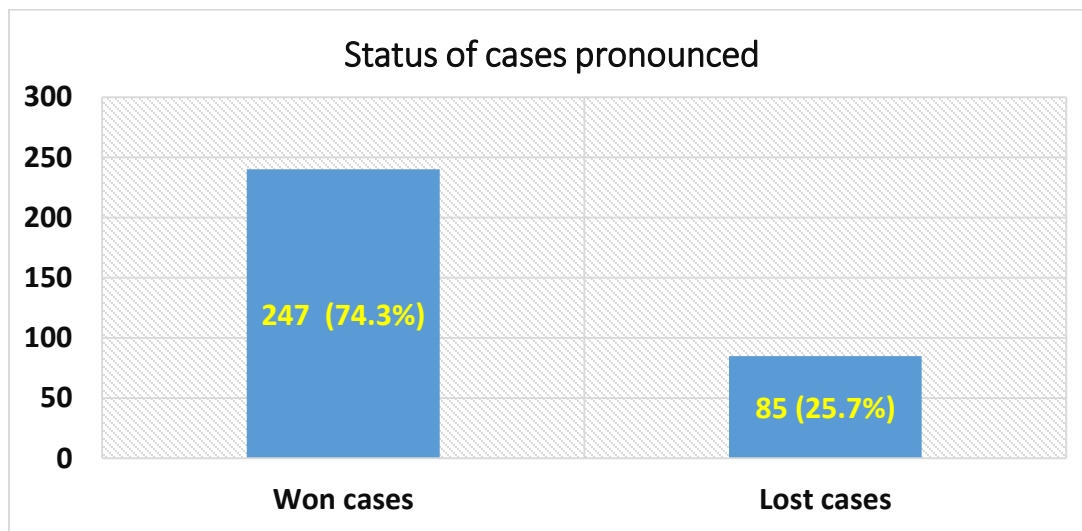
Senior State Attorneys (SSA) represented the Government before courts in 504 civil cases in which the Government agencies and public institutions were involved. 332 cases have been pronounced by the courts as it is shown by the following figure;

**Figure 1: Status of cases represented**



The figure reveals that among 504 cases, courts pronounced 332 representing 66.0% whereas 172 cases representing 34.0% are undergoing. The majority of pronounced cases have been won by the Senior State Attorneys whose major goal is Justice and not victory. The won cases have almost been threefold against the lost ones.

**Figure 2: Status of court cases pronounced**



It shows that 247 cases equivalent to 74.3% have been won while 85 cases equivalent to 25.7% have been lost.

**Table 2: Court cases represented by institution**

No	INSTITUTIONS	CASES PRONOUNCED		ONGOING	TOTAL
		Won	Lost		
1	GoR(Government of Rwanda)	30	4	26	60
2	RAB	6	6	14	26
3	UR	13	2	4	19
4	Kigali City	8	4	7	19
5	MINAGRI	8	3	6	17
6	Bugesera District	6	5	6	17
7	Burera District	11	2	3	16
8	Musanze District	7	5	3	15
9	Gatsibo District	2	1	12	15
10	RLMUA	6	0	8	14
11	RCS	6	4	3	13
12	Rubavu District	5	2	6	13
13	Nyamagabe District	7	3	2	12
14	Nyaruguru District	5	4	3	12
15	Gicumbi District	6	1	3	10
16	MINADEF	4	3	3	10
17	Gakenke District	5	0	4	9
18	MINISANTE	5	0	4	9
19	Ruhango District	4	3	2	9
20	MINIREMA	6	0	2	8

No	INSTITUTIONS	CASES PRONOUNCED		ONGOING	TOTAL
		Won	Lost		
21	RPPA	6	1	1	8
22	Kamonyi District	5	0	3	8
23	NIRDA	0	0	8	8
24	Nyabihu District	4	2	1	7
25	Kirehe District	5	0	1	6
26	Muhanga district	5	1	0	6
27	Nyagatare District	4	1	1	6
28	Rusizi District	3	0	3	6
29	Rutsiro District	3	1	2	6
30	Nyarugenge District	2	2	2	6
31	MININFRA	4	0	1	5
32	Ngororero District	4	0	1	5
33	Nyanza District	4	1	0	5
34	Huye District	3	1	1	5
35	SGF	3	1	1	5
36	RTDA	2	0	3	5
37	NPPA	2	2	1	5
38	Rulindo District	1	2	2	5
39	RBC	4	0	0	4
40	Kicukiro District	3	0	1	4
41	NAEB	2	0	2	4
42	REMA	2	2	0	4
43	RHA	1	3	0	4
44	Ngoma District	0	1	3	4
45	MINIJUST	3	0	0	3
46	MINALOC	2	0	1	3
47	Gisagara District	2	1	0	3
48	Nyamasheke District	1	0	2	3
49	WDA	1	0	2	3
50	Karongi Disrict	1	1	1	3
51	MINISPOC	2	0	0	2
52	RDRC	2	0	0	2
53	Rwandatel	1	0	1	2
54	CHUB	1	1	0	2
55	MINAFFET	1	1	0	2
56	BUTARO HOSPITAL	0	1	1	2
57	CHUK	0	1	1	2
58	REB	0	2	0	2
59	IMMIGRATION	1	0	0	1

No	INSTITUTIONS	CASES PRONOUNCED		ONGOING	TOTAL
		Won	Lost		
60	INMR	1	0	0	1
61	IPRC West	1	0	0	1
62	RCAA	1	0	0	1
63	RGB	1	0	0	1
64	RIAM	1	0	0	1
65	RNP	1	0	0	1
66	RSB	1	0	0	1
67	CNLG	0	0	1	1
68	FARG	0	0	1	1
69	NCNM	0	0	1	1
70	NORTH PROVINCE	0	0	1	1
71	Kayonza District	0	1	0	1
72	MIFOTRA	0	1	0	1
73	MINEACOM	0	1	0	1
74	MINECOFIN	0	1	0	1
<b>TOTAL</b>		<b>247</b>	<b>85</b>	<b>172</b>	<b>504</b>

The table reveals that during the period ranging from 1<sup>st</sup> July 2016 to 30<sup>th</sup> June 2017, the Government involved in 504 court cases. 73 Government institutions were involved in 444 court cases while the Government itself was summoned in 60 court cases.

There are institutions that led the Government to be involved in court cases more often. These are for instance RAB, UR, Kigali city, MINAGRI, Bugesera District, Burera District, Musanze District, Gatsibo District, RCS, Rubavu District, Nyamagabe District, Nyaruguru District, Gicumbi District and MINADEF. Each of these institutions was involved in at least 10 civil cases.

On the other hand, institutions like Special Guaranty Fund, City of Kigali, Rwanda Land Management and use Authority, Ministry of Agriculture and Animal resources, University of Rwanda, Nyarugenge, Bugesera and Gatsibo Districts have been mostly summoned in courts over the past three years. Compared to other public institutions, each of them has been represented before courts at least in 15 court cases per year.

Most of the court cases in which the Government institutions are summoned are rooted from the faults committed or inappropriate decisions made by government officials mainly on the contracts with service providers or the mismanagement of public employees.

### 2.1.2.2. Public Funds recovery

The Ministry of Justice coordinates the recovery process of public funds. This include the embezzled funds, funds resulting from cases that the Government won and those to be paid by the Government employees who caused the loss to the State.

It is in this context that 899,575,743 Rwandan francs and 200 USD has been recovered from July 2016 to June 2017;

**Table 3:Public funds recovered**

PERIOD	PUBLIC FUND RECOVERED (RWF)
Quarter one	59,146,271
Quarter two	145,687,235 +200 USD
Quarter three	386,467,259
Quarter four	308,274,978
Annual recovery	899,575,743 + 200 USD

The table shows the recovered funds over the year starting from July 2016 to June 2017. It shows that the recovered funds slightly increased along the quarters. Thanks to the measures undertaken by the Ministry aiming at speeding up the recovery process, the recovered funds have increased from 351,094,000 Rwandan Francs and 6,743 USD in 2015/2016 to 899,575,743 and 200 USD in 2016/2017 fiscal year. Those measures include but are not limited to the following:

- ☞ Two staff (2) in the Ministry of Justice were attributed the functions of public fund recovery;
- ☞ Regular inventory of individuals who owe money to the Government and the publication of the updated list at MINIJUST website;

- ☞ Signed Memorandum of understanding with a pool of professional court bailiffs to perform asset recovery through the execution of court judgements;
- ☞ The following public institutions were given responsibilities to follow up the repayment of public debt: RDB, RNRA, RPPA, BNR, RRA, Rwanda Directorate General of Immigration and Emigration (DGIE);

Note that from the beginning of the recovery process in 2015, a total of 1,240,969,743 Rwandan Francs and 8,793 USD has been so far recovered.

## **2.2. International justice and judicial cooperation**

Services related the international justice and judicial cooperation are coordinated through the International Justice and Judicial Cooperation department. The department exists to ensure effective and efficient provision of legal advice on international judicial cooperation and extradition process as well as ensuring effective and efficient provision of reports and other international obligations on human rights.

### **1. Human right instruments preparation;**

- ☞ Prepared and presented a report on the list of issues on CEDAW (Convention on elimination of discrimination against women)
- ☞ Elaborated draft report on ACDEG (African Charter on Democracy, Elections and Governance)
- ☞ The "African Charter on Human and People's Rights and Maputo Protocol": this report was approved by Cabinet and sent to African Commission for Human and People's Rights;
- ☞ The "African Charter on Democracy, Election and Governance". The report was drafted and validated. The report is ready for submission to the PMO for approval.
- ☞ Dissemination of the UPR (Universal Periodic Review) roadmap for the implementation of the recommendations



- ☞ Translation of the UPR (Universal Periodic Review) roadmap for the implementation of the recommendations
- ☞ Preparation of a draft report on the concluding observations Convention on Migrant Workers (CMW)
- ☞ A report on the list of issues on CEDAW (Convention on elimination of discrimination against women) Finalised and sent it to Geneva
- ☞ National Human Right Action Plan" was submitted to PMO for Cabinet approval.

## **2. Monitoring of transfer cases**

Provide comprehensive legal and strategic advice in the highly specialized area of war crimes, genocide and crimes against humanity is one of the responsibility of the department in charge of International justice and judicial cooperation. In this context, Proceedings of cases related to 7 Genocide suspects transferred to Rwanda are being monitored.

## **3. Extradition treaties and MoUs negotiation**

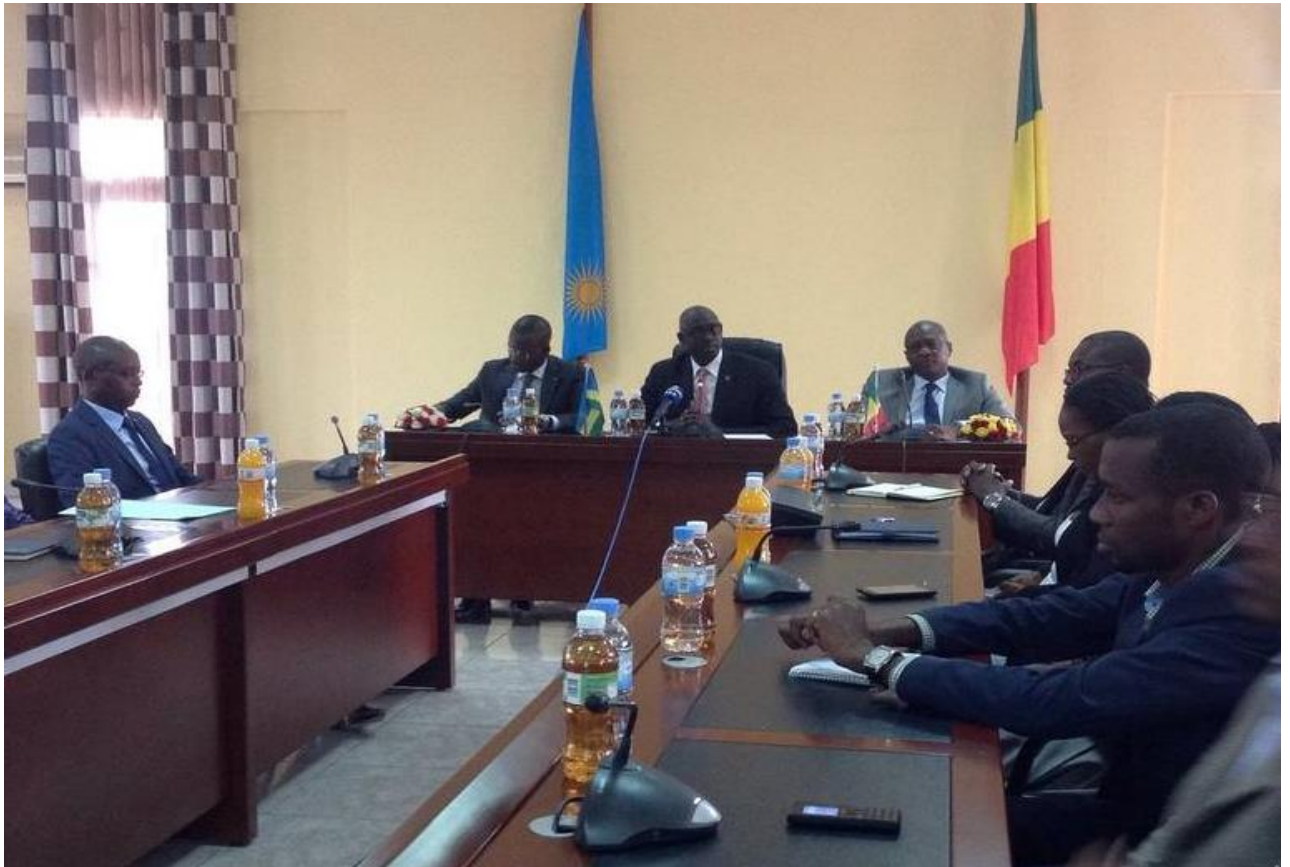
- ☞ The Ministry of Justice has signed two extradition treaties with two countries, that is extradition treaty signed with Malawi in February 2017, extradition treaty signed in May 2017 with Ethiopia, and the process for ratification of the one with Congo Brazza signed in 2013 started during the year 2016/2017. The ratification process of ratifying is underway within the Rwanda Parliament;
- ☞ The extradition treaty with Zambia has been negotiated and approved. It is under drafting before being signed;
- ☞ During his visit in Rwanda in March 2017, the Mali Ministry of Justice and Human Rights and his counterpart Ministry of Justice/Attorney General of Rwanda agreed to jointly fight against genocide denials and to prosecute the perpetrators. They signed an MoU establishing the basis for the framework of cooperation between the two countries;

#### 4. Ensuring the implementation of UPR resolutions

In the process of ensuring the implementation of UPR resolutions, the following has been done;

- ☞ Consultative meetings for task force members in order to share UPR resolutions and establish a roadmap for their implementation;
- ☞ High level stakeholders meeting in order to fine-tune the roadmap which has been validated and shared to stakeholders for implementation.

In UPR midterm review organized in Lemigo Hotel, it was found that Out of 50 recommendations, 34 of them are under implementation process and their implementation is done by all concerned Government institutions with the active participation of the Civil Society Organizations. The remaining will be implemented in accordance with the action plan of concerned institutions.



*Photo: Malian Minister of Justice and Human right during his visit in the Ministry of justice Rwanda, Kigali March 2017*

## 2.3. Access to Justice services

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 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 the Department of Access to Justice Services. Changing names service was delivered under this department, however this service has been transferred to the Ministry of Local Government during the fourth quarter of 2016/2017 fiscal year.

### 2.3.1. Community legal aid services

The Access to Justice Coordination Unit (AJCU) and Public Legal Aid Services Unit (PLASU) are the units under the Community Justice Division from which community legal aid services are coordinated.

#### 2.3.1.1. Legal aid services

The legal aid services were provided through handling complaints addressed to the Ministry headquarters and those addressed to the decentralized systems (MAJ and mediation committees). The achievements of these decentralized services are described in the next sections.

#### **Box 1: Legal aid week (LAW)**

The Ministry of Justice in partnership with different players in justice sector organize an annual legal aid week aiming at providing legal aid of different kind. From 25<sup>th</sup> to 31<sup>st</sup> March 2017, the 8<sup>th</sup> legal aid week was organized countrywide under the theme “To get justice is your right, do your best to get your rights”. The following activity were performed during this period as revealed in 2016/2017 LAW report.

- ☞ 59 vulnerable persons and 24 minors have been assisted before courts and other institutions,
- ☞ 2,984 Gacaca judgements have been executed,
- ☞ 2,059 public complaints have been received and handled,
- ☞ 2114 prisoner’s complaints have been received and handled,
- ☞ Legal and law awareness related education to Citizens conducted.

The following table shows the total number of public complaints handled at the ministry headquarters;

**Table 4: Legal aid provided at headquarters**

Legal aid services provided	Individuals served		Total
	Female	Male	
Written legal aid	226	204	430
Verbal legal advice	1,188	935	2,123
Toll free conversations received	157	149	306
<b>Total</b>	<b>1,571</b>	<b>1,288</b>	<b>2,859</b>

It reveals that legal aid was provided to 2,859 individuals who addressed their complaints to the Ministry headquarters. According to the ways in which complaints were addressed, 430 legal aid/advice were provided in terms of written responses, 2,123 legal advices were provided verbally whereas 306 were discussed through a toll free mobile phone.

### 2.3.1.2. Judgement execution

The Ministry of Justice has coordinated the execution of court judgements received with enforcement orders by both the professional court bailiffs and non-professional bailiffs countrywide. During the closed fiscal year of 2016/2017, a total of 73,911 court judgements were received. Among them, 9,196 were ordinary cases while 64,715 were Gacaca related cases. The figures detailing the level of execution against the received judgement are shown in the following cross-table;

**Table 5: Court Judgement Execution**

Court Judgements	Cases types		Total
	Ordinary cases	Gacaca cases	
Court Judgments received	9,196	64,715	73,911
Court Judgements executed	7,651	21,493	29,144
<b>% of execution</b>	<b>83.1%</b>	<b>33.2%</b>	

The table reveals that the ordinary judgements were executed at 83.1%, which is a result of the initiatives undertaken by the Ministry aiming at boosting the professionalism among professional bailiffs as well as appointing new ones. On the other side, Gacaca cases were executed only at 33.2% which is a low rate against the annual target.

***Box 2:Gacaca Judgements Execution status***

Gacaca courts were closed in 2012. Since then, the Ministry of Justice has mobilized a great effort aiming at executing Gacaca judgements related to property destroyed during the 1994 Genocide against Tutsi. 1,266,632 Gacaca judgements were to be executed since the year 2010 and 1,223,412 judgements representing 96.6% have been executed up to June 2017. Only 45,222 cases are remaining, and there are associated factors which are hindering the execution process. The judgements with no enforcement orders, the lack of information on the debtors as well as the poverty and death of the convicted persons are the main factors upon which the rate of Gacaca judgements execution slowed down during the 2016/2017 closed year.

**2.3.1.2.1. Capacity development of court bailiffs**

To ensure the effectiveness and efficiency of judgment execution countrywide, the Ministry of Justice promotes professionalism among both professional and non-professional court bailiffs.

This is done through workshops and meetings organized on regular basis in which both appointed court bailiffs and notaries also take oath.

**Table 6:Capacity development of court bailiffs**

Activity	Number
Professional court bailiffs appointed	194
Nonprofessional court bailiffs who took oath	698
Nonprofessional Bailiffs trained	2,557
Notaries who took oath	52

The nonprofessional bailiffs trained are Executive Secretaries of the sectors and those of the cells in the whole country. A workshop on the execution of courts judgements which brought together all Sector Executive Secretaries was organized from 26<sup>th</sup> to 28<sup>th</sup> April 2017 at Golden Tulip hotel located in Bugesera district. The participation rate at this workshop was estimated to 98,5% (410 out of 416). The workshop of all Cell Executive Secretaries was held on 11<sup>th</sup> May 2017 in their respective districts.



*Photo: On Thursday the 4th October 2016 during the swearing in ceremony of 150 Bailiffs and 5 Notaries at Lemigo Hotel Kigali,*

### 2.3.1.3. Legal Assistance for Indigent people and Minors

The Government ensures that minors and indigent people whether victims or offenders receive free legal assistance from early stage of legal proceedings. In this context, the Ministry of Justice coordinated the legal representation of both minors and indigents countrywide. 1,483 minors and 1,660 indigents with conflict with the law have been assisted.

**Table 7: Minors and indigent people Assisted**

Individual assisted	Individuals assisted		Total
	Male	Female	
Minors	1,295	188	1,483
Indigent	1,051	609	1,660
<b>Total</b>	<b>2,346</b>	<b>797</b>	<b>3,140</b>

The table shows that a total of 3,140 individuals were assisted. They are composed of 1,483 minors and 1,660 indigents. The analysis showed that Males are assisted more frequently than females. They are 2,346 covering 74.8% of the total number of individuals assisted while females are 797 covering 25.2%. The majority were assisted before courts whereas the remaining were assisted before Rwanda National Police and the National Public Prosecution Authority.

### 2.3.1.4. Notarial service

Notary services are coordinated under the Public legal aid services unit. The unit organizes various forums with notary practitioners from different public institutions to ensure the quality of service and the respect of rules determining notarial service in Rwanda.

A new Ministerial Order N° 013/MOJ/AG/2017 of 24/02/2017 determining modalities for access to and practice of the office of notary by private persons, supervision of a private notary and conservation of authentic deeds was published in an Official Gazette N0 13 on 27<sup>th</sup> March 2017. The order allows private lawyers who fulfill the requirements to exercise

notary functions. So far 47 lawyers composed of 34 males and 13 females have applied to become private notaries.

Regarding the notary service delivered at the Ministry of Justice headquarters, 21,371 documents were notarized and generated a total of 21,527,900 Rwandan francs to the national treasury.

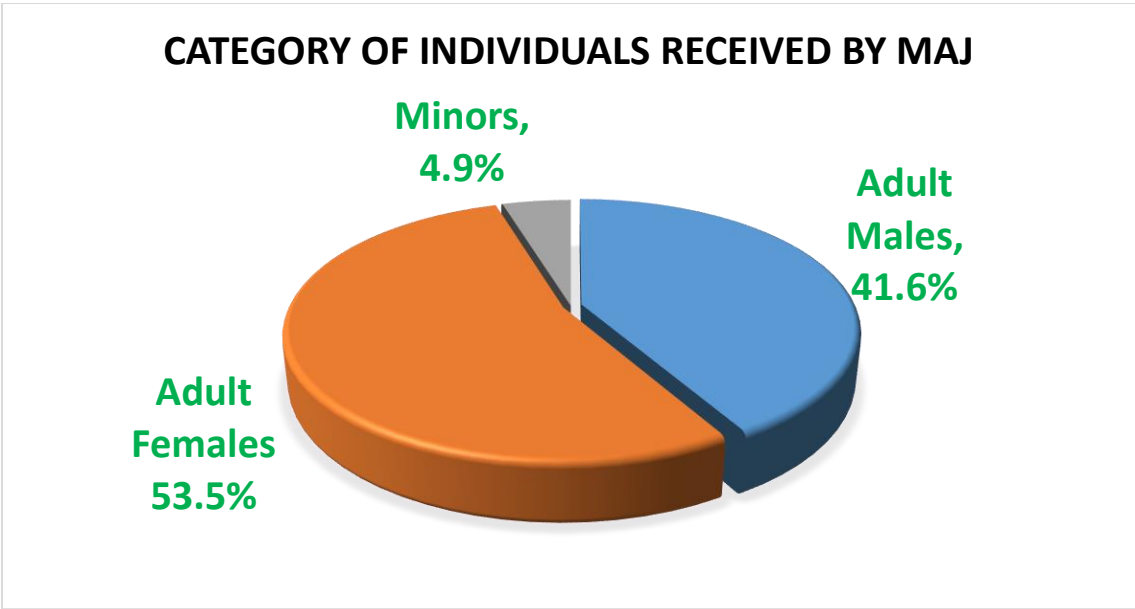
**2.3.2. Access to Justice Bureaus (MAJ)**

The Ministry of Justice has established Access to Justice Bureaus (MAJ) at every District level (3 lawyers per District) as decentralized service to provide legal aid at free cost. Under the coordination of Access to Justice Coordination Unit, MAJ assure the activity of decentralized services of the Ministry of Justice.

**2.3.2.1. Legal aid Cases received by Access to Justice Bureaus**

In the essence of providing legal aid, Access to Justice Bureaus staff received 17,048 public legal aid requests countrywide. 15,651 cases were civil while 1,397 cases were penal cases. Both adult males and females, and minors are among those who addressed their complaints to Access to Justice Bureaus for legal aid. The analysis in the following figure shows that adult females seek for legal aid at a large extent compared to the adult males.

**Figure 3:Category of individuals received by MAJ in legal aid**



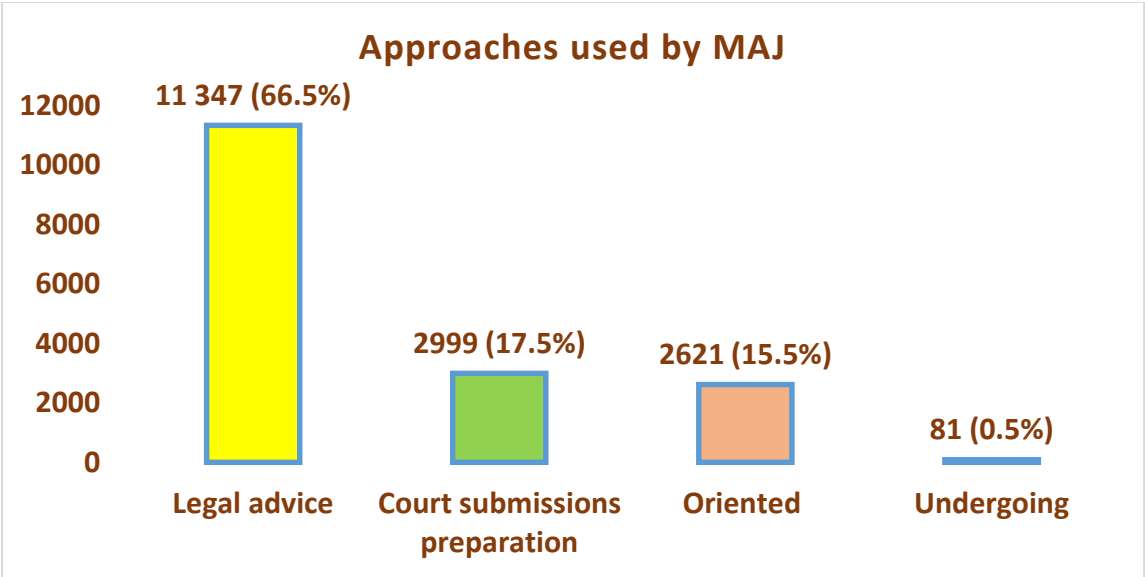


The figure demonstrates that among 17,048 individuals who addressed the legal matters to Access to Justice Bureaus for legal aid, 53,5% were adult females, 41.6% were adult males whereas minors were 4.9%. These percentages are respectively equivalent to 7 091; 9 124 and 833.

**2.3.2.1.1. Legal aid Cases Handled by Access to Justice Bureaus by district**

After receiving and analyzing legal aid requests from the public, Access to Justice Bureaus staffed with qualified lawyers used different approaches aiming at handling the addressed legal matters;

**Figure 4: Approaches used by MAJ to handle received cases**



The figure four reveals that 11,347 representing 66.5% of the total cases received were handled through providing legal advice or mediation among parties in disputes, 2,999 cases representing 17.5% were handled through preparation of court submissions while 2 621 cases representing 15.5% were oriented in other institution for being successfully handled. Only 81 cases representing 0.5 % were still undergoing at the end of the fiscal year. This indicates that 16,967 cases representing 99.5% cases were fully handled at MAJ level.

Given the decentralization of legal aid provision at district levels through the Access to Justice Bureaus, citizens with legal matters address their complaints to MAJ of their respective district.

The following table presents the overall cases upon which legal aid were provided by MAJ. They are distributed by District as well as the approaches used;

**Table 8: Cases handled by MAJ by District**

District	Total cases received			Handling approaches			
	Civil	Penal	Total	Legal advice	Court submission	Oriented preparation	undergoing
BUGESERA	851	21	872	437	335	100	0
NYANZA	801	57	858	555	98	204	1
NYABIHU	807	34	841	459	232	143	7
GATSIBO	729	98	827	540	13	274	0
RUBAVU	657	88	745	416	79	242	8
RUHANGO	627	85	712	451	99	154	8
KIREHE	609	54	663	274	213	160	16
HUYE	579	69	648	473	88	87	0
GAKENKE	566	81	647	527	55	65	0
RUTSIRO	512	134	646	524	18	104	0
BURERA	521	101	622	482	62	78	0
NYAMASHEKE	585	0	585	398	127	60	0
NYAMAGABE	521	63	584	507	19	58	0
MUSANZE	516	36	552	489	53	10	0
NYARUGENGE	496	52	548	354	155	39	0
KICUKIRO	517	20	537	323	148	66	0
GASABO	509	12	521	338	135	35	13
NYARUGURU	475	37	512	406	43	63	0
KAMONYI	462	46	508	389	119	0	0
GISAGARA	450	33	483	255	152	67	9
NGORORERO	421	59	480	310	111	59	0
RUSIZI	443	36	479	243	31	194	11
GICUMBI	454	14	468	362	106	0	0
NGOMA	422	23	445	292	99	54	0
RWAMAGANA	392	30	422	354	38	24	6
KARONGI	374	40	414	295	58	59	2
NYAGATARE	392	13	405	248	42	115	0
RULINDO	381	8	389	304	80	5	0
MUHANGA	307	28	335	238	80	17	0

District	Total cases received			Handling approaches			
	Civil	Penal	Total	Legal advice	Court submission preparation	Oriented	undergoing
KAYONZA	275	25	300	104	111	85	0
<i>Total</i>	<i>15 651</i>	<i>1397</i>	<i>17 048</i>	<i>11 347</i>	<i>2999</i>	<i>2 621</i>	<i>81</i>
<i>%</i>	<i>91.8%</i>	<i>8.2%</i>	<i>100.0%</i>	<i>66.6%</i>	<i>17.6%</i>	<i>15.4%</i>	<i>0.5%</i>

The table reveals the overview of the total cases received by Access to Justice Bureaus (MAJ), their types and the approaches used during handling process which were described in the previous sections.

It particularly shows the performance of Access to Justice Bureaus (MAJ) in each District. For this, the following notes were highlighted during the analysis;

- The cases received by District Access to Justice Bureaus range between 300 and 872 cases while the average number of cases received is 568;
- District Access to Justice Bureaus of Bugesera, Nyanza, Nyabihu, Gatsibo, Rubavu, Ruhango were often visited by citizens for legal aid. Each of them received cases that are above 700 cases.
- On the other side, the Access to Justice Bureaus of Kayonza, Muhanga and Rulindo are seldom visited for legal aid. Each of them received less than 400 cases;
- Almost all cases received by Access to Justice Bureaus were handled in each District. The common approach used is the provision of legal advice;
- Compared to the cases received in the previous fiscal year, the number of cases received by Access to Justice Bureaus slightly decreased at the rate of 4.5%. These cases declined from 17,869 cases in 2015/2016 to 17,048 cases in 2016/2017.

Access to Justice Bureaus did not intervene in providing legal aid or advice on law related issues only. They also play roles in disseminating laws and regulations, advising specifically mediation committees in legal matters and procedures, monitor and follow-up their activities; coordinating the execution of court judgments and execute judgments for poor and vulnerable people as well as providing legal assistance and representation in Courts for poor and vulnerable people.

### 2.3.2.2. Mediation committees (Abunzi)

Mediation committees (Abunzi) are fully integrated into Rwanda's Justice system. It is a home grown solution system that provide mediation between parties in dispute to reduce time and resources spend in ordinary courts. Abunzi are characterized by integrity and are grouped in 2,563 committees, that is 2,147 committees at cell level and 416 at sector level. Every committee consists of seven members and their total number is calculated at 17,941 individuals.

Their existence in community reduced the cases received by the formal courts at the rate of 30.9% from 2011/2012 to 2015/2016. The total cases received by the formal courts were 72,509 and 50,102 respectively<sup>1</sup>.

#### 2.3.2.2.1. Cases received by Mediation Committees

During the fiscal year ending June 2017, Mediation committees received 51,016 cases. They are composed of 45,503 civil cases representing 89.1% and 5,513(10.9%) penal cases received before the amendment of law determining organization, jurisdiction, competence and functioning of mediation committee which removed the penal cases from Abunzi competence<sup>2</sup>.

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<sup>1</sup> 2015/2016 Judiciary annual report.

<sup>2</sup> A new law no 37/2016 of 08/09/2016 determining organization, jurisdiction, competence and functioning of mediation committee amending and complementing the organic law n° 02/2010/OL of 09/06/2010 was published in official gazette in September 2016.

### **Box 3: Mediation committees Incentives & Logistics**

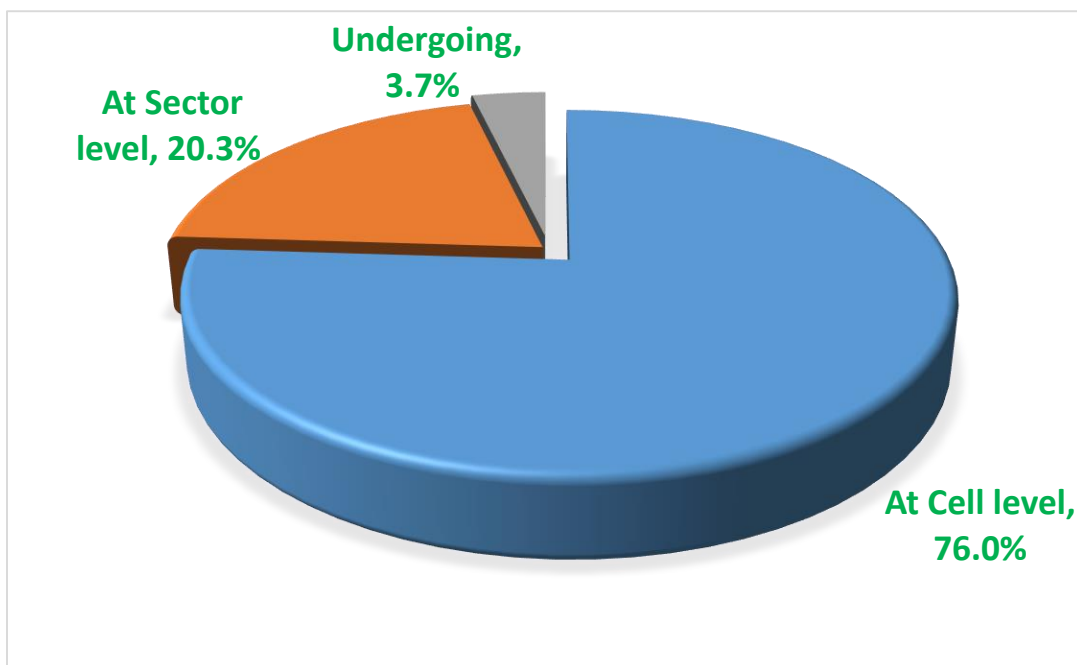
Being provided with communication facilities (Mobile phones), all mediators are connected in CUG system among themselves and other Ministry staff in charge of coaching them. To ensure transport facilities, 5,000 mediators have been provided with bicycles up the end of June 2017. Health insurance scheme (MUSA) paid for all mediators and their four dependencies was valid up to June 2017.

Necessary materials were provided to all mediation committees. These are registers, forms, pens, tampons, ink, files and stapling machines. To improve Abunzi working place, committees are provided with their own office rooms. So far, 37% of the committees have their own office rooms.

According to the compiled mediation committee s' reports, the number of cases received increased at the rate of 27.1% over the past three years. This has been 40,111 cases in 2014/2015; 47,966 cases in 2015/2016 and 51,016 cases in 2016/2017 fiscal years.

As in the previous periods, Mediation committees constantly performed well in mediating the parties in dispute. The analysis made shows that out of 51,016 cases received during the year ending June 2017; a total of 49,138 cases equivalent to 96.3% were handled. This includes cases handled at cell level and cases handled at sector level as revealed in the figure below;

**Figure 5: Levels at which cases were handled by Mediation committees**



It is shown that 38,777 cases representing 76.0% of the total cases handled by mediation committees were fully mediated at cell level, 10,361 cases representing 20.3% were handled in appeal at sector level whereas only 3.6% were undergoing at both levels. This is a good indicator that people do not perform several or fruitless walks for disputes resolutions.

Mediation committees being operational at local levels, the cases received are compiled at district level and are highlighted in the table below:

**Table 9: Cases received by mediation committees by District**

DISTRICTS	TOTAL CASES RECEIVED			TOTAL CASES HANDLED		
	Males	Female	Total	At cell level	At sector level	Undergoing
1.GICUMBI	3946	2478	6423	4796	1609	18
2.MUSANZE	2383	1254	3638	2991	502	144
3.RUHANGO	1851	1385	3235	2616	535	85
4.BURERA	2064	986	3049	2446	288	315
5.GAKENKE	1861	819	2680	2295	367	18
6.RUSIZI	1568	823	2391	1977	318	96
7.RUBAVU	1387	796	2183	1684	403	96
8.NYAMAGABE	1208	844	2052	1146	752	154
9.NGORORERO	1041	787	1828	1375	349	103
10.GISAGARA	1044	691	1735	1325	410	0
11.NYAGATARE	1153	564	1717	1177	446	94
12.RULINDO	954	728	1682	1451	159	72
13.MUHANGA	914	741	1655	1273	382	0
14.GATSIBO	1135	473	1608	919	639	50
15.BUGESERA	866	658	1524	1189	325	11
16.NYARUGURU	842	623	1465	938	370	157
17.NYABIHU	687	722	1408	983	422	3
18.NYANZA	667	553	1220	847	261	113
19.NYAMASHEKE	795	421	1216	1022	143	51
20.KAYONZA	614	472	1085	880	165	41
21.GASABO	602	402	1004	790	138	76
22.KIREHE	502	481	983	746	214	23
23.RWAMAGANA	543	427	969	770	200	0
24.KARONGI	496	344	840	594	215	32
25.KAMONYI	414	316	730	501	225	4
26.RUTSIRO	407	276	682	559	106	18
27.NYARUGENGE	338	250	588	412	120	56
28.HUYE	316	268	585	439	139	6
29.KICUKIRO	270	211	481	371	85	25
30.NGOMA	205	151	356	266	73	17
<b>Total</b>	<b>31 073</b>	<b>19 943</b>	<b>51016</b>	<b>38 777</b>	<b>10 361</b>	<b>1 878</b>
<b>%</b>	<b>60.9%</b>	<b>39.1%</b>	<b>100.0</b>	<b>76.0%</b>	<b>20.3%</b>	<b>3.7%</b>

- The cases received by mediation committees countrywide range between 356 and 6,423 cases, the average cases received is around 1700 cases per District,

- Compared to the mediation committees from other Districts, mediation committees in Gicumbi District received many cases whereas Mediation committees in Ngoma received few cases.
- It is observed that the number of cases are high in Burera, Nyaruguru, Nyamagabe, Musanze and Nyanza compared to the rest of Districts. Each of them had more than 100 undergoing cases at the end of the fiscal year;
- 51,016 cases received during the closed fiscal year scientifically implies that mediation committees receive around 140 cases per day country wide;

#### **2.3.2.2.2. Mediation committees training**

The Ministry of Justice is committed to ensure quality justice delivery at local level. One of the policy actions undertaken is to conduct trainings to boost the capacity and knowledge of mediation committee's members. Two sessions which focused on mediation skills, update on the new law governing organization, jurisdiction, competence and functioning of mediation committees, law governing persons and family and law governing matrimonial regimes, donation and succession were organized.

A first session of training of all mediation committee's members was organized countrywide from 18<sup>th</sup> to 31<sup>st</sup> October 2016. A total of 17 665 mediators representing 98.4% attended.

The Ministry of Justice organized a second session of training for mediation committees in 28 districts from 13<sup>th</sup> to 17<sup>th</sup> June 2017. out of 17 031 targeted mediators, a total of 16 402 mediators representing 96,3% attended;

Apart from the training organized by the Ministry of justice, development partners also supported in the trainings and coaching of mediation committees. Currently, two development partners intervene in Abunzi trainings and coaching: RCN JUSTICE ET DEMOCRATIE and SEARCH FOR COMMON GROUND.



*Photo: Minister of Justice/Attorney General officially closed a training of Abunzi in Karongi District, 22 June 2017*

### **2.3.3. Abandoned Properties Management**

The role of taking proper custody of the abandoned property in Rwanda is ensured by the Ministry of Justice. The unit in charge of the management of abandoned properties works closely with district abandoned property committees to ensure the management and productivity of abandoned properties.

#### **2.3.3.1. Inventory of the abandoned properties**

The Ministry of Justice through the Abandoned Property Management unit continued to make the inventory of new abandoned properties country wide. During the closed fiscal year, identified properties are shown in the table below;



**Table 10:New properties identified**

No	District	Property identified						Total
		House	Land	Forest	Vehicle	Cow	Factory	
1	GASABO	1	0	0	1	12	2	16
2	KICUKIRO	0	0	0	0	23	0	23
3	GAKENKE	0	28	0	0	0	0	28
4	HUYE	0	4	0	0	0	0	4
5	BUGESERA	0	5	0	0	0	0	5
6	NYAMASHEKE	0	17	0	0	0	0	17
7	KARONGI	11	5	2	0	0	0	18
8	MUHANGA	2	0	1	0	0	0	3
<b>Total</b>		<b>14</b>	<b>59</b>	<b>3</b>	<b>1</b>	<b>35</b>	<b>2</b>	<b>114</b>

The table shows that 114 new properties abandoned were identified in eight districts. They are composed of 14 houses, 59 lands, 3 forests, 1 vehicle, 35 cows and 2 factories as illustrated by the table.

The total number of abandoned properties under the management of the Ministry of Justice up to June 2017 are pictured in the table below:

**Table 11:Properties under Management**

N <sup>o</sup>	DISTRICTS	PROPERTY UNDER MANAGEMENT									TOTAL
		House	Land	Plot	Farm	Forest	Vehicle	Cows	Factory	Share	
1	GAKENKE	26	142	0	0	11	0	0	0	0	179
2	MUSANZE	18	80	0	0	16	0	0	0	0	114
3	NYABIHU	15	80	15	0	0	0	0	0	0	110
4	MUHANGA	36	58	0	0	7	0	0	0	0	101
5	KICUKIRO	75	0	16	1	2	0	23	0	0	117
6	KAMONYI	14	75	0	0	3	0	0	0	0	92
7	NGORORERO	26	43	0	0	0	0	0	0	0	69
8	NYARUGENGE	64	4	0	0	0	0	0	0	0	68
9	GISAGARA	7	44	0	0	0	0	0	0	0	51
10	GASABO	36	4	2	3	0	1	12	2	0	60
11	KIREHE	12	20	0	4	7	0	0	0	0	43
12	RWAMAGANA	2	27	0	1	0	0	0	0	0	30

<b>13</b>	<b>RUSIZI</b>	5	14	7	0	0	0	0	0	0	26
<b>14</b>	<b>RUBAVU</b>	16	0	4	1	0	0	0	0	0	21
<b>15</b>	<b>NGOMA</b>	34	5	1	0	0	0	0	0	0	40
<b>16</b>	<b>GICUMBI</b>	8	17	1	0	2	0	0	0	0	28
<b>17</b>	<b>HUYE</b>	11	5	0	0	5	0	0	0	0	21
<b>18</b>	<b>RULINDO</b>	0	11	0	0	0	0	0	0	0	11
<b>19</b>	<b>GATSIBO</b>	9	0	0	0	0	0	0	0	0	9
<b>20</b>	<b>NYARUGURU</b>	2	1	0	0	0	0	0	0	1	4
<b>21</b>	<b>NYAGATARE</b>	2	0	0	0	0	0	0	0	0	2
<b>22</b>	<b>NYAMAGABE</b>	1	0	0	0	0	0	0	0	0	1
<b>23</b>	<b>NYANZA</b>	2	1	2	0	0	0	0	0	0	5
<b>24</b>	<b>BUGESERA</b>	0	5	0	0	0	0	0	0	0	5
<b>25</b>	<b>NYAMASHEKE</b>	0	17	0	0	0	0	0	0	0	17
<b>26</b>	<b>KARONGI</b>	11	5	0	0	2	0	0	0	0	18
<b>Total</b>		<b>432</b>	<b>658</b>	<b>48</b>	<b>10</b>	<b>55</b>	<b>1</b>	<b>35</b>	<b>2</b>	<b>1</b>	<b>1,242</b>

It is shown by the table n<sup>o</sup> 11 that 1,242 abandoned properties are under the management of the Ministry. They are composed of 432 houses, 658 lands, 48 plots, 10 farms, 55 forests, 1 vehicle, 35 cows, 2 factories and 1 share in a business company. They are located in 26 districts listed in the table and are directly under the management of district abandoned property committees.

### **2.3.3.2. Productivity of abandoned properties**

Apart from the inventory of the abandoned properties, the Ministry of Justice also through the unit in charge of abandoned property management in collaboration with district committees ensure the productivity of identified abandoned properties as well as the financial management related issues.

So far abandoned properties have generated 453,418,989 Rwandan francs while a total of 201,072,342 Rwandan francs have been used for their management.

**Table 12: Financial statement of abandoned properties over the two past years**

No	DISTRICT	FINANCIAL STATEMENT OF ABANDONED PROPERTY IN (RWF)			
		Income 2015/2016	Income 2016/2017	Expenditure 2015/2016	Expenditure 2016/2017
1.	GASABO	527,345,284	193,024,739	92,728,891	188,435,033
2.	KICUKIRO	23,262,430	76,359,069	25,797,122	15,257,422
3.	KIREHE	8,918,338	52,000	312,265	193,516
4.	MUHANGA	0	7,476,217	0	0
5.	NGORORERO	0	210,000	0	100,000
6.	NYABIHU	0	1,064,500	0	0
7.	NYARUGENGE	73,346,000	154,330,644	73,833,312	94,950,445
8.	NYARUGURU	27,571,643	738,800	94,000	1,026,580
9.	RUBAVU	19,800,327	24,734,950	2,175,000	10,780,314
10.	GICUMBI	2,040,000	-	0	-
	<b>Total</b>	<b>682,284,022</b>	<b>457,990,919</b>	<b>194,940,590</b>	<b>310,743,310</b>

It is shown that there is a positive difference between the income and the expenditure for the abandoned property which is good for its management. This difference is notably recorded in all districts except Kicukiro District and Nyaruguru where the expenditure is greater than income collected.

According to the compiled district committee's reports, a total of 1,520,034,797 Rwandan francs was on the fixed accounts while 220,442,876 Rwandan francs was on the movement accounts of the committees up to June 2017.

The incomes are mainly generated from rental agreement for abandoned properties while the expenses are due to the renovation of abandoned properties and the cost of other exigencies.

## 2.4. Law enforcement

The Directorate General of Law Enforcement was established in the Ministry of Justice in November 2016. It is established to serve as a liaison between the Ministry of Justice and law enforcement agencies to ensure the promotion of the rule of law and respect of Human Rights.

The Directorate General of Law Enforcement aims at creating a conducive collaboration and coordination environment between the Ministry of Justice and law enforcement agencies towards enforcement of policies, programs, regulations and laws.

Since its establishment, the following activities were carried out:

1. Assessment and conclusion of 78 files while other 8 are undergoing;
2. Conduct of daily due diligence on requests to import explosives and blasting materials in collaboration with concerned Government Agencies mainly MINIRENA, Rwanda Mining and Petroleum Gas Board, RDF and RNP;
3. Participation in the drafting of the Agreement with ICRC;
4. Serving as liaison between National Law Enforcement Agencies and the Regional Center for Small Arms (RECSA) based in Nairobi-Kenya. For the purpose of training and capacity building, a total of 30 RDF officers, 25 RNP officers and 10 RCS officers were trained in arms stockpile management by RECSA;
5. Representing the Ministry in various meetings and participation in the steering committee on the construction of MAGERAGERE/Nyarugenge prison.

## 2.5. Administrative and support services

This section highlights the key achievements of the administration and support services. They are composed of all services needed to implement the core mandate of the institution.

### 2.5.1. Justice sector secretariat Coordination

The Justice Sector Secretariat is responsible for high level policy coordination, effective prioritization, monitoring and evaluation of Justice, Reconciliation, Law and Order sector policies, strategies and programs. Justice Sector Secretariat Coordination (JSSC) is a 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.

The Justice Sector Secretariat activities are listed here below:

- **The Annual Justice, Reconciliation Law and Order Sector (JRTOS) Peer Review Retreat:** The retreat was organized on 22<sup>nd</sup> to 24<sup>th</sup> March 2017 at Lake Kivu Serena Hotel. The Peer Review Retreat of this year is the 6<sup>th</sup> which was organized under the theme

#### **Box 4: Integrated Electronic Case Management System (IECMS)**

IECMS is an ICT system developed to improve Judicial Service Delivery by reducing delays and transaction costs associated with judicial cases processing through the whole justice chain. The system will further provide the way of management of public complaints of different kind addressed to Justice sector institutions.

At the end of June 2017, IECMS was used in 5 utmost Justice sector institutions which are RNP, NPPA, Judiciary, MINIJUST and RCS. It is used in all 82 Courts of Rwanda, in 71 offices of the Prosecution (NPPA), in 113 out of 454 offices of RNP; 100% in RCS and MINIJUST.

Regarding system end-users training, 2,230 out of 3,040 users equivalent to 73% in these institutions have been trained on developed modules. The system is being used to file courts cases in all Rwandan courts except military courts from June 1<sup>st</sup> 2017 and all (100%) complaints are filed using IECMS.

“Towards an effective and Professional Justice Service delivery”. It is a high level forum bringing together Government institutions, Development Partners, Private Sector and Civil Society Organizations to work together to address justice, reconciliation, law and order issues with common objectives; review progresses in implementing agreed upon strategies, decisions and seek answers to identified problems to enhance effectiveness in policy implementation and coordination.

- **The Justice Sector Forward Looking Joint Sector Review (FLJSR) meeting:** The meeting is organized annually and brings together the chief budget managers of Justice Sector institutions as well as Development partners, Civil Society Organizations. It took place on June 7<sup>th</sup> 2017 at Hotel Lemigo and discussed the sector priorities for the 2017/2018 financial year and assessed sector achievements during 2016/2017;
- **Rwanda Netherlands Advisory Panel on Justice and Rule of Law:** The aim of this annual panel is to enhance judicial cooperation, mutual legal assistance and policy dialogue between relevant stakeholders from the Netherlands and in the area of Justice and rule of law. This second meeting was organized under the theme: “*Together for a participative and affordable Justice*” and took place from Wednesday the 28<sup>th</sup> to 29<sup>th</sup> September 2016 at Kigali Serena Hotel.
- Prepared and organized regular Thematic Working Group meetings. This include the Thematic Working Group in charge of Planning, Monitoring and Evaluation; Thematic Working Group in charge of policy issues, Thematic Working Group in charge of capacity building and the one in charge of information, communication and technology;
- Carried out the IECMS development related activities for phase II focusing on the needs assessment and technical evaluation of the system;
- Organization of the Backward Looking Joint Sector Review meeting on 1<sup>st</sup> November 2016. The related report was prepared and submitted to MINECOFIN;
- **JRLOS leadership Group meeting:** The meeting brings together the leaders of JRLOS institutions to provide policy direction and ensures transparent and accountability oversight over the implementation of the sector strategy. The meeting took place on

17<sup>th</sup> November 2016 at Lemigo Hotel and the participant drawn 17 resolutions to address sector emerging issues.

- **Justice Sector Joint M&E field visits:** The Joint M&E field visits are annual event organized to increase JRLOS stakeholders' ownership on the sector priorities. From 15<sup>th</sup> to 16<sup>th</sup> June 2017, Justice sector representatives visited some institutions' activities in Northern and Western Provinces;
- The elaboration of Justice Sector Gender strategy was started;
- Evaluated the sector strategic plan II and coordinated the elaboration of the sector strategic plan III;
- Collection and compilation of reports on regular basis on the implementation of various actions and resolutions concerned by the sector institutions;
- **Coordination of the functioning of JRLOS District committees:** Members of 28 out of 30 JRLOS District committees have met in their quarterly meetings at least once. Their meeting aim at providing solutions to identified matters hindering the development of Justice in their respective Districts. In addition to this, JRLOS committees have carried out field visits with the following purposes:
  - ✓ Training the population and/or students on laws (family laws, succession laws, Penal code, etc);
  - ✓ Providing trainings on detainees' rights in Prisons, Police stations and Transit Centers;
  - ✓ Handling detainee's complaints; and making advocacy on their problems; etc.



*Photo taken during the 6<sup>th</sup> Justice, Reconciliation Law and Order Sector (JRLOS) Peer Review Retreat, March 2017 at Lake Kivu Serena Hotel.*

## **2.5.2. Planning, Monitoring and Evaluation Unit**

Planning, Monitoring and Evaluation Unit is responsible for the formulation of policies, strategies and programs of the Ministry of Justice to ensure their alignment with national strategies and priorities. The unit also plays a key role in assessing the implementation of actions undertaken by the Ministry through regular monitoring and evaluations towards effective policy formulation process.

Key achievements of the Planning, M&E Unit include:

### **2.5.2.1. Planning functions**

- Held different planning and budgeting meetings with all departments with the aim of drafting and preparing 2017-2018 plans, 2017-2018 budget and timely submission to MINECOFIN was ensured;



- In collaboration with Finance Unit, the Planning Monitoring and Evaluation Unit prepared the 2017/2018-2019/2020 Medium Term Expenditure Framework and 2017/2018 budget and submitted it to the Ministry of Finance and capture the related data in the FMIS system,
- Preparation of regular implementation plans on quarterly basis

#### **2.5.2.2. Monitoring and Evaluation functions**

- Monitoring and Evaluation of staff performance contract implementation as per MIFOTRA guidelines through IPPS system;
- Performed monitoring on the implementation of Ministry action plans and prepared monthly, quarterly, mid-term and 2016/2017 annual progress reports.
- Quarterly uploaded on Government command center system and dashboard the Ministry's performance of contract;
- Compiled and submitted implementation reports on NLR and NDC resolutions, cabinet decisions, Presidential pledges and Parliament resolutions related to MINIJUST mandate and Ministry's performance of contract;
- Conducted field visits in all districts to supervise and evaluate the activities of MAJ, JRLS Districts committees, Development partners and Abunzi committees

#### **2.5.3. Corporate services**

Corporate services are under the the Directorate General of Corporate services and it is in charge of coordination of all support services related to Information and communication Technology (ICT), Finance as well as Administration and Human Resources related supports.

##### **2.5.3.1. Information, Communication and Technology**

Information, Communication and Technology unit coordinates and supervises the implementation of ICT-related policies and programs in the Ministry, and ensures optimum functioning of Information and Technology equipment and network within the Ministry staff.

The unit was involved in the activities listed below;

- Installation of leased printers to all MINIJUST Staff;
- All headquarters human resource records were documented electronically towards smart MINIJUST;
- Forty-seven staff were provided with new laptops to replace the old ones;
- Provide regular coaching to MINIJUST staff on the use of DTMWS and outlook;
- Server room maintenance and other related IT Equipment have been done;
- The cyber security zone is secured and the review of MINIJUST`s security devices is done accordingly and fine tune them on daily basis in collaboration with RDB security division.
- The unit collaborated with the JSSC to train 2,230 EICMS end users;

#### **2.5.3.2. Human Resources and Administration**

The prime responsibility of the Human resources and Administration Unit is to ensure that MINIJUST staff are paid their salaries regularly and timely, provided with all logistics to enable smooth, healthier and conducive work place. The management of MINIJUST resources is also assigned to this unit. The unit contributed to the institutional performance in different ways;

1. Prepared monthly staff salaries and that of the political appointee, as well as other allowances and benefits;
2. Ensured the supply of services, goods and materials, managing and distributing office furniture and other consumables;
3. Handled transport, recreation and office accommodation facilities to the employees,
4. Attending different meeting in relation to administration;
5. Participated in budget preparation;
6. Organized and facilitated employee`s trainings on various topics. 29 employees successfully completed the trainings on the selected 10 topics;
7. Organized staff evaluation and appraisal as per the law;
8. Continuous staff recruitment process, four (4) new staff were recruited and appointed;

9. Organized quarterly general staff meetings, four meetings were organised during the closed year;
10. Rehabilitated MINIJUST premises and performed auction on the old equipment;

### **2.5.3.3. Finance related Support services**

Finance related Support services are provided by the Finance Unit through the coordination and supervision of all finance related activities within the Ministry. Particularly, the unit participates in the payment of salary and other benefits for employees, timely payment of all invoices addressed to the Ministry and ensure public financial management (PFM) reports are submitted to MINECOFIN on time and accurately.

In this context, the following activities were regularly carried out:

1. Preparation of monthly financial statements reports;
2. Coordination of activities related to finance such as payment for goods and services in the Ministry and all budget execution related activities whose rate attained 90% during the closed fiscal year;
3. Prepared MTEF 2017 -2020 and budget 2017-2018 and participation in budget negotiation and budget parliamentary hearing;
4. Prepare quarterly Cash flow plan and budget revision;

## **2.6. Achievements of affiliated institutions**

The Ministry of Justice affiliated institutions contributed to the achievement in accordance with the Ministry mandate s' during the fiscal year 2016/2107. The core achievements of those agencies are detailed in the JRL0S contract of performance implementation report annexed at the end of this report.

### **III. Conclusion and recommendation**

#### **3.1. Conclusion**

During the closed fiscal year 2016/2017, The Ministry of Justice registered substantial achievements in many aspects. We appreciate the efforts of the Ministry of Justice staff, justice sector institutions members and various development partners. Thanks to their efforts, the promotion of the rule of law, law enforcement and justice for all have been constantly promoted and prevailed.

During the coming fiscal year, the Ministry of Justice will keep the momentum built on the previous achievements. The full operationalization of IECMS to deliver Justice related services, conducting outreaches by Access to Justice Bureaus staff for strengthening legal aid provision, transport means for mediation committees members as well as suing Government officials who cause loss to the Government are among other activities planned for 2018/2018.

On the other hand, the law enforcement and the contribution of access to quality justice related home grown solutions namely Abunzi committees and MAJ will comfort the pace of social and economic agenda of the country.

#### **3.2. Recommendation**

Despite the tremendous achievements enumerated, there are identified challenges whose persistence may negatively impact the progress of the institution. Both the challenges identified during the implementation of the closed fiscal year plan and the findings from this report suggest the formulation of the following recommendations:

1. Given the high winning rate in the court cases in which the government is summoned, the resources that the Government loses in the lost cases are high compared to the resources from the won cases. This challenge is rooted from the mismanagement of public assets whereby suing the suspects for

their faults is still an issue. The challenges require the establishment of the strategic measures aiming at reducing both cases in which Government is summoned and the mismanagement of public assets;

2. The abandoned property is identified in twenty-six districts but they are productive only in nine Districts. This issue is added to the non-provision of the regular updated status of abandoned property by some district abandoned property committees. This leaves a room to wonder how the management and productive in the respective districts are effective and efficient. There is therefore a need of improving working mechanism with district committees focusing on the effective management of the abandoned property;
3. The cases received by decentralized services are increasing especially those received by mediation committees. They present a high rate of increase over the past three years; This shows that disputes cases in community are taking a high extent and their over existence undermines the growth of the country in many aspects. The ongoing efforts for dispute resolutions should therefore be followed by a joint effort to reduce disputes within the community through streamlining civic and other honesty related education;
4. The court judgement especially the Gacaca cases related to the destroyed property during the 1994 Genocide against Tutsi have been executed at low rate during the closed year. This came to pass while the court judgement execution is imperative and its respect is an indicator of the prevalence of the rule of laws. The Ministry of Justice is hence recommended to strengthen the measures that fast track the execution of the Court Judgements especially the Gacaca related judgements which are not yet executed;
5. The Integrated Electronic Cases Management System(EICMS) developed to enhance timely and quality services provision among Justice Sector institutions was identified with challenges which may undermine its ultimate use. The challenges include the insufficient basic infrastructure, low rate of trained end users and the nonexistence of a pull of staff including local developers to cater for regular IECMS needed management in long run period.

Those challenges are allied with financial constraints and they are slightly the main limitations that delay full operationalization in the project zone.

## ANNEX

### 2016/2017 JRLOS PERFORMRNCE CONTRACT IMPLEMENTATION REPORT

Output	Indicator	Baseline	Targets/milestones Q4	Activities	Achievements
<b>Outcome 1: IMPROVED PUBLIC SERVICE DELIVERY THROUGH UNIVERSAL ACCESS TO QUALITY JUSTICE</b>					
<b>Output.1.1:</b> Management of civil, criminal and commercial cases Improved	% of IECMS project Operationalization	100% of IECMS system developed and 20% of IECMS system operationalized	60 % of IECMS project operational	Train end users and operationalize IECMS	<p>1) At the end June 2017, IECMS was being used in 5 most concerned institutions. That is RNP, NPPA, Judiciary, MINIJUST and RCS as follows:</p> <ul style="list-style-type: none"> <li>-In all 82 Courts of Rwanda ( Supreme Court, High Court and its 4 chambers; all commercial Courts; All intermediate and Primary Courts)</li> <li>-In all 71 offices of the Prosecution (NPPA);</li> <li>-In 113 (24%) out of 454 offices of RNP.</li> <li>-In all 14 Prisons AND at RCS Headquarters.</li> <li>-100% in MINIJUST (the Civil Litigation Service Division and in 30 District MAJ offices are using/ready to use the system.</li> </ul> <p>2) 2230 (73.3%) out of 3040 IECMS users countrywide were trained up to end of June 2017.</p>
	% of public complaints addressed through online portal		System operationalized and 100% of complaints addressed online in the project zone	System operationalized and 100% of complaints addressed online in the project zone	<p>The system is being used to address complaints in Rwanda.</p> <p>-However, IECMS is being challenged by: insufficient budget; Non availability of infrastructures in some planned RNP offices to use IECMS and lack of a pull of staff including local developers who can cater for IECMS needed changes in long period of time.</p>

Output	Indicator	Baseline	Targets/milestones Q4	Activities	Achievements
	% of completion of NYANZA Courthouse construction works	20% of completion of NYANZA Courthouse construction works	Courts relocated in New building	Follow up of construction of Nyanza court house	At the end of June 2017, the construction works for “Nyanza Court house” were evaluated at the level of 90% against the target of fully completing the building and relocate the Courts in new building. The completion of works was delayed due to shifting of site implementation; and the delay of supplying materials such as granite tiles made in Rwanda.
	Number of primary courts connected	8 primary courts connected	7 primary courts connected to fiber optic(Q3 target)	Connect primary courts to fiber optic	The 11 courts were connected with internet (LAN and VPN) and 29 Courts with TIGO broadband internet (from July 2016 to June 2017). Currently, the internet connectivity in 60 Primary Courts is as follows: 31 Primary Courts are connected to internet (LAN and VPN) and 29 remaining courts are connected to TIGO broadband internet.
	% of completion of commercial courts construction works	Architectural study for commercial courts building available and tendering for construction and supervision initiated	40% completion of commercial court	Follow up of construction of commercial courts building	At the end June 2017, the construction works were evaluated at the level of 29.2% against the target of 40%.
	Level of court restructuring process has achieved	Drafting of laws for proposed courts structure available	Restructuring completed	Restructuring of courts	Bills governing court restructuring have been adopted by Parliament.



Output	Indicator	Baseline	Targets/milestones Q4	Activities	Achievements
<b>Output.1.2:</b> Justice delivery at local level reinforced	Percentage of cases received and settled by Mediation Committees "Abunzi"(disaggregated by gender and type)	91.9% of cases received by Mediation committees are handled by mediation( June 2015)	93% cases received should be settled by Abunzi during the quarter	1)Provide Trainings, M&E to Abunzi	<p>A first session of Abunzi training was organized countrywide from 18<sup>th</sup> to 31<sup>st</sup> October 2016. A total of 17 665 mediators representing 98.4% attended. Ministry of Justice organized a second session of training for mediation committees in 28 districts from 13<sup>th</sup> to 17<sup>th</sup> June 2017. out of 17 031 targeted mediators, a total of 16 402 mediators representing 96,3% attended. They were trained on: Mediation skills,</p> <p>Law governing organization, jurisdiction, competence and functioning of Mediators committees; Law governing persons and family; and the Law governing matrimonial regimes, donation and succession.</p> <p>2. Abunzi are connected in CUG system among themselves and in order to facilitate them with transport means, 5000 bicycles were provided to them up end of June 2017.</p> <p>3. Consequently 49 138 cases representing 96.3% were handled among 51 016 cases received which were addressed by 31 073 males and 19 943 females.</p>
			100% of Abunzi members of Mediation committee and all executive secretaries at cell level provided with airtime payment	2)Provide airtime payment for all Abunzi	

Output	Indicator	Baseline	Targets/milestones Q4	Activities	Achievements
<b>Output 1.3:</b> Legal Aid to the Community through Access to Justice Bureaus (MAJ) Strengthened and Coordinated,	% of people received legal aid including legal representation	90.98% are handled (2014-2015)	95% of cases received are handled by MAJ Staff	Provide legal aid to the community (Receive, resolve and orient cases in legal aid )	From July 2016 to June 2017, MAJ received 17,048 cases composed by 15 651 civil and 1397 penal cases. 99.5% cases were handled as follow 11,347(66.5%) through providing legal advices or mediations, 2,999(17.5%) by preparing court submissions, 2,621 (15.5%) have been oriented in other institutions while 81 (0.5%) were still undergoing at the end of June 2017.
<b>Output 1.4:</b> Legal assistance to needy minors in conflict with the law and vulnerable people provided	% of cases received of needy minors and vulnerable people received represented in Criminal Justice chain(disaggregated by gender and type of crime)	1479(100%) minors and vulnerable people assisted in court in 2014-2015	100% minors and vulnerable people cases received represented in court	Provide responses to the request for representation in courts and put in place a legal aid fund	•From July 2016 to June 2017, 1 483 Minors, 1,660 indigent people and 7 Genocide suspects were assisted. They were assisted in courts and other institutions.
<b>Output 1.5:</b> Legal framework for holding accountable parents who do not take care of their children and Law on prevention of street and school dropout causes <b>2016 NLR (#13)</b>	Availability of a new law (revised) related to children rights including parent's sanctions	Draft Law modifying and complementing Law n054/2011 of 14/12/2011 "relative aux droits et a la protection de l'enfant"	Law promulgated	1.Drafting a Law related to children rights	The law on child rights and protection is under review in Rwanda Law Reform Commission. It will include sanctions against child rights abuse.

Output	Indicator	Baseline	Targets/milestones Q4	Activities	Achievements
<b>Output 1.6:</b> Execution of Court Judgements including Gacaca judgments ensured	% of Judgement (disaggregated by ordinal court and Gacaca Judgements) executed	7420 ordinary judgments executed and 450,222 Gacaca Judgements executed (2014-2015)	85% of ordinary cases received executed	Coordinate the execution of Gacaca and ordinary courts judgement and produce statistical reports	From July 2016 to June 2017; 73,911 cases have been received including 9,196 ordinal cases and 64,715 Gacaca related cases. The executed ordinal cases are 7,651 (83.1%) while executed Gacaca cases are 21,495 (33.2%). The low rate of execution of Gacaca judgement is explained by the large number of Gacaca judgement without enforcement orders and other factors that hinder judgement execution process.
<b>Output 1.7:</b> Key performance indicator regularly updated	% of updated key performance indicators in the Government Command Centre	85% at the end of June 2016	Quarterly KPIs fully updated in GCC(100%)	Updating the progress of MINIJUST KPIs into the system(GCC) on regular basis	All necessary data for Q1,Q2,Q3 and Q4 were reported in time before lapse of 15th of quarterly reporting period
<b>Outcome 2: ENHANCED RULE OF LAW, ACCOUNTABILITY AND BUSINESS COMPETITIVENESS</b>					
<b>Output.2.1:</b> Legal advice to the Government institutions coordinated efficiently	% of legal opinions delivered	203 legal opinions , 59 MoUs, 106 legal advices, 120 contracts negotiation in 2014-2015, 15 model contracts available in English	98% of requested legal opinions provided within 15 days	Provide legal opinions as requested by public institutions,	From July 2016 – June 2017, a total of 390 legal opinions/advises were provided as received. These include 249 legal opinions on international and national contracts, 69 Opinions on MoUs and agreements provided and 72 legal advices on legal matters. The 127 Meetings on contract negotiation and other legal matters were also attended.
<b>Output 2.2:</b> Government		364 cases reprinted in	75% of government	1.Organize out of courts settlement	The Government institutions were involved in 504 cases. 332 cases representing 66.0% were

Output	Indicator	Baseline	Targets/milestones Q4	Activities	Achievements
representation in civil cases	% of cases represented in court	court in 2014-2015: (70.8%)	representation in courts for received cases	2.Represent government in courts home and abroad	pronounced while 176 cases representing 34.0% are still undergoing. In those 332 pronounced cases, 247 cases equivalent to 74.3% were won while 85 cases equivalent to 25.7% were lost.
<b>Output 2.3</b> Measures to recover embezzled public funds strengthened <b>2016 NLR(#2)</b> ,	% increase in amount of public funds recovered	12.2% (December 2015)	100% of embezzled funds recovered	1)Put in place mechanisms for Recovering Government resources	Mechanisms were put in place in quarter and have contributed to the increase of the public fund.
				2)Update a database of embezzlement cases as per Auditor's general report and publish a list of government debtors	A list of 589 Government debtors was updated and published on MINIJUST website in quarter 3.
				3)Recover funds and produce quarterly report on state funds recovered	Thanks to the measures taken, a total of 899,575,743 Rwf and 200 USD have been recovered during the closed year. The total amount of 1.240.969.743 Frws and 8793 USD were so far recovered from the beginning of the recovering process.
<b>Output 2.4:</b> People suspected to be involved in mismanagement and misappropriation of public funds prosecuted	% of embezzlement and corruption cases prosecuted	94.7% (2014-15)	98% of embezzlement and corruption cases prosecuted	1. Investigate embezzlement and corruption cases 2. Prosecute persons suspected of corruption and embezzlement of public funds 3. Organize the workshop with different institutions (MINECOFIN, BNR, BANKS, OAG, RRA,...) to discuss on how to prevent the Eco.& Fin. Crimes	From July 2016 to June 2017, among 573 received cases, 350 cases were filed into courts,201 were closed while 6 cases transferred. That is 557 cases equivalent to 97.21% were handled. The workshop was held on 28th November 2016 at NOBLEZA Hotel and different institutions were invited like: MINIJUST, MINECOFIN, RPPA, OAG, RNP-CID, RNP-FIU, RCA, PAC, ILPD, BNR, BK, OMBUDSMAN, Radiant Insurance Company, Equity Bank and SORAS. During that workshop different decisions were taken in order to fight against economic and financial crimes.

Output	Indicator	Baseline	Targets/milestones Q4	Activities	Achievements
<b>Output.2.5:</b> Existing Rwandan laws Revised	Revised Rwanda laws edition	Procurement process in progress (readvertisement)	Translation and editorial work at 30%	1.Mapping of all legislation 2. Consultations with relevant stakeholders to make sure all national laws are captured. 3. Translation of laws (134 civil and administrative laws, 38 criminal, judicial litigations and security organ laws, 73 business laws) in force that are not in all 3 official languages.	The complexity of the project was the major challenge and it has been difficult to get an experienced firm. But after the authorization from RPPA to use a less competitive method, RLRC has identified the firm to be awarded the tender. The submission of the proposal by the firm was supposed to be on 29th June 2017, but the firm requested for the extension to 20th July 2017. Because it is an international firm, they requested this extension so that they could come in Rwanda to see the status of the laws, which would facilitate them in preparation of the proposal. The proposal will be submitted on 20th July 2017 and opened on the same date. However, the following activities were done: 1. Updating the inventory of laws: Civil and administrative laws: 188 laws and 430 orders ; * Business laws: 83 laws and 167 implementing measures (2 laws and 8 Orders); * Criminal, judicial and security laws implementing legal instruments: 54 laws and 63 orders ; * International legal instruments: •594 International legal instruments ratified: 368 multilateral & 241 bilateral ; •21 International legal instruments authorized for ratification: 8 multilateral & 13 bilateral.

Output	Indicator	Baseline	Targets/milestones Q4	Activities	Achievements
					<p>2. Digitization of official gazettes that are not accessed online (2000-2004):</p> <ul style="list-style-type: none"> <li>-Digitalization of Business related laws (Phase One) 2000-2017. As of today, from 1999–June 2017- Constitution and International treaties: 8 Constitutional texts and 29 international conventions and treaties ratified found in different official gazettes up to 2004- Judiciary and criminal legislation: 28 laws found in different official gazettes up to 2004</li> <li>-Business legislation: 36 regulations and 38 laws found in different official gazettes up to 2003- Administrative and related legislation: 49 laws and 77 regulations found in different official gazettes up to 2004.3. Draft law on Law Revision: Final draft law available</li> <li>4. Compendium of taxation laws available</li> <li>5. Compendium of judiciary laws available</li> </ul>
National laws harmonized and/or approximated with regional and international ratified legal instruments.	Number of amends/new laws drafted	<p>1. Feasibility study report approved and validated (2014-2015)</p> <p>2. Situational Analysis report on harmonization of Rwandan laws with international instruments ratified by Rwanda</p>	<p>Q1: Analysis of all prioritized laws</p> <p>Q2: 45% of prioritized laws drafted</p> <p>Q3: 100% of prioritized laws drafted</p> <p>Q4: Validation of Draft amendments/initiated Laws and submission for Cabinet approval</p>	<p>1. Drafting of amendments to existing Laws</p> <p>2. Drafting of new laws</p> <p>3. Meeting with stakeholders to discuss the drafts</p> <p>4. Finalization and validation</p>	<p>4 International legal instruments were identified to be harmonized:</p> <ul style="list-style-type: none"> <li>- The Convention relating to the Status of Refugees and its Protocol;</li> <li>- The OAU Convention Governing the Specific Aspects of Refugee Problems in Africa;</li> <li>- The UN Convention Against Corruption;</li> <li>- The African Union Convention on preventing and combating corruption.</li> </ul> <p>And two (2) of them have been prioritized:</p> <ul style="list-style-type: none"> <li>-The UN Convention against corruption;</li> <li>-The African Union Convention on preventing and combating corruption.</li> </ul> <p>After analysis of the two (2) prioritized Laws to be harmonized with International Obligations, findings are the following:</p>

Output	Indicator	Baseline	Targets/milestones Q4	Activities	Achievements
		finalized and validated			<p>The UN Convention Against Corruption;  - 55 articles out of 71 of the Conventions contain different obligations;  - 10 articles contain obligations which are not yet implemented.  The African Union Convention on preventing and combating corruption;</p>
					<p>15 articles out of 28 of the Convention contain different obligations;- 2 articles contain obligations which are not yet implemented  Prioritized laws were drafted as follows: - Law on prevention, suppression and punishment of corruption and related offences was drafted. Articles implementing Rwanda's obligations in anti-corruption conventions (UN Convention against corruption and AU Convention on Preventing and Combating Corruption) ratified by Rwanda have been inserted in the said draft law.- Law on the code of criminal procedure was drafted. Articles implementing Rwanda's obligations in anti-corruption conventions (UN Convention against corruption and AU Convention on Preventing and Combating Corruption) ratified by Rwanda have been proposed to be inserted in the code of criminal procedure.As planned, 100% of prioritized laws were drafted and are ready to be submitted for cabinet approval.</p>

Output	Indicator	Baseline	Targets/milestones Q4	Activities	Achievements
Output 2.6: Injustice complaints received are handled	% of complaints received and handled	56% of complaints received and handled	100% of complaints received and handled	<p>1. Receive and solve injustice complaints</p> <p>2. Reinforce the Cyber Internet cafés initiated by the Office of the Ombudsman</p> <p>3. Request disciplinary sanctions against any public official, a public institution or a private organization that has failed to resolve cases of injustice against any public official, a public institution or a private organization that has failed to resolve cases of injustice</p> <p>4. Receive and analyze injustice cases</p>	<p>Among 323 backlog cases which were available to be handled, 248 were closed and 75 were still pending. In this 2016/17, 267 injustice complaints cases were received and 173 cases were closed while 81 cases are still pending.</p> <p>- Cumulatively, in 2016/17, the total of 590 complaints cases were available to be handled. From July 2016 to June 2017, 577 cases equivalent to 97.7% were treated and 13 (2.2%) cases are still pending.</p> <p>-There were no disciplinary request made against any public official, a public institution or a private organization because all institutions have completed what they are supposed to do. - Cases received during anti injustice complaint campaign in 7 Districts are 2540 in total and cases concluded are 1579 equivalent to 62.1%.</p>



Output	Indicator	Baseline	Targets/milestones Q4	Activities	Achievements
<b>Output 2.7.</b> Anti-corruption measures reinforced	% of reported corruption cases investigated	109	80% of reported corruption cases investigated	1. Conduct investigations and prosecute cases of corruption and other related offences 2. Publish the list of persons convicted for corruption 3. Establish and operationalize a framework of information sharing of corruption cases	71 corruption related cases were received. 64 (90.1%) cases were concluded while 7 cases equivalent to 9.8% are still under investigation or seeking additional information. -The lists of 3 quarters of 2016/17 of persons convicted for corruption were published. -In 2016/17, NACACI (National Advisory Council to fight Against Corruption and Injustice) meeting and the retreat were held; and 3 Technical Committee meetings were held.
<b>Output 2.8.</b> Special and sophisticated measures to protect witnesses of corruption established <b>2016 NLR (#3)</b>	Protection mechanism in place.		Corruption disclosure guide in place and Disseminated ( Q3 target)	Develop different mechanism that will contribute in protecting mechanisms	The guide was prepared and distributed. -Whistle blowers are protected in accordance with the law of 2012. That law was revised and approved by the cabinet.
	% of whistleblower s reported protected		80% whistleblowers reported protected	1. Review the Law related to the protection of whistleblowers 2. Put in place incentives for grand corruption disclosure, 3. Intensify anti-corruption campaign	
<b>Outcome 3: IMPROVED INTERNATIONAL JUSTICE, JUDICIAL COOPERATION AND ADHERANCE TO HUMAN RIGHTS</b>					
<b>Output 3.1.</b> Legal Assistance to the Genocide transferees ensured	Number of needy Genocide transferees assisted	4 transferees are being assisted		1. Provide assistance in courts to needy Genocide transferees (4 cases already in place and 2 new transferees)	7 Genocide transferees are being provided with legal assistance.
<b>Outcome 4: EFFECTIVELY COMBATED IMPUNITY FOR GENOCIDE IDEOLOGY, STRENGTHENED TRUTH TELLING AND RECONCILIATION</b>					

Output	Indicator	Baseline	Targets/milestones Q4	Activities	Achievements
<b>Output 4.1.</b> Prosecution of international crimes including genocide against Tutsi accelerated	Number of Genocide fugitives' cases handled	200 genocide fugitives handled in 2014-2015	250 Genocide fugitives' cases to be handled	1. Track Genocide Fugitives 2. Conduct criminal investigations 3. Handling the genocide fugitives' cases	since July 2016 to June 2017, among 302 files, 295 were completely investigated, 161 indictments were sent in different countries hosting genocide fugitives, 129 files were transferred, 5 cases were closed. In general, 295 cases were handled against the target of 250.
<b>Output:4.2:</b> Strengthened measures to address denial and revisionism of the Genocide against the Tutsi	% of suspected genocide denial and genocide ideology prosecuted	97% suspected genocide denial and genocide ideology prosecuted	98% suspected genocide denial and genocide ideology prosecuted	1. To investigate all suspected genocide denial and genocide ideology 2. Prosecute suspected genocide denial and genocide ideology	1. From July 2016 to June 2017, 72 genocide denial cases were received. Among them, 40 cases were filed into courts and 29 were closed. This means that 69 cases (95.83%) were handled. 2. From July 2016 to June 2017, 319 genocide ideology cases were received. Among them, 208 cases were filed into courts while 106 were closed. This means that 316 cases (99.09%) were handled.
<b>Output 4.3.:</b> Gacaca archives digitalized and preserved	Number of pages digitalized	200,000 pages digitalized	10,000,000 pages scanned and digitalized -(2016/17 annual target: 40,000,000 pages scanned and digitalized).	Catalogue Gacaca Physical archive collections; • Develop archive description and research guide (detailing access, privacy, re-use and copyright policies around Gacaca archives); • Develop access rights and data protection policies for the Gacaca digital archive; • Digitalize Gacaca Archives: • Digitalize Gacaca audio-visual materials • Index scanned Gacaca documents into a digital archive system • Maintain Gacaca IT infrastructure	29,076,659 (72.7%) pages are digitized against the 2016/17 annual target 40,000,000 pages

Output	Indicator	Baseline	Targets/milestones Q4	Activities	Achievements
<b>Output.4.4:</b> Six research studies on Genocide perpetrated against Tutsi analyzed.	Six draft reports on research studies available.	Six research proposals available.	Data on 3 research studies analyzed and Draft report on 6 research studies available.	Collect and analyze data on the research:1 .History of Genocide perpetrated against Tutsi in former Kibungo ;2.Post-genocide effects of rape on genocide survivors during the 1994 Genocide against the Tutsi;3.History of Genocide perpetrated against Tutsi in former Ruhengeri; 4.Testimonies and needs of genocide survivors ;5. "Research on killings perpetrated against Tutsi between 1959-1973" ;6. Testimonies on Genocide perpetrators guilty plea and ask for forgiveness.	Three draft reports of the following research studies are available. -History of Genocide perpetrated against Tutsi in former Kibungo; -Post-genocide effects of rape on genocide survivors during the 1994 Genocide against the Tutsi, and - History of Genocide perpetrated against Tutsi in former Ruhengeri The final documents for the following research studies are available: -Testimonies on Genocide perpetrators guilty pleas and asks for forgiveness -Testimonies and Needs of Genocide Survivors
<b>Outcome 5: ENHANCED SECTOR CAPACITY AND COORDINATION</b>					
<b>Output 5.1.</b> Professional and practical legal skills of both public and private sector lawyers enhanced	Number of ILPD graduates from public and private sector trained in DLP	420	450 graduates from public and private sector trained in DLP	Provide Post Graduate training in Legal Practice	1.From July 2016 to June 2017, 507 (112.7%) students {348 (68.6%) males and 159 (31.4%) females} have concluded their courses in ILPD. 449 (94.5%) completed in DLP while 28(5.5%) have completed in DLD. 2. At the end of June 2017, 333 students were still continuing their courses in DLP under different modes: 233 (70%) males and 100 (30%) females.
Output 5.2. Continuing Legal Training	Number of public and private sector lawyers trained in critical and rare skills	1000	1500 of public and private sector lawyers trained in critical and rare skills	Provide various tailor made short trainings	During the closed year July 2016 to June 2017, against the target of training 1500 trainees in short courses, ILPD has trained 1105 (73.7%) trainees in 19 short courses: 767 (69.4%) were males and 338 (30.5%) were females.

Output	Indicator	Baseline	Targets/milestones Q4	Activities	Achievements
<b>Output 5.3</b> ILPD Infrastructure expanded	Cumulative % of completion of construction worked of ILPD phase II	Contract signed and 3% of construction works	35% completion of the construction of second phase	1. Construction of second phase of ILPD 2. Supervision works	At the end of June 2017, the works completed were evaluated at the level of 59%.
<b>OUTCOME 6: Maintained safety, Law and order and enhanced adherence to human rights (EDPRS2, JRLOS SSP &amp; RNP Strategic Plan)</b>					
<b>Output 6.1:</b> Community participation & awareness of crime prevention improved (JRLOS SSP, RNP Strategic Plan)	Number of members of CPC's trained & anti-crime clubs created and sensitized.	18,111 CPC's were trained in 2015-16  237 Anti-crime clubs were established.	8,000 CPCs trained and 200 anti-crime clubs created and sensitized.	1. Raise awareness on the role of CPCs and anti-crime clubs; 2. Train 8,000 community policing committees throughout the year; 3. Establish 200 Anti-crime clubs throughout the year;	-479,915 citizens were sensitized on the role of Community Policing; -29,666 CPCs were trained from July 2016 to June 2017 against the target of 8,000 CPCs. - 101 (50.5%) anti-crime clubs were created and sensitized by RNP against the target of creating and sensitizing 200 anti-crime clubs.
<b>Output 6.2:</b> Crime prevention capacity improved (JRLO SSP & RNP Strategic plan)	Number of Men & Women police officers trained in the field of crime prevention.	883 Police officers were trained in crime prevention.	160 Police officers trained in undergraduate programs at NPC. 16 Police officers trained in Senior Command and Staff Course Recruitment and training of 2,000 new Police officers Conducted (1,700 recruits & 300 cadet officers). 30 Police officers	1. Conduct Training of police officers in senior command and staff course, Junior command and staff course and undergraduate program at NPC.2. Conduct recruitment and training of 2,000 new Police officers.	1. Against the target of training 160 police officers, 170 (106%) Police officers trained in under graduate programs at NPC 2. As planned, 16 Police Officers trained in Senior Command and Staff Course NPC Musanze 3. Against the target of recruiting 2000 new Police Officers, 1781 (89%) Police Officers were recruited and trained (364 Cadet recruited and trained at PTS & 1417 Police officers recruited for Basic Course at PTS ) 4. 30 Police Officers trained in Junior Command and staff course. 5. 197 Police Officers trained in driving course at GIP against the target of 50.

Output	Indicator	Baseline	Targets/milestones Q4	Activities	Achievements
			<p>trained in Junior command and staff course (Intake 01) 30 Police officers trained in Junior command and staff course (Intake 02) 50 Police officers trained in driving course at GIP</p>		
<b>Output 6. 3:</b> Criminal investigation capacity enhanced (07 YGP, JRLOS SSP & RNP Strategic Plan).	Number of investigators trained.	480 investigators were trained on criminal investigation techniques	<p>40 Police officers trained in basic investigation course (Intake 02)</p> <hr/> <p>40 Police Officers trained in professional investigation course (Intake 02)</p>	<p>1. Train CID investigators in basic, professional and specialized investigation courses;</p> <p>2. Strengthen skills of Police officers dealing with crimes detection and investigation (corruption, Genocide denial,...)</p>	From July 2016 to June 2017, <b>850</b> Police Officers were trained on criminal investigation techniques against the target of 210.

Output	Indicator	Baseline	Targets/milestones Q4	Activities	Achievements
<b>Output 6. 4:</b> Rwanda Forensic Laboratory equipped (JRLOS SSP & RNP Strategic Plan).NLR(#14)	Equipment installed	Internal refurbishment completed	Forensic laboratory fully equipped (100%) Training and Induction on the laboratory and its handover to MINIJUST carried out by the end of Q2.	<ol style="list-style-type: none"> <li>1. Install equipment &amp; commission of: DNA, Ballistics, Toxicology, Blood, Alcohol, Cyber, search and recovery laboratories;</li> <li>2. Install Fingerprints, Photography, Documents laboratories and its associated equipment;</li> <li>3. Install Footwear and Drugs laboratories and its associated equipment;</li> <li>4. Conduct training, induction on forensic laboratory and its handover to MINIJUST.</li> </ol>	<ol style="list-style-type: none"> <li>1. All construction works are estimated at the level of <b>98.5%</b>. Equipment installation is estimated at the level of <b>21%</b>.</li> <li>2. Handover to MINIJUST not yet done. The delay was due to the met challenge in contract execution: in fact, the supplied substandard materials were rejected. It is now expected that; equipment installation will be completed in in quarter 1 of 2017/18.</li> <li>3. So far, <b>40</b> Police Officers were trained as follows: <b>5</b> in DNA analysis in United Kingdom; <b>20</b> in Forensic Investigation at NPC Musanze and <b>15</b> in forensic technical skills at ILPD NYANZA.</li> </ol>

Output	Indicator	Baseline	Targets/milestones Q4	Activities	Achievements
<b>Output 6.5:</b> High Impact crimes reduced (Homicide, Terrorism, Genocide Denial, Rape, Defilement, Corruption, House breaking, Embezzlement and Narcotic drugs) (RNP strategic Plan).	Reduced cases of high Impact crimes per 100,000.	69 cases per 100,000 population	60 cases per 100,000 population	1. Sensitize the public on crime prevention;2. Document serious crime;3. Sensitize the public on fighting against GBV and provide assistance to GBV victims.	During 2016/17, 19,242 crimes were investigated countrywide and among them, 9792 cases were high impact crimes. Considering 11,809,295 population in Rwanda, we find a crime rate of 82.9 cases per 100,000 populations. The target of reducing high impact crimes was not achieved.
<b>Output 6.6:</b> Human trafficking eradicated <b>NLR (#12)</b>	% of human trafficking cases investigated	19 cases of human trafficking identified and investigated in 2015-2016	100% of human trafficking cases investigated	1. Carry out awareness campaigns countrywide; 2. Investigate human trafficking cases	From July 2016 to June 2017, RNP conducted <b>273</b> awareness campaigns and 42 cases on Human trafficking were investigated as received.
	Number of anti-human trafficking campaigns conducted	Nil	1 anti-human trafficking campaign will be conducted		

Output	Indicator	Baseline	Targets/milestones Q4	Activities	Achievements
<b>Output 6. 7:</b> Average time taken before intervening in critical incidents reduced from 30 to 25 minutes (7YGP & RNP Strategic plan )	Time taken before intervening in critical incidents.	RNP intervened in all 253(100%) critical incidents within 30 minutes.	Intervene at least within 25 minutes	1. Conduct short term training(4 months) of at least 600 Police personnel 2. Maintain toll free numbers throughout the year;	RNP Intervene at least within 25 minutes for any incidence against the target of 25 minutes. -1094 Police Officers conducted a training in different courses helping them to intervene in during Q4 of 2016/17. - Toll free numbers maintained in the period under review.
<b>Output 6. 8:</b> Fatalities per 10,000 motor vehicles and motor cycles reduced. (RNP Strategic plan).	Number of fatalities per 10,000 motor vehicles and motor cycles reduced.	Fatalities per 10,000 vehicles reduced from 35 to 31 in 2015/2016	29 Fatalities per 10,000 motor vehicles	1. Supervise & monitor the installation of Speed Governor in public transport; 2. Carry out traffic week on road safety; 3. Sensitize road users on road safety via media.	106 fatal accidents were recorded in period under review during Q4 of 2016/17. In Rwanda we have 190,896 motor vehicles and motorcycles at the time of producing this report. Thus, Fatal accidents rate is 5.5 fatal accidents per 10,000 motor vehicles in Q4 of 2016/17 FY. This was evaluated at 9.95 in Q1, 7.3 in Q2, and 7.74 in Q3. -RNP supervises and monitors the installation of speed governors that is estimated at 76% in public transport. -The traffic week was conducted countrywide in 33 schools from 29/52017 to 16/6/2017 -During Q4, RNP conducted sensitization on road safety via 19 meetings and 67 radio talks.
<b>Output 6. 9:</b> RCS capacity development enhanced and productivity improved (JRLOS SSP, RCS Strategic Plan)	Amount of public funds saved through use of inmates labour in construction of correctional facilities	480,209,125 Rwf were saved in 2015-16	546,000,000 Rwf will be saved)	Avail manpower for the construction of following facilities:1. Mageragere Prison (2nd inmates' block, staff quarters and health center)2. Rwamagana prison ( Fourth inmate block) 3. Rubavu prison (Finalization of the first inmates' block);4. RCS training school (Staff quarter).	The manpower to construct Mageragere, Rwamagana & Rubavu prisons and RCS training school was availed. As consequence, 101,770,000 Frws was saved during Q4 of 2016/17. The total cumulative amount of public funds saved through the use of inmates' labor from July 2016 to June 2017 is 486, 890, 800 Rw Representing 89.2% compared to the annual target of generating 546,000,000 Rwf.



Output	Indicator	Baseline	Targets/milestones Q4	Activities	Achievements
<b>Output 6.10:</b> Detention facilities and conditions improved (JRLOS SSP)	% of completion of construction works (Mageragere Prison).	Construction works for one inmates block, administrative building, staff quarters phase one, kitchen and store fully constructed.	The construction works of one additional inmates' block, health center, sanitation & staff quarters are fully completed	1. Award tender for construction materials; 2. Construct one additional inmates' block, health center & staff quarters; 3. 3,000 inmates from Gasabo & Nyarugenge prisons will be relocated in Mageragere Prison.	The works were evaluated as follow at the end of June 2017:-Construction works for inmate block II was at 70%; -Construction for health center reached at 100%, Construction works for sanitation & staff quarter (phase one) was at 80%. The general work was evaluated at 83.5%. -5,214 men inmates from Nyarugenge and Gasabo Prison were relocated in Mageragere Prison (situation of 9/7/2017).
	% of completion of construction works (Rubavu Prison)	Construction works for the first inmate block executed up to 60%	Construction works of the first inmate block fully completed (Finishing works)	1. Award tender for construction materials by September 2016;2. Complete the construction of the first inmates block by June 2017;3. 2,000 inmates will be accommodated in the first block constructed in Rubavu Prison.	The construction works of the first inmate block was completed at 100%. At the end of June 2017, 1671 inmates were accommodated on 3/4 of that building.
	% of completion of construction works (Fourth inmate block at Rwamagana Prison)	Three inmates blocks fully constructed at Rwamagana Prison	Construction works of the fourth inmate block fully completed(Roofing and finishing)	1. Carry out tendering process for construction materials, 2. Construct the fourth inmates' block at Rwamagana Prison.	The construction works for the fourth inmate's block at Rwamagana is fully constructed but not yet occupied by inmates.
<b>OUTCOME 7: Enhanced international peace support operations (7YGP, RNP Strategic Plan).</b>					

Output	Indicator	Baseline	Targets/milestones Q4	Activities	Achievements
<b>Output 7.1:</b> UN peacekeeping operations missions supported by Rwanda National Police	Number of FPU's formed and deployed. Number of men and women RNP peace keepers availed.	5 FPUs were rotated in UN missions 181 IPOs & 5 Professionals were deployed in various UN Missions;	Deploy : 50 IPOS & Six (6) Professionals	Select and train Police officers to be deployed in peace keeping missions ;	from July 2016 to June 2017, -200 IPOs were deployed as planned. And one (1) professional against the target of six (6) was deployed in South Sudan: -As planned, there was a rotation of 1 FPU in Haiti, 2 FPUs in South Sudan, 3 FPUs and 1 PSU in Central African Republic. - FPUs for future rotation in Central Africa Republic, South Sudan and Haiti were trained as planned. Note: IPO: Individual Police Unit; FPU: Formed Police Unit; PSU: Police Support Unit.
<b>OUTCOME 8: Enhanced control and stockpile management of small arms and light weapons (7YGP; MININTER &amp; RNP Strategic Plans)</b>					
<b>Output 8.1:</b> Marking of new Firearms, destruction of illicit and un-servicing weapons coordinated	% of new firearms marked, illicit & un-servicing weapons destructed	All acquired firearms were marked in 2015-16	100% of firearms will be marked upon the acquisition; All illicit and un-servicing weapons collected and destroyed.	1. Carry out the marking of new acquired Small arms and Light weapons; 2. Collect and destroy illicit and un-servicing weapons.	All acquired firearms were marked.
<b>Output 8.2:</b> Private Security Service Providers' capacity enhanced	Number of Private Security Service Providers trained.	222 Private Security Service Providers were trained in 2015-2016.	240 private security service providers will be trained	Train 240 Private Security Service Providers in Basic Security course and screening throughout the year	From July 2016 to June 2017, <b>946</b> staff from Private Security Service Providers were trained. They were from AGESPRO, HIGSEC, VETERRANS TOPSEC, INTERSEC, RGL, SCAR, EXCELLENT, KK SEC and EXCEL.
<b>OUTCOME 9: Improved public service delivery (EDPRS 2, RNP Strategic Plan).</b>					

Output	Indicator	Baseline	Targets/milestones Q4	Activities	Achievements
<b>Output 9.1:</b> Vehicles inspected for roadworthiness (RNP Strategic Plan)	Number of vehicles inspected	90,407 vehicles inspected.	100,000 vehicles to be inspected	1. Train 30 MIC Police officers by January 2017.2. Finalize the installation of 2 additional lanes including gas emissions testers by June 2017.	From July 2016 to June 2017, 123,488 vehicles' inspections were done on 66,666 Vehicles -As planned, 30 Police Officers were trained on various courses related to vehicle inspection. -As planned, installation of 2 additional lanes including gas emissions testers was finalized ;
<b>Output 9.2:</b> Provision of driving license services improved (RNP Strategic plan).	Number of driving licence exams conducted	8 Exams for Provisional & definitive DL were conducted in Driving schools; 4 General exams for Provisional & Definitive DL to independent candidates.	08 Exams for Provisional & definitive DL will be conducted in Driving schools;  04 General exam for Provisional & Definitive DL to independent candidates.	1. Publicize the calendar of exams to be conducted; 2. Establish and operationalize E-registration for driving license;	18 exams have been conducted for both driving schools and independent candidates. -Regarding the publication of calendar of exams to be conducted, all people are informed through their telephone devices and media -E-registration is made through telephone devices and Irembo system
	Average time taken from driving license test to publication of results.	Average time reduced to 11 days.	Average time reduced from 11 to 10 days	Disseminate driving license results countrywide.	The average time taken from driving license test to publication of results was reduced from <b>11</b> to <b>10</b> days. - Results are communicated through telephone devices by writing "Amanota" followed by your code and then, sent to <b>3126</b>
	Time taken between registration and acquisition of driving license	11 days taken between registration and acquisition of driving license in 2015/16	Average of 10 days taken for acquisition of driving license.	Distribute driving licence across the country.	As planned, in <b>10</b> working days, permits are generated and the public is informed electronically on telephone. -The distribution of driving licenses is done countrywide by depositing them to District Police Units suggested by clients.

Output	Indicator	Baseline	Targets/milestones Q4	Activities	Achievements
<b>OUTCOME 10: Enhanced RNP and RCS institutional capacity (RNP and RCS Strategic Plans)</b>					
<b>Output 10.1:</b> Regional Police Headquarters Constructed (Rubavu, Huye & Rwamagana) Phase II. (RNP Strategic plan).	% of completion of construction works.	Construction works were completed up to 80% in 2015/16	Construction works fully completed	Finalize the construction works by June 2017.	The Western Regional Police Headquarters were fully constructed. -The Southern Regional Headquarters were fully constructed and inaugurated on 21st July 2016. -The Eastern Region Headquarters were fully constructed inaugurated on 14th October 2016;
<b>Output 10.2:</b> RCS Training School Constructed	% of completion of construction works of staff quarters	Clinic, senior & junior officers mess, kitchen, store and accomodation for recruits were constructed in 2015/16	Construction works fully completed	1. Carry out tendering process for construction materials by September 2016. 2. Complete the construction of staff quarters by June 2017;	At the end of June 2017, the general work was evaluated at 98,6%. -The construction works of clinic was completed at 100% -The Junior officers mess reached at 97 %. - Construction for staff accomodation is at 99%.
<b>Output 10.3:</b> RCS Headquarters architectural plan availed	Availability of architectural plan	Existing Land (in Gasabo District / Kimironko Sector)	Submission of the final architectural plan	1. Carry out tendering process for architectural plan by September 2016.2. Submission of the final architectural plan by June 2017.	The tendering process was carried out and the submission of the final report was completed.
<b>Output 10.4:</b> Biogas plant for Mageragere Prison extended by two additional digesters	Availability of two additional digesters	Biogas plant Phase one constructed in 2015-16	Construction and installation of west plumbing, gas plumbing & biogas stoves carried out	1. Award tender for construction materials 2. Finalize the construction of two additional digesters by June 2017	The construction and installation of west plumbing, gas plumbing & biogas stoves were carried out at 100%. They are now in use.

Output	Indicator	Baseline	Targets/milestones Q4	Activities	Achievements
<b>Output 10.5:</b> VIP protection camp constructed	% of completion of construction works	–	Construction works fully completed	1. Award tender for construction works of the VIP protection Camp. 2. Make a regular follow up of construction works.	The building was constructed at 100% and it is in use.