



MINISTRY OF JUSTICE  
P.O. BOX 160 KIGALI

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

Dear Sir,

**Subject: Submission of the Justice, Reconciliation, Law & Order Sector Strategic Plan 2018/19 – 2023/24**

Reference is made to the MINECOFIN Guidelines on Sector Strategic Plans elaboration which provide that all deliverables related to the Sector Strategic Plans elaboration process have to be validated by the Sector Working Group to ensure the quality work;

I have the pleasure to submit **the Justice, Reconciliation, Law & Order Sector Strategic Plan 2018/19 – 2023/24** as approved by the JRLLOS Joint Sector Working Group meeting that took place on the 14<sup>th</sup> November 2017.

Sincerely,



**KALIHANGABO Isabelle**  
Permanent Secretary/Solicitor General

# REPUBLIC OF RWANDA



## JUSTICE, RECONCILIATION, LAW & ORDER SECTOR STRATEGIC PLAN 2018/19 – 2023/24

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## Contents

List of Abbreviations and Acronyms.....	2
Executive summary.....	4
CHAPTER 1: Introduction .....	7
1.1. Process and Methodology used for developing the Sector strategic Plan.....	7
CHAPTER 2: Overview of the Sector.....	8
2.1 Policy Framework.....	8
2.1.1. Regional and International Policy Framework .....	8
2.1.2. National Policy framework.....	9
2.3. Justice, Reconciliation, Law and Order Sector achievements and challenges .....	11
2.3.1. The Justice Sector Achievements .....	11
2.3.2. The Justice Sector Challenges .....	12
2.4. Institutional framework of the Sector .....	13
Chapter 3: Strategic Framework.....	17
CHAPTER 4: IMPLEMENTATION OF THE SECTOR STRATEGIC PLAN.....	29
4.1 .Sequencing of interventions.....	29
4.2. Communication Strategy .....	30
4.3. JRLO SSP Implementation Structure .....	31
4.4. Risks Analysis and Risk Mitigation.....	33
CHAPTER 5: MONITORING AND EVALUATION.....	36
5.1. Monitoring and Evaluation Approach .....	36
5.2. Monitoring and Reporting Systems .....	37
5.2.1. Operational Framework .....	37
5.2.2. Reporting Systems .....	37
5.3. Evaluation mechanisms of the Justice, Reconciliation, Law and Order Sector Strategic Plan .....	38
5.3.1 Monitoring and Evaluation matrix and Priority action matrix .....	38
CHAPTER 6: Cost and Financing of the Sector Strategic Plan .....	77

ADLTC	Automated Driving License Testing Center
ADR	Alternative Disputes Resolution
AU	Africa Union
BMI	Body Mass Index
CDS	Capacity Development Strategy
CNLG	The National Commission for the Fight Against Genocide
CPC	Community Policing Committees
CPI	Corruption Perception Index
CRC	Citizen Report Card
CSDB	Civil Society Development Barometer
CSOs	Civil Society Organizations
DAFs	Directors of Finance and Administration
DDPs	District Development Plans
DDS	District Development Strategies
DPs	Development Partners
EAC	East African Community
EDPRS	Economic Development Poverty Reduction Strategy
FBOs	Faith Based organizations
FLJSRs	Forward Looking Joint Sector Reviews
FRW	Rwandan Franc
FY	Financial Year
GBV	Gender Based Violence
GCC	Government Command Centre
GDP	Gross Domestic Product
GoR	Government of Rwanda
ICT	Information and Communication Strategy
IECMS	The Integrated Electronic Case Management System
ILPD	The Institute of Legal Practice and Development
JRLOS	Justice, Reconciliation, Law and Order Sector
JSWG	Justice Sector Working Group
KIAC	Kigali International Arbitration Centre
LAF	Legal Aid Forum,
LAWs	Legal Aid Weeks
M&E	Monitoring and Evaluation
MAJ	Maison d'Accès à la Justice
MINECOFIN	Ministry of Finance and Economic Planning
MINIJUST	Ministry of Justice
MMC	Muhabura Multi choice Company
MTEF	Medium Term Expenditure Framework
NCHR	The National Commission for Human Rights
NGOs	Non-Government Organizations
NHAP	National Human Rights Action Plan
NISR	National Institute of Statistics of Rwanda

NPPA	The National Public Prosecution Authority
NST	National Strategy for Transformation The National Unity and Reconciliation Commission
NURC	Commission
PBA	Professional Bailiffs' Association
PS	Permanent Secretary
RBA	Rwanda Bar Association
RBI	Rwanda Bribery Index
RCS	Rwanda Correctional Service
RFL	Rwanda Forensic Laboratory
RGB	Rwanda Governance Board
RGS	Rwanda Governance Scorecard
RIB	Rwanda Investigation Bureau
RLESA	Rwanda Law Enforcement Specialized Academy
RLRC	Rwanda Law Reform Commission
RNP	Rwanda National Police
RRB	Rwanda Reconciliation Barometer
SDGs	Sustainable Development Goals
SGBV	Sexual and Gender Based Violence
SSP	Sector Strategic Plan
SI	Strategic Intervention
SWAP	Sector-Wide Approach
SWG	Sector Working Group
T/PCC	Troop and Police Contributing Country
TIR	Transparency International Rwanda
TWGs	Technical Working Groups
UN	United Nations
UNDP	United Nations Development Programme
UPR	Universal Periodic Review
USAID	United States Agency for International Development
USD	United States Dollars

Executive summary

The Justice, Reconciliation, Law and Order Sector Strategic Plan (2018/19 – 2023/24) builds upon the achievements of the previous Sector Strategic Plan (2013/14 – 2017/18) and accommodates new thinking and policy directions that will support Rwanda’s aspirations for transformational Governance as highlighted in the National Strategy for Transformation (NST1). The impact expected from successfully delivering this Sector Strategic Plan is *“Enhanced rule of law to promote accountable governance, a culture of peace for poverty reduction”*.

This Sector Strategic Plan has been developed using the well-established sector coordination structures, led by **MINIJUST** and involving a wide range of stakeholders at central and at district level. **The JRLO Sector Working Group (SWG)** carried out a comprehensive and extensive work to identify key priorities and these have fed into an interactive process of consolidation and further prioritisation to produce this Sector Strategic Plan as detailed in the Chapter 1 of the document.

Chapter 2 provides an overview of the sector, highlights recent progress with facts and underline the key challenges. Rwanda has recorded significant progress towards Rule of Law, Safety and Security, Control of Corruption, Transparency and Accountability, Respect of Human Rights and Reconciliation. The central theme of this Sector Strategic Plan is to sustain the progress made while ensuring domestication of global and regional commitments reflected in the **Sustainable Development Goals (SDGs)**, the **Africa Union Agenda 2063**, its first 10-Year Implementation Plan, and the East African Community (**EAC**) **Vision 2050**.

Chapter 3 of the Sector Strategic Plan sets out the strategic framework. It is structured around five strategic priorities:

1. **Reinforce Rwandan culture and values as a foundation for peace and unity**
2. **Ensure Safety and Security of citizens and property**
3. **Strengthen Justice, Law and Order**
4. **Enhance adherence to human rights**
5. **Strengthen Capacity, Service delivery and Accountability of public Institutions**

The Sector Strategic Plan identifies a total of 6 sector outcomes under 5 strategic priorities with ambitious targets that are achievable. Strategic and innovative actions to achieve these outcomes are further elaborated in this chapter.

The implementation arrangements are set out in Chapter 4. A risk assessment is presented, identifying both generic risks that affect multiple outcomes (e.g. lack of funds) as well as risks specific to each of the 5 strategic priorities and the six associated outcomes. Mitigation measures are identified and each risk is assessed for likelihood and impact on a five-points scale.

Chapter 5 describes the monitoring and evaluation arrangements for the Justice, Reconciliation, Law and Order SSP (2018/19 – 2023/24) and a detailed matrix containing all outcomes and related outputs, together with their indicators, baseline values, annual milestones and final targets for 2023/24 have been developed.

The projected costs and related assumptions are presented in Chapter 6. An investment costs of two hundred forty nine billion nine hundred and forty five million, seven hundred and seven thousand and eight hundred and thirty eight rwandan francs (249,945,707,838 Frw) is required over the period of 2018/19 FY -2023/24 FY towards a successful implementation of the strategy. A robust financing mechanism is therefore needed in collaboration with Development Partners, Private Sector, CSOs, FBOs to ensure intended objectives and impact are achieved.



## CHAPTER 1: Introduction

Justice, Reconciliation, Law and Order is fundamental to Rwanda's economic, social and Governance transformation enshrined in Visions 2020 and 2050. In the medium term, the National Strategy for Transformation (2018-2024) as an implementation instrument for the remainder of Vision 2020 and for the first four years of the journey under Vision 2050 underscores strengthening the Justice, Reconciliation, Law and Order as key priority area to Transformational Governance.

The Justice, Reconciliation, Law and Order Strategic Plan (2018/19-2023/24) main purpose is to ensure effective delivery of the NST targets and guide its implementation. The strategies herein also domesticate global and regional commitments reflected in the Sustainable Development Goals (SDGs), the Africa Union Agenda 2063 and its first 10-Year Implementation Plan and the East African Community (EAC) Vision 2050.

### 1.1. Process and Methodology used for developing the Sector Strategic Plan

The Justice, Reconciliation, Law and Order Strategic Plan (2018/19-2023/24) was elaborated in a highly participatory and consultative process to ensure ownership. This involved:

- The desk review of various strategic documents relating to the JRLO Sector. These included:
  - **The sector performance review:** performance review reports (backward and forward looking Joint sector review reports, EDPRS 2 midterm review report) were extensively analyzed. The findings were consolidated to come up with key underlying and emerging issues, which provided basis for the Sector Strategic Plan formulation. Opportunities were assessed and innovations designed toward transforming the sector.
  - **Inter and cross sectoral consultations:** The JRLO Sector working group (SWG) was engaged in the elaboration process to gather all strategic inputs. Various meetings were held at each stage to gather feedback from all stakeholders. The latter included implementing partner Ministries and Agencies, Development Partners, Private Sector, Civil Society Organizations, Faith Based organizations) among others.
  - **Consultation with Local Government:** Wide-ranging consultations with Districts, Provinces and City of Kigali officials have been organized to ensure alignment with the Districts Strategic Plans.

## CHAPTER 2: Overview of the Sector

### 2.1 Policy Framework

The Justice, Reconciliation, Law and Order Sector policy context includes international, national and sectoral strategies, policies and goals. It is these policy documents which provided the main orientation for the Sector Strategic Plan.

#### 2.1.1. Regional and International Policy Framework

##### **Sustainable Development Goals**

Under Sustainable Development Goals, the Justice Sector directly linked to the Goal 16 **“promoting peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels”**.

However, the SDG goals are interconnected and the success of one will involve tackling issues more commonly associated with another. This means that the Justice, Reconciliation, Law and Order Sector will play a role in delivering all of the goals by setting up a sound legal and justice system.

##### **The African Union Agenda 2063**

In the African Union Agenda 2063, the JRLO Sector is clearly linked to the delivery of the aspiration **“An Africa of good governance, democracy, and respect for human rights, justice and the rule of law”**, and **“A peaceful and secure Africa”**. Some goals related to those aspirations and which JRLO Sector will contribute to are the following:

- **Goal 11:** Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched;
- **Goal 13:** Peace, Security and Stability are preserved;
- **Goal 14 :** A Stable and Peaceful Africa.

##### **The EAC Vision 2050**

In the EAC Vision 2050, the States members committed to become a globally competitive upper-middle income region with a high quality of life for its population, based on the principles of inclusiveness and accountability (with a target of upper middle income with USD 10,000 GDP per capita). Good Governance, Peace and Security were considered as a crosscutting issues to achieve this regional agenda target.

### **The Rwanda Vision 2050**

Good Governance and accountability, low corruption levels, citizen participation and decentralization is one of pillars of Rwanda Vision 2050, which outlines Rwanda's long term development objectives and transformations.

According to the Vision 2050 concept note, Government will ensure Unity and Rwandan Identity/Culture, Integrity, Equity (including Gender), Transparency and Openness, Accountability, Community Participation and Contributing to Local Innovations, as well as National Stability in order to achieve its objective of **ensuring high standards of living for all Rwandans**.

### **Vision 2020 and EDRS 2**

As built on the achievements of the JRLO Sector Strategic Plan II and takes into account its implementation's challenges, this Sector Strategic Plan III is in continuity with main goals of the Vision 2020 and the EDPRS II especially in aspects relating to rule of law, safety and security promotion and protection of human rights, control of corruption, transparency and accountability and service delivery.

### **The Rwanda Internal Security Policy**

Rwanda internal security policy aims to guard against crimes through cooperation with the citizens. It guarantees security for persons and their property throughout the country for every body's benefit without any discrimination in the strict sense of international conventions.

Rwanda internal security policy organizes and oversees internal security under the ambit of the Constitution of the Republic of Rwanda and International Laws. Internal security requires collaboration of all institutions and international cooperation, right from the regional level.

The following specific objectives included in Internal Security Policy inspired the elaboration of the JRLO SSP:

- Enable citizens to play a greater role in maintaining their own security;
- Eradicate the culture of impunity and self-justice;
- Enforce the law;
- Improve institutional collaboration in areas of internal security;
- Facilitate creation of private security companies and streamline their - management;
- Promote friendship and cooperation with other countries so as to prevent and identify repressed crimes and their perpetrators;
- Train professional police officers and prison security guards and provide them with adequate skills and logistical equipment;

- Establish a community based police force in which citizens are confident;
- Improve management of small and light arms;
- Establish correctional facilities that ensure respect of national laws and international conventions relating to the rights of prisoners;
- Ensure self-sufficiency by correctional services.

### **The Rwanda Legal Aid Policy**

The Rwandan Legal Aid Policy aims at ensuring justice, equality and quality of life for all Rwandans through the realisation of the rights guaranteed by the laws of Rwanda. Its main objectives are:

- Define types of legal aid services provided by GoR;
- Determine the legal aid service providers;
- Establish a legal aid coordination institution;
- Institute a well-developed legal aid Fund;
- Establish main principles for eligibility for legal aid.

### **The Rwanda Justice for Children Policy**

The Rwanda Justice for Children Policy aims at ensuring a responsive and child-friendly justice system that advances the best interests of the child. Key interventions highlighted in this policy will contribute to JRLOS Strategy outcome: “**strengthened universal access to quality justice**” focusing on children partly through measures to increased access to justice, such as the provision of legal aid.

### **The Rwanda Anti-Corruption Policy**

National Anti-Corruption Policy represents Rwanda’s commitment to achieve good governance through preventing and fighting corruption. It focuses on people, systems and organizations and on building a culture where integrity is valued and corruption rejected. It seeks to support national development that will for the future be able to sustain; a better quality of life for people; a strong competitive economy; effective and efficient public services.

The Rwanda anti-corruption policy has set out the framework to achieve a public service that: appreciates and embraces integrity; accepts the need for transparency and accountability; ensures full compliance with regulatory and legal requirements. It seeks a well-informed public that demands high standards from public officials and a private sector that operates on a level playing field and acts as a partner in the fight against corruption.

## The National Policy on Unity and Reconciliation

The National Policy on unity and reconciliation guiding principles are:

- To combat genocide and its ideology;
- To strive at creating a nation governed by the rule of law and respect for human rights.
- To combat any form of divisionism and discrimination.

These principles form part of the general objectives of the Justice Sector where the Sector objective is **Enhanced rule of law** to promote accountable governance, a culture of peace for poverty reduction.

### 2.3. Justice, Reconciliation, Law and Order Sector achievements and challenges

#### 2.3.1. The Justice Sector Achievements

##### 2.3.1.1. Achievements towards Rule of Law

- The rule of law improved from 73.3% in 2011 up to 79.68% in 2016. This was supported by key reforms including:
  - The **roll out of ICT in the sector**. The Integrated Electronic Case Management System (IECMS) was developed and operationalized to ensure modernisation of criminal, commercial and civil justice. These efforts resulted into an International Gold Trophy for e-filing system awarded to the Rwandan Judiciary in 2016.
  - Increased access to legal aid through Legal Aid Weeks (LAWs) and Access to Justice Bureau or “Maison d’Accès à la Justice” (MAJ) activities. In this regards, 72.1% of the citizens have expressed their satisfaction with Access to Justice Bureau or “Maison d’Accès à la Justice” (MAJ) activities; while those appreciating the work done by Abunzi have increased from 76% (RGS Report 2014) to 79% (RGS Report 2016).

##### 2.3.1.2. Achievements towards Reconciliation, Safety and Security

- Adult population with confidence in Safety and Security increased from 91.3% to 92.6% against the EDPRS 2 target of 93% (RGS 2016).
- 92.5 per cent of Rwandans today feel that unity and reconciliation have been achieved and that citizens live in harmony, and feel more unified (RRB2016).
- Rwanda is the 5th biggest Troop and Police Contributing Country (T/PCC) in peace support operations in the world, with over 5,500 troops and over 1000 Police in seven UN Missions (RGS 2016).

### 2.3.1.3. Achievements towards control of corruption, transparency and accountability

- The control of corruption, transparency and accountability is at 86.56% in 2016 from 77.1% in 2012. This exceeded the EDPRS 2 target of 79% (RGS 2016).
- Rwanda continues to be among the leading nations on the fight against corruption. This is reported and evidenced through various domestic and international media outlets. The country leads as the least corrupt in the East Africa Region and comes in the top ten best on the continent. International Corruption Perception Index (CPI) 2015 ranked Rwanda seventh least corrupt on the continent the 44th globally. Key reforms that contributed to the achievement includes:
  - Strengthening capacity of the public to resist and prevent corruption,
  - Speeding up the investigation and prosecution of embezzlement cases
  - The prevention in form of awareness campaigns has been an important part of the strategy to fight corruption in government institutions both at central and local levels. Also, stakeholders in the sector conducted a serious and concerted public awareness campaign on Gender-based corruption, which produced commendable results.
  - Implementation of guidelines and good practices when it comes to public tender processes contributed to enhancing transparency and accountability with a laudable improvement. The Auditor General reports highlighted that there has been an improvement on how public funds are managed.

### 2.3.1.4. Achievements towards Respect of Human Rights

- Adult population with confidence in the Respect of Human Rights increased from 73.6% in 2012 to 81.83% in 2016 exceeding the EDPRS 2 target of 76% (RGS 2016).
- In 2016, the number of local operating CSOs nearly totaled 2, 000. For only the last six years, the number of registered CSOs exceeded those registered in the five decades ago combined.
- There has been a quite improvement on the editorial independence, and in this scorecard, it increased by +24.1 from 66.4% in RGS 2014 to 90.5% in RGS 2016. This indicates the expansion and a conducive and flourishing environment for the media practices freedoms.
- A constitutional referendum was held in Rwanda on 18 December 2015. This reaffirmed the exercised political rights of Rwandan including those living in diaspora.

### 2.3.2. The Justice Sector Challenges

Although progress has been recorded by the Sector, there are still key underlying and emerging issues to be addressed by the sector strategic plan (2018/2019-2023/24). These include:

#### **Behavior and mindset challenges**

- ✚ Persistence of Genocide ideology despite legal enforcement towards preventing and punishing the crime of genocide ideology.
- ✚ Prevalence of corruption cases despite zero tolerance to corruption

- ✦ Persistent occurrence of emerging crimes including economic and financial crimes, GBV, human trafficking, drugs, cyber-crimes, etc.

#### **Coordination and effectiveness related challenges**

- ✦ Limited collaboration among public institutions especially in public embezzled funds recovery
- ✦ Poor contract management by the implementing agencies and Private Sector that leads to many court cases.
- ✦ High rate of backlogs cases in Supreme and Primary Courts.

#### **Infrastructure and resources related challenges**

- ✦ Old and inadequate infrastructure of JRLOS Institutions which has affected Justice Delivery. These include but not limited to the IECMS that is not yet used to the best of its purpose and buildings to accommodate police stations, prisons, courts and some other institutions.
- ✦ Cross cutting issue of limited human and financial resources capacity to deliver the desired quality work.

#### **Full use of IECMS related challenges**

- The IECMS is still challenged by some JRLOS institutions that are not fully able to utilize IECMS especially Police Stations due to the lack of modernized infrastructure.
- There is huge need of upgrading IECMS in order to include all public and Private Institutions dealing with Justice Service Delivery.
- To ensure sustainability of the use of IECMS, the team in charge of the management of this project should be transformed into developers to allow them to handle all issues related to this system maintenance and cater for needed changes in long term.
- The system does not include a Kinyarwanda version, nor E-signature to allow to all Rwandans easy use of the system.
- The system does not allow access to criminal dossier by the suspect and his/her defence counsel;

Key strategic interventions have been recommended in chapter 3 in line with the aforementioned challenges.

#### **2.4. Institutional framework of the Sector**

From 2008, the Government of Rwanda established the Justice Sector Wide Approach as a structure for technical and inclusive policy engagement with all Justice Sector Stakeholders. In 2010, the Justice, Reconciliation, Law and Order Sector (JRLOS) was legally established by the Prime Minister Order N43 of 25/10/2010. The following are key players:

##### **1. Ministry of Justice (MINIJUST):**

The general mission of the Ministry of Justice/Office of the Attorney General is to organize and oversee the promotion of the rule of law, law enforcement and justice for all.

## **2. The Judiciary:**

The Judicial authority is composed of ordinary Courts, specialized Courts and The High Council of the Judiciary with is the supreme governing organ. It receives cases and renders judgments in conformity with enacted laws.

## **3. The Institute of Legal Practice and Development (ILPD):**

ILPD serves as a capacity building wing of the sector. Its mission of is to:

- ✦ Contribute to the development of justice in Rwanda and the region, through offering initial professional training to persons holding a bachelor's degree in law, in particular, by offering postgraduate programs for judges, prosecutors, lawyers, bailiffs, notaries,... to bring their quality up to international standards.
- ✦ To offer continuing legal education in order to improve the knowledge and skills of personnel in the justice sector, in particular by offering training for clerks, criminal investigating officers, mediators and all other personnel dealing with legal matters in different ministries and institutions;
- ✦ To conduct research and inform evidence based decision making in the sector;
- ✦ To contribute to the development and dissemination of the law

## **4. Rwanda National Police (RNP):**

Rwanda National Police is generally responsible for ensuring security of persons and property throughout the country.

## **5. Rwanda Correctional Services (RCS):**

The general mission of Rwanda Correctional Service is to implement the general policy and strategies for effective management of inmates and Tigistes by ensuring respect for human rights. It aims to be able to promote effectively justice and human rights through ethical and professional correction while ensuring the safety of the general public and healthy communities.

## **6. The National Commission for the Fight Against Genocide (CNLG):**

The mission of CNLG is to prevent and fight against Genocide, its ideology and overcoming its consequences.

## **7. The National Commission for Human Rights (NCHR):**

The overall mission of the National Commission for Human Rights is to promote and protect Human Rights.

## **8. Rwanda Law Reform Commission (RLRC):**

The overall and permanent mission of RLRC is to review Rwandan laws with a view to ensuring their development and reform. In order to fulfill its mission, RLRC collaborates with other public and private institutions, whether national or international as well as national or international non-governmental organizations.

## **9. The National Public Prosecution Authority (NPPA):**

The National Public Prosecution Authority is responsible for investigating and prosecuting offences throughout the country. The National Public Prosecution Authority is a single institution. It is composed of the Office of the Prosecutor General, the Public Prosecution service at the intermediate level and the Public Prosecution Service at the Primary level.

**10. The National Unity and Reconciliation Commission (NURC):**

The overall mission of the National Unity and Reconciliation Commission is to promote national unity and reconciliation among Rwandans.

**11. The Office of OMBUDSMAN:**

The mission of the Office of OMBUDSMAN is leading the fight against corruption through public education, prevention and law enforcement

**12. National Forensic Laboratory:**

Rwanda Forensic Laboratory has the overall mission of providing its clients with services of conducting scientific analysis of evidence for judicial purposes and services requested by individuals or other institutions and organizations whether inside or outside the country. It also has the mission of financial self-sustainability and contribution to the public treasury.

**13. Rwanda Investigation Bureau (RIB):**

The overall mission of Rwanda Investigation Bureau is to uphold the rule of law through effective crime prevention and response.

**14. Rwanda Law Enforcement Specialized Academy:**

The overall mission RLESA is to provide tailored and quality training programs for law enforcement agents and agencies to address their capacity challenges.

**15. The Military Prosecution Department:**

It is responsible for the prosecution of offences committed by people subject to the jurisdiction of military courts. It investigates and prosecutes offences before Military Courts.

**16. Military Justice:**

The Military Justice System deals with the following types of cases:

- Criminal offenses suspected to have been committed by military personnel in application of the Penal Code. The primary purpose is to maintain order and discipline by holding military offenders accountable for their crimes.
- A suit for damages arising out of a criminal case committed by a soldier may also be filed in the same court hearing the criminal trial in a military court. It may also be separated and filed in a civil court with competent jurisdiction over the suit as provided by article 145 of the referenced Organic Law.

## **Snapshot on key players of the JRLO Sector Working Group**

- ✓ In addition to Government institutions, the Justice sector also works with Development Partners, Civil Society Organizations and Private Sector. Some Development Partners include the Embassy of the Kingdom of The Netherlands (Currently Co-Chair of the SWG), the Swedish Embassy, the Delegation of the European Union, UNDP, and USAID.
- ✓ Civil Society Organizations are also actively working in the sector to strengthen Justice, Reconciliation, Law and Order. Those include Legal Aid Forum, Transparency International, RCN Justice & Democracy, RISD among others.
- ✓ Partner Organizations including Rwanda Bar Association (RBA), Kigali International Arbitration Centre (KIAC), Professional Bailiffs Association (PBA) and Muhabura Multichoice Company among others are paramount in delivery of the sector services to citizen.

### **Civil Society and Private Sector Partner Organizations**

#### **1. Legal Aid Forum**

The mission of LAF is to promote and support the provision of accessible and quality legal aid services through coordination of service delivery related to legal advisory and assistance, advocacy and education for population and research of gaps in service delivery and laws.

#### **2. Rwanda Bar Association**

The mission of RBA is to gather all the members of the Bar Association to promote and protect the interests of the legal profession and the public in the administration of justice by preserving the integrity of the profession through regulation and supporting professional development, and by helping to shape the law and advancing respect for the rule of law and human rights

#### **3. Kigali International Arbitration Centre (KIAC)**

KIAC mission is to promote Rwanda as a venue of efficient arbitration services and a Center of excellence for research and training of professional's in ADR.

#### **4. Professional Bailiffs Association (PBA)**

The mission and objectives of this organization is to bring together professional bailiffs; make a follow up and advocate for fair execution of judgments and perform other duties relating to its responsibilities; promote the development and a better service in relation with bailiffs responsibilities; and promote the interests of the profession and resolve conflicts that may occur amongst members of the Association and between members and non-members.

#### **5. Transparency International Rwanda (TIR)**



Transparency International has a global movement with one vision, to have a world free of corruption. Transparency gives voice to the victims and witnesses of corruption and work toward a world free of corruption.

#### **6. RCN J&D**

The social objective of RCN J&D is to contribute to ensuring respect for the fundamental rights of every person, the rights to justice in particular and the protection of the right recognized by international conventions.

#### **7. Muhabura Multichoice Company Ltd (MMC Ltd)**

MMC ltd is a business oriented company with a mandate, among others, to expand, maintain and enhance the efficiency of production activities that were formerly implemented by RCS to boost a self-reliance of RCS.

### Chapter 3: Strategic Framework

For the JRLO Sector to achieve the transformational plan under the National Strategy for Transformation (NST1) within the next six years period (2018/19-2023/24). Clear objectives, strategic interventions with measurable targets are required.

The following table shows the alignment of NST1 Priority to JRLOS Objectives:



NST-1 Alignment with “JRLO” SSP: (Pillar 3: Transformational Governance)

NST-1 Priority Area	NST-1 Outcome	JRLOSSP Outcome	JRLOSSP Strategic Interventions (ST)
3.1 Reinforce Rwandan culture and values as a foundation for peace and unity	3.1.1 Enhanced unity of Rwandans	<b>JRLO Outcome:</b> Enhanced unity of Rwandans	<b>JRLO ST:</b> Promote unity and reconciliation among Rwandans through Institutionalization of “Ndi Umunyarwanda and Abarinzi b’Igihango” programmes in Local government and scale up of unity clubs to village level.
3.2 Ensure Safety and Security of citizens and property	3.2.1 Enhanced peace and security	<b>JRLO Outcome:</b> Maintained safety, security and peace	<p><b>JRLO ST:</b> Improve Crime prevention</p> <p><b>JRLO ST:</b> Strengthen capacity of Security organs (RIB, RNP, RCS)</p> <p><b>JRLO ST:</b> Improve prisoners’ living conditions</p> <p><b>JRLO ST:</b> Preserve genocide memory and prevent genocide ideology</p>
3.4 Strengthen Justice, Law and Order	3.4.1 Strengthened Judicial System (Rule of law)	<b>JRLO Outcome:</b> Universal Access to quality justice improved	<p><b>JRLO ST:</b> Modernize the criminal, commercial, civil and administrative system</p> <p><b>JRLO ST:</b> Promote legal aid for Universal access to affordable and quality justice</p> <p><b>JRLO ST:</b> Improve access to quality justice for vulnerable people</p> <p><b>JRLO ST:</b> Establish ADR mechanisms to ensure citizen ownership and participation in quality justice</p> <p><b>JRLO ST:</b> Identify and implement alternative measures to imprisonment</p> <p><b>JRLO ST:</b> Ensure stable and accessible laws</p> <p><b>JRLO ST:</b> Timely execute all judgments and enforceable decisions</p>
	3.4.3 Zero corruption across government services and institutions	<b>JRLO Outcome:</b> Control of Corruption, Transparency and Accountability Improved	<p><b>JRLO ST:</b> Reduce incidence of corruption in Rwanda</p> <p><b>JRLO ST:</b> Strengthen mechanisms to fight injustice and corruption</p> <p><b>JRLO ST:</b> Enhance transparency and accountability</p>

NST-1 Priority Area	NST-1 Outcome	JRLOSSP Outcome	JRLOSSP Strategic Interventions (ST)
	achieved and maintained		
3.4.Strengthen Justice, Law and Order	3.4.2 Sustained respect for human rights and civil liberties	<b>JRLO Outcome:</b> Enhanced Adherence to Human Rights	<b>JRLO ST:</b> Ensure compliance with international and regional core human rights instruments <b>JRLO ST:</b> Deepen awareness and respect of human rights <b>JRLO ST:</b> Implement the national human rights action plan
3.5 Strengthen Capacity, Service delivery and Accountability of public institutions	3.5.3 Reinforced efficient service delivery	<b>JRLO Outcome:</b> Enhanced sector capacity and coordination	<b>JRLO ST:</b> Develop and implement the JRL0S Capacity Need Assessment including a CDS <b>JRLO ST:</b> Develop and implement the JRL0S Communication strategy <b>JRLO ST:</b> Implement change management strategy <b>JRLO ST:</b> Implement the Gender Mainstreaming Strategy recommendations
	3.5.2 Developed capacity for public institutions	<b>JRLO Outcome:</b> Enhanced sector capacity and coordination	<b>JRLO ST:</b> Enhance professional and practical legal skills for sector lawyers <b>JRLO ST:</b> Enhance the JRL0S Institutional Self reliance <b>JRLO ST:</b> Enhance the capacity and partnership of CSOs and other private partners acting in Justice Sector

The chapter outlines broad objectives, key priority areas and respective strategic interventions. In line with NST1, the Justice, Reconciliation, and Law and Order Sector strategic plan (2018/2019-2023/24) has the following broad objectives:

1. Consolidate values and unity of Rwandans, committed to a self-reliant and peaceful Rwanda
2. Establish legal frameworks that spur economic development and instill fairness, transparency and accountability across institutions and individuals,
3. Strengthen capacity of security institutions/organs to preserve national security and protect Rwandans, as well as actively participate in socio economic development of the Nation
4. Build up and continue to improve the legal framework (laws) that supports and accelerates the national development agenda while ensuring effective and reliable institutions
5. Strengthen Justice, Law and Order, reinforce efforts to prevent and fight corruption and strive to eradicate injustice, resolve grievances of citizens and execute timely court judgments
6. Promote the culture of problem-solving in families and reinforce amicable settlement of disputes

The above mentioned objectives will be achieved through **5** priority areas and linked to strategic interventions as follows:

## Priority area 1: Strengthen Justice, Law and Order

### Key strategic interventions

- 1. Reform the Judiciary to tackle backlog cases**, especially for Supreme Court with the aim of reducing the rate of backlog cases from 23.3% (2016 all Courts) to below 10% by 2024. Unconventional methods will also be adopted to reduce backlog of cases at the Ombudsman.
- 2. Improve Access to quality justice** by modernizing the Criminal, Commercial and Civil Justice System and enhancing professionalism in area of judicial system and making specialized units in area of criminal, commercial and civil justice system. The Integrated Electronic case management system will be fully operationalized and used in all relevant institutions involved in case management.
- 3. Legal Aid Provision will be streamlined** to ensure Universal and affordable quality justice. For this purpose, MAJ activities will be decentralized through outreach programs to Sector level.
- 4. Draft, revise and modernize Laws taking into account Rwanda's cultural context.** By 2024, all laws will have been assessed and revised where applicable. A total of 134 civil and administrative laws, 38 criminal judicial litigations and security organ laws and 73 business laws in force that are not in all 3 official languages will be translated. At least 50% of laws will be harmonized/approximated with internationally ratified legal instruments.
- 5. Enhance Alternative Dispute resolution mechanisms** to promote the culture of problem-solving in families and reinforce amicable settlement of disputes. The cases resolved at Abunzi level are targeted to increase from 86% (Judiciary annual report 2015/16) to 94% by 2024. **The Abunzi Management Information System will be put in place** to facilitate data collection and sharing.
- 6. Efforts to prevent and fight corruption will be intensified.** The capacity of the Ombudsman to investigate corruption and coordination role in anti-corruption across government will be strengthened. The protection of whistle-blowers and internal incentive scheme for whistle blowers will be strengthened. Prosecution of corruption cases will be reinforced.
- 7. Intensify fight against genocide ideology in Rwanda and anywhere in the world**  
Through enhancing regional and international cooperation in Genocide ideology prevention and prosecution, a number of extradition treaties will be negotiated and signed with the concerned countries. Conservation and preservation of Genocide against Tutsi proof will be strengthened. Conservation and preservation of Genocide against Tutsi proof will be strengthened from 10 to 40% by 2023/24

## Priority area 2: Reinforce Rwandan culture and values as a foundation for peace and unity

### Key strategic interventions:

1. **Promote unity and reconciliation among Rwandans** through Institutionalization of “Ndi Umunyarwanda and Abarinzi b’Igihango” programmes in Local government and scale up of unity clubs to village level. The level of unity and reconciliation is targeted to increase from 92.5% (RGB 2015) to 96% by 2024.
2. **Strengthen and promote gender equality and ensure equal opportunities for all Rwandans while** fostering the culture of solidarity with vulnerable groups; JRLOs institutions (judiciary, police, RIB, CSOs prosecution, etc.) fully committed and effectively collaborate in handling GBV cases.
3. **Reinforce the level of transparency and Accountability.** Proportion of population with confidence in the control of corruption, transparency and accountability will be increased from 86.56% ((RGS) to 92.56% by 2023/24, this will be achieved through reinforced measures to prevent and punish corruption and injustice and strengthened Legal framework to punish financial and economic crimes and ensure institutional accountability.
4. **Consolidate and develop the justice sector home-grown solutions and innovations** through digitalization and access center of Gacaca archives, unity and Reconciliation by, (1) promotion of Rwandan Identity, (2) promotion of social cohesion ( focusing on social healing ) , (3) monitoring compliance with unity and reconciliation principles and (4 ) building resilience and critical thinking in the young generation, and Construction of Rwanda Reconciliation Gallery and improved ADR mechanisms.

### Priority area 3: Ensure Safety and Security of citizens and property

#### Key strategic interventions

1. **Crime prevention through community policing will be strengthened** working with citizens. The percentage of proportion of population with confidence in safety and security is targeted to increase from 92.62% to above 95%.The level of citizen satisfaction with personal and property security is targeted at 98.7% and 92.1% by 2024 from 98.1% and 86.1% (CRC 2015) respectively.
2. **Strengthen capacity of RNP, RCS, RIB, RLEA and RFL** for effective discharge of their functions. These Institutions will continue to play a constructive role in development programmes and projects where required.
3. **Enhance and expand regional and international security partnerships** to fight and prevent cross-border crimes, human and drug trafficking and cybercrimes;
4. **Reinforce values and culture of excellence, patriotism, dedication and service** while striving for dignity of the nation and putting citizens at the center.

### Priority area 4: Enhanced adherence to human rights

#### Key strategic interventions

1. **Enhance the promotion and monitoring of human rights**, through proportion of Population with confidence in respect of Human Rights from 89.2% (RGS 2016) to 95%

by 203/24. Strong measures will be used to reinforce the level of promotion and monitoring for human rights, justice and Rule of Law through Various categories of people who are trained with the objective of increasing their knowledge on human rights.

**2. Compliance with international and regional core human rights instruments ensured;**

The compliance with international and regional core human rights will be done through the level of full implementation of the 2015 UPR recommendations (accepted by Rwanda) from 68%(UPR recommendations implementation report 2015) to 100% by 2023/24, and this will be achieved over and done with collaboration between different states and non-state actors to implement policy actions aimed at a full realization of UPR and other human rights related conventions ratified with different organizations.

**3. Respect of human rights for all levels**

Continue to promote good governance which relies on the respect for human rights and unity among Rwandans, while promoting gender equality.

Several alternatives to imprisonment have been in use and they will continue to be used to reduce the number of people serving custodial sentences. In addition, detention facilities will be increased to ensure the welfare of detainees.

**Priority area 5: Strengthen Capacity, Service delivery and Accountability of Public Institutions**

**1. Enhancing professionalism and Specialization for JRLO Sector institutions**

Based on mandate, the institutions under JRLOs capacity will be built in order to facilitate them to deliver at the maximum capacity in terms quality judiciary, peace and security and fighting against corruption.

These will be done through the following main programs:

- Train and provide technical skills to JRLOs institutions staff in line with the capacity building needs
- Increase the number of staff to fill the positions with gap in order to facilitate the effective delivery
- Increase of infrastructure needs and other facilities that will help the JRLOS institutions to perform their duties without difficulties

**The number of lawyers graduating from ILPD will increase** from 429 in 2016/17<sup>1</sup> to 760 by 2023/24. This will contribute to timely and quality of access to justice, which will lead to reduction of backlog cases from 79.9 in Supreme Court and 34.29 in Primary Courts<sup>2</sup>.

**Rwanda National Police**

<sup>1</sup> Minijust Annual Report 2016/2017

<sup>2</sup> Supreme Court Annual Report 2016/2017.

- Professional police officers will be trained and equipped with adequate skills and logistical equipment in order to deliver to both National and international security, peace keeping and disaster management.
- Specialist staff for fire rescue and other forms of hazardous disasters will be trained.
- Different Police stations and District Police Units around the country will be rehabilitated, renovated or constructed to facilitate service delivery.

**OFFICE of OMBUDSMAN:**

The capacity of the Ombudsman to investigate corruption and plays its coordination role in anti-corruption across government will be strengthened in order to enable this institution to investigate different forms of corruption including:

- Bribes and embezzlement cases which will contribute to increase of proportion of population with confidence in the control of corruption, transparency and accountability from 86.56% (RGS, 2016) to 92.56% by 2023/24.
- Strengthen advisory councils to fight against corruption and injustice at National, District, Sector and Cells levels.
- Enhancing Transparency and accountability through upgrading online declaration assets software with other existing software of Public institutions (Land, taxes, ID,,,) )
- Combating financial and economic crimes, corruption, Embezzlement among others;
- The protection of whistle-blowers and internal incentive scheme for whistle blowers will be strengthened.
- Prosecution of corruption cases will be enhanced with development of specialized capacities to investigate related crimes and recovery of embezzled public fund.

**Rwanda Correctional Service:**

Train prison security guards and provide them with adequate skills and logistical equipment. There will be construction and operationalization of training school for RCS staff and that will increase the number of staff facilitating inmates' education and protection activities. Additional prisons and other detention facilities as well as RCS headquarters will be constructed.

Empower MUHABURA Multichoice Company to ensure RCS self-reliance and income generation.

**Judiciary**

The Maximization of the use of IECMS and the increase of the capacity and number of experts in courts will contribute to reduction of backlog cases in both Primary and Supreme Courts.

Restructuring in courts will increase their capacity to provide for quality and timely service delivery in line with access to quality justice.

In collaboration with ILDP the number of specialized lawyers and judges will be increased.

**MINIJUST**

The Ministry of Justice will empower JRLOS District Committees in delivering justice services at local level. It will strengthen existing ADR mechanism through increasing professionalism and law related skills among ABUNZI committee's members and establishing the Abunzi Management Information System.

**RLRC:**

The number of specialists who will help in revising and updating laws aligning them with time and special needs will be increased.

**NPPA:**

Since 2016-2017, the new emerging crimes (human trafficking, cyber-crimes, money laundering, terrorism ...) increased. Professionalism and specialization of prosecutors will help the NPPA to prosecute all offenders and overcome the emerging of new backlogs.

In line of specialization the specific units will be established such as: Genocide Ideology and Related Crimes Unit and Unit in charge of Illicit Drug Crimes, etc.

In the same spirit, different professional trainings will be delivered to prosecutors and assistants as included in NPPA Career Path.

**2. Increasing online Justice service delivery countrywide:**

The use of Integrated Electronic case Management (IECMS) will be rolled out in the whole country, where all justice related cases will be submitted and handled online through different agencies and all justice sector institutions.

**3. Implementing the JRLOS Communication Strategy**

Beyond other coordination mechanisms, all JRLOS institutions and stakeholders will actively contribute to the good implementation of its communication strategy, ensuring public awareness of its objectives, strategies, programmes, achievements and performances, to make sure that beneficiaries' understanding and expectations are aligned with what is being done for them.

The following figure shows the logical framework and a priority policy actions matrix of Impact/goal, Priority areas, outcomes and outputs in line with the activities that will be done to achieve the set targets.



**IMPACT: Enhanced rule of law to promote accountable governance, a culture of peace for poverty reduction**

**OUTCOME 1: Universal Access to quality justice improved**

- OUTPUT 1.1 Criminal, Commercial, Civil and Administrative System Modernized
- Output 1.2: Legal Aid promoted for Universal and affordable quality justice
- Output 1.3: Improved Access to Quality Justice for vulnerable people
- Output 1.4: ADR mechanisms established to ensure citizen ownership and participation in quality justice
- Output 1.5. Alternative measures to the imprisonment identified and implemented
- OUTPUT 1.6. Stable and accessible laws
- OUTPUT 1.7. All Judgments and enforceable decisions

**OUTCOME 2: Maintained Safety, Security and Peace**

- OUTPUT 2.1: Crime prevention improved
- OUTPUT 2.2: RNP's disaster management capacity improved (Fire)
- OUTPUT 2.3: Criminal Investigation Capacity Enhanced
- Output 2.4: Prisoners living conditions improved
- Output: 2.5 living conditions for minors, women and people with disabilities improved
- Output 2.6: Inmates Correctional and Rehabilitation Programmes enhanced
- OUTPUT 2.8: Genocide memory preserved and genocide ideology prevented

**Outcome 3: Control of Corruption, Transparency and Accountability**

- Output 3.1: Incidence of corruption in Rwanda decreased
- Output 3.2: Mechanisms to fight injustice and corruption strengthened
- Output 3.3: Transparency and accountability

**Outcome 4: Enhanced Unity of Rwandans**

- Output 4.1: Unity and Reconciliation Preserved and Reinforced & Steadfast Rwandan Identity Fostered

**Outcome 5: Enhanced adherence to human rights**

- Output 5.1. Compliance with international and regional core human rights instrument ensured
- Output 5.2 Awareness and respect of human rights deepened
- Output 5.3 The National Human Rights Action Plan implemented

**Outcome 6. Enhanced sector capacity and coordination**

- Output 6.1. JRLOS Capacity Need Assessment including a CDS Developed and implemented
- Output 6.2. JRLOS Communication strategy developed and implemented
- Output 6.3. Change Management Strategy implemented
- Output 6.4. JRLOS Gender Strategy recommendations implemented
- Output 6.5: Professional and practical legal skills sector lawyers enhanced
- Output 6.6. Capacity and partnership of CSOs and other private partners acting in Justice Sector enhanced

**Activities**

1. Maximize the use of IECMS and Rwanda Forensic Laboratory (RFL);
2. Improve professionalism, specialization and the access to legal information to enhance the quality and timely justice
3. Implement the court restructuring to enhance court efficiency and effectiveness
4. Strengthen the prosecution strategies to ensure quality of criminal cases handled
5. Equip RIB with requisite infrastructure and specialized staff to make it fully operational.
6. Maximize the implement the National Legal Aid policy.
7. Implement the National Legal Aid and Justice for Children policies
8. Strengthen existing ADR mechanism
9. Establish and implement a National ADR Policy
10. Strengthen and continue to improve the legal framework (laws) that supports and accelerates the national development
11. Put in place modern and cultural sensitive laws that promote and support living in harmony in families and among Rwandan in general
12. Streamline measures to speed up Judgments execution



**ACTIVITIES**

1. Put in place a system for measures and strategies on security sensitization and maximization of monitoring roads safety
2. Strengthen peace, security and safe strategies
3. Enable citizens to play a greater role in maintaining their own security by strengthening community policing for crime preventing, detecting and neighborhoods watch;
4. Improve institutional collaboration in areas of internal security;
5. Enhance and expand regional and international security partnerships to fight and prevent cross-border crimes, human and drug trafficking and cybercrimes;
6. improve the established system on crime prevention
- 7 .Put in place systems to prevent SGBV and assist SGBV victims.
8. Train professional police officers and prison security guards and provide - them with adequate skills and logistical equipment;
9. Increase service delivery in all police stations;
10. Improve prisoners living conditions
11. Enhance inmate's correctional and psycho-social programmes
12. Construct RCS headquarters.
13. Conducting researches on Genocide perpetrated against Tutsi
14. Conserving genocide proof
15. Gacaca archives used by researchers, students, and visitors to contribute in fighting against genocide ideology and genocide denial
16. To increase a number of group that actually benefit from the sensitization programs

**Activities**

1. Strengthen mechanisms to fight injustice and corruption;
2. Enhance transparency and accountability
3. Combating financial and economic crimes, corruption, Embezzlement among others;

**ACTIVITIES**

1. Promote Rwandan identity;
2. Promote social cohesion;
3. Build resilience and critical thinking especially in the young generation;
4. Promoting compliance with unity and reconciliation principles;

**ACTIVITIES**

1. Ensure second and third cycle UPR recommendations implementation
2. Strengthen reporting on implementation of international and regional human rights treaties ratified /assessed by Rwanda with the collaboration of CSOs;
3. Strengthen Capacity of National prevention mechanism
4. Ensure the implementation of SDGs, AU Agenda 2063 and EAC Vision 2050
5. Ensure awareness and respect of human rights
6. Implement National Human Rights Action Plan;

**ACTIVITIES**

1. Fast track ILPD reforms to ensure its self-reliance
2. Implement JRLOS Capacity Need Assessment, change management strategy and JRLOS gender strategy recommendations.
3. Ensure the quality of legal and professional trainings provided to the justice chain legal PR actioners.
4. Empower MUHABURA to increase RCS income generation
5. Empower JRLOS District Committees in delivering justice services at local level

Inputs: Budget availability  
Qualified Human  
resources

Inputs: Budget availability and  
Qualified Human resources

Inputs: Budget availability  
and Qualified Human  
resources

Inputs: Budget availability and  
Qualified Human resources

Inputs: Budget  
availability and  
Qualified Human  
resources

Inputs: Budget availability and  
Qualified Human resources

## CHAPTER 4: IMPLEMENTATION OF THE SECTOR STRATEGIC PLAN

The implementation of the JRLO SSP will be done through the linkage between strategic interventions of the five priority areas and their alignment with different programs as in line with different stakeholders and institutions under JRLOS.

### 4.1 .Sequencing of interventions

Implementation of JRLO SSP will be a coordinated effort by the MINIJUST together with the various stakeholders, other governance sectors, the Private Sector, Development Partners, NGOs, FBOs, Civil Society Organisations and others. Overall coordination will be ensured by the JRLOS leadership group chaired by the Minister of Justice to ensure that all players deliver the priorities and interventions in line with respective mandates.

The overall planning process is guided by JRLOS Secretariat. Specific operational planning at program and JRLOs system level in the entire JRLO Sector is done annually in line with the annual planning cycle and JRLOs 5 priorities. District based planning will be done annually in bottom-up fashion in line with the defined priorities in the JRLOS. The JRLOS District Committees are involved in the development and implementation of the District Development Strategies (DDS) and annual district plans. MAJ and Abunzi Committees work closely with the district Good Governance unit and JADF, as well as other areas responding to the priorities of the JRLOS.

In this multifaceted planning, implementation and monitoring process, the Justice Sector Coordination Secretariat plays a crucial role of informing the planning and budgeting entities at all levels on where they are and where they should go, thus providing inputs in the priorities for the following year. As part of this top-down and bottom-up process several milestones can be identified that together define annually the sequence of the implementation of the sector strategic interventions:

- JRLOs annual action plans that demonstrate the yearly deliverables of the sector under the guidance of JRLOs steering committee;
- Forward Looking Joint Sector Reviews(FLJSRs) organised and monitored by the SWG and JRLOs secretariat to assess the annual planned achievements;
- The signing of the performance contracts with the President at the various levels;
- The mutual accountability sessions between JRLOS stakeholders including CSOS, DPs and Private Sector Organizations under the supervision of the JRLOS Secretariat in collaboration with MINECOFIN on the basis of the key performance indicators. □
- The annual planning / budgeting process within the JRLOs respective institutions aligned with the JRLO SSP.
- The various (external) reviews at the National and District levels: most of which are taking place annually, but for some programs more frequently. □
- The institutional strategic plans will align their priorities and interventions to the JRLO SSP and develop their annual plans on the basis of its log frame.
- The district committees will be regularly reporting to the Ministry of Justice, which coordinates their activities, and follows up the implementation of planned activities and recommendations.

Finally, regular meetings between JRLOS Institutions, CSOs, Private Sector, NGOs, and DPs through the JRLO SWG and the various TWGs provide all stakeholders with the opportunity to raise policy-related issues and give technical inputs on the achievements and challenges met during implementation.

#### 4.2. Communication Strategy

Effective communication between JRLOS lead and supporting stakeholders will be important in ensuring operative implementation. Issues and challenges will be addressed as they arise and new opportunities will be identified through different forums, where appropriate, and adopted. MINIJUST will lead the communication process.

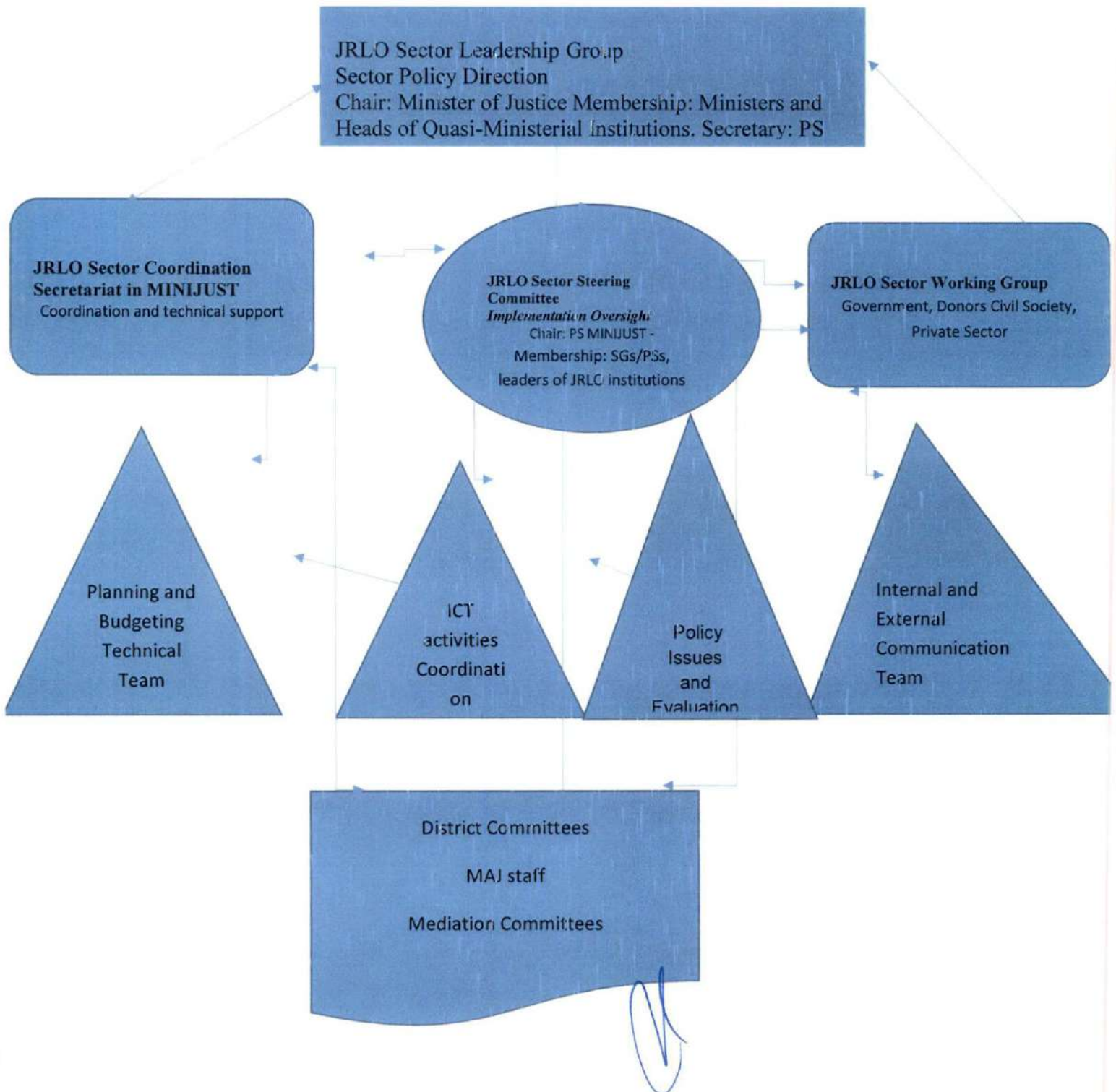
Regular progress reports will be provided on specific projects and the sector more generally. The SWG will provide a forum to discuss progress and raise concerns. JRLOs will be providing updates on all areas of its work, including capacity building upon demand.

Regular meetings will be held with the JRLO SWG, which will participate in Joint Sector Review meetings and other forums to assess the performance of the sector, including among others:

- Justice forums for citizens regularly organized such as **Legal Aid Week** and **Governance month**, where justice related issues will be discussed and handled
- **MINIJUST website** will be quarterly updated, with significant information about the Strategy and key sector achievements, opportunities as well as plans in pipeline, accessible to the public.
- **Local media** (newspapers, radio and television) will be used to communicate the status and the development plan on what is needed to be done. This will be particularly useful in raising awareness of end-user initiatives such as the use of IECMS.
- In collaboration with other concerned Publics and Private Institutions, JRLOS shall arrange and organise different citizens forums such as **Umuganda, open days, Town meetings, sport competitions, press conferences, community outreach programs, documentary films and other audio-visual materials** with purpose to address the citizens issues in line with access to legal aid and quality justice in general, as set in its communication strategy.



### 4.3. JRLO SSP Implementation Structure



From the above structure, JRLO SSP implementation process will be done through different levels assuming different responsibilities as follows:

- **JRLOs Leadership Group** is in charge of overall policy making and advising on the whole SSP process guidance at political level to ensure the overall impact achievement of the strategic plan. It is chaired by the Minister of Justice and the membership involves Ministers and Heads of quasi-ministerial institutions. The Permanent Secretary of MINIJUST is the Secretary of the Leadership Group.
  
- **Steering Committee** is responsible for advising on the elaboration, implementation and oversight process of the JRLOS Strategy. It is chaired by the Permanent Secretary (PS) of MINIJUST, membership comprises of SGs/PSs and senior executives of JRLO institutions. The Steering Committee reports to the Leadership Group and the JRLOS Coordination Secretariat tasks as the Secretary to the committee. The Steering Committee will be meeting on annual basis to evaluate the progress of planned strategic interventions.
  
- **JRLO Sector Working Group (SWG)** is delegated to provide coordination, policy technical advices for implementation and M&E of Sector activities; SWG is in charge sector strategic plan validation.  
The JRO SWG brings together all concerned stakeholders including: Government institutions representatives, Civil Society, NGOs, private sector and other development partners. The JSWG is chaired by the PS MINIJUST and co-chaired by a development partner.

Apart from Sector Working Group, Technical Working teams have been established. They are in charge of technical assignments of day to day activities related to practical implementation of the plan. These include; Planning and Budgeting Technical Team, ICT activities coordination Team and Internal and external coordination team. Composition of the TWGs will depend on interest and specialization as determined by the Steering Committee in line with sector strategy implementation needs.

So far, three TWGs established to work within the following areas:

- **Planning and Budgeting Technical Team:** This forum is in charge of regular annual planning and budgeting and reporting within the budget cycle defined by MINECOFIN. It is composed of the institutional Directors of Finance and Administration (DAFs), the heads of the planning and M&E units, and the heads of the inspections.
  
- **ICT Activities Coordination:** This technical Working Group is responsible for the planning and coordination and control of ICT activities. It will be focusing the maximization of use of IECMS at all JRLO Sector levels.



Low citizen Satisfaction towards Alternative Disputes Resolution mechanisms (ABUNZI committees / service delivery)	2	3	Medium	Build capacity of ABUNZI committees Establish a Management Information system to strengthen coordination.
Insufficient adequate infrastructure to support service delivery	2	3	Medium	Rollout of IECMS countrywide Scale up internet connectivity to all JRLOS institutions. Fast track rehabilitation and constructions of sector's infrastructure
<b>2. Financial Management risks</b>				
Contract Management for public projects does not fully comply to financial rules and regulations	2	2	Minor	Provide legal advices contract management. Develop a tracking system of embezzled funds recovery.
<b>3. Decentralization risks</b>				
Legal aid access is not fully decentralized to support the reduction of backlogs cases	2	3	Medium	Decentralize MAJ services at sector through outreach activities
<b>4. Funding related risks</b>				
Required investment for implementing the JRLOs SSP activities is not covered	3	4	High	Increase internal revenues generation capacity of RCS and ILPD Improve financial management at all sector levels Design/package potential projects for resources mobilization in collaboration with Development Partners

Risk Matrix Calculator

LIKELIHOOD	CONSEQUENCES				
	Negligible – 1	Minor – 2	Moderate – 3	Major – 4	Severe – 5
Almost certain – 5	M	H	H	VH	VH
Likely – 4	M	M	H	H	VH
Possible – 3	L	M	H	H	H
Unlikely – 2	L	L	M	M	H
Rare – 1	L	L	M	M	H

Rating risk level

(VH) Very High risk – requires close Executive attention and detailed action/plan

(H) High risk – needs close management attention

(M) Medium risk – specify management responsibility and monitor conditions closely


(L) Low risk – manage by routine procedures

## CHAPTER 5: MONITORING AND EVALUATION

The chapter provides an overview of how the implementation of the Justice, Reconciliation, Law and Order SSP (2018/19-2023/24) will be monitored and evaluated to ensure accountability and timely evidence based decision-making.

### 5.1. Monitoring and Evaluation Approach

Monitoring and evaluation will be vital in supporting the effective implementation of the Justice, Reconciliation, Law and Order SSP (2018/19-2023/24). As a support tool for implementing the sector strategic plan, the M&E logical matrix was developed through a highly participatory approach. Key consideration included:

- Vision 2050 goals to achieve high-income, quality of life and standards of living for all Rwandans.
  - Sustainable development Goals (2030) and associated indicators in line with documentation provided by NISR on SDGs domestication process in Rwanda.
  - Africa Union Agenda 2063 and its first 10 years implementation plan.
  - EAC Vision 2050 aspirations.
  - NST1 targets, priorities and strategic interventions to address unfinished business of EDPRS 2 and take on emerging priorities in Justice, Reconciliation, Law and Order Sector.
  - Harmonization of the Sector Strategic Plan with District Development Plans (DDPs).
  - Various Sector performance report (Joint sector reviews, Imihigo, NDC, NLR implementation)
  - NST1 cross cutting areas
- 

## 5.2. Monitoring and Reporting Systems

### 5.2.1. Operational Framework

**Structure:** The Sector Working Group acts as the main coordination forum for the sector; providing information and evaluating progress against targets set during the bi-annual Joint Sector Reviews. Relevant stakeholders are present at all levels. Information is fed to these coordination groups through a Sector-Wide Approach (SWAP). The SWAP Secretariat is housed in MINIJUST and mandated to coordinate and provide information on the sector through various outreach mechanisms.

### 5.2.2. Reporting Systems

**The sector will use various reporting mechanisms for reviewing the performance against the Sector Strategic Plan milestones. These include:**

- Integrated Electronic Case Management System (IECMS)
- Government Command Centre (GCC). JRLOs Key Performance Indicators will be reported on a periodical basis.
- Rwanda Governance Scorecard
- Rwanda Reconciliation Barometer
- Citizen Report Card
- Joint and individual annual performance contracts (Imihigo)

Going forward these tools will be strengthened to ensure timely review performance. In addition the IECMS will be scaled up at all levels of the sector. The sector will also develop a Management Information System with interface in Government Command Centre to ensure timely reporting, evidence based decision making and coping with the new datasets required (e.g. for new indicators to be monitored in the sector including SDGs related ones among others).

Capacity building plan will be developed to ensure M& E staffs are equipped with required skills in monitoring tools and systems. The SWAP Secretariat and the units in charge of Planning and M& E across all levels of the sector will be empowered as a portal of information and M& E coordination.

### 5.3. Evaluation mechanisms of the Justice, Reconciliation, Law and Order Sector Strategic Plan

The evaluation of the sector performance will be carried out on a quarterly basis in addition to regular monitoring activities. This will result in quarterly briefs to highlight successes, and make suggestions to improve any areas where little progress is being made. Mid-year evaluation exercises will be carried out to better inform the Sector Working Group Joint Sector Reviews (Backward and Forward Looking JSR). Units of planning within the Ministry, agencies and the Sector Wide Approach secretariat will assist in this exercise.

A medium term assessment of the Justice, Reconciliation, Law and Order Sector Strategic Plan (2018/19-2023/24) will be carried to timely identify areas lagging behind and come up with required catch up plans. Finally the end year Sector Strategic Plan performance review will be conducted to inform future strategic planning phases.

The Monitoring and Evaluation Matrix to guide implementation of the Justice, Reconciliation, Law and Order Sector Strategic Plan (2018/19-2023/24) is presented below:

#### 5.3.1 Monitoring and Evaluation matrix and Priority action matrix

Note: Key Performance Indicators (KPIs) are rated in red accent color in the following matrix.



GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction									
INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
Increase of the Level of Rule of Law	Confidence in the rule of law is at 74% (RGS:2016)	75%	76%	77%	78%	79%	80%	RGS	<ul style="list-style-type: none"> <li>Sustained, stable peace and security at regional and national level</li> <li>Improved coordination between different justice sector stakeholders in increasing access to justice.</li> <li>Government's zero tolerance to corruption and fight against all forms of injustices, and respect for human rights is maintained.</li> </ul>
<b>OUTCOME 1: Universal Access to quality justice improved</b>									
Increase of the Level of access to quality Justice	79.68% (RGS 2016- rule of law)	81%	83%	85%	87%	89%	92%	RGS	<ul style="list-style-type: none"> <li>An enabling policy and legal framework on access to justice is fully implemented.</li> <li>Government commitment to use ADR mechanisms and community justice institutions remain dedicated.</li> <li>Availability of requisite financial, technical and human resources in place to implement innovations for</li> </ul>

GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction									
INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
									improved delivery of justice.
OUTPUT 1.1 Criminal, Commercial, Civil and Administrative System Modernized									
Performance of the Judiciary increased	75.2% (RGS 2016)	77%	80%	82%	83%	85%	87%	RGS	<ul style="list-style-type: none"> <li>Restructuring of the judiciary</li> <li>Specialization of judges</li> <li>Maximization of the use of IECMS.</li> </ul>
% of backlog cases reduced	23.3% (supreme court report)	21.3%	19.3%	17.3%	15.3%	13.3%	11.3%	Annual Reports of the judiciary	<ul style="list-style-type: none"> <li>Functional court of appeal chamber</li> </ul>
Rate of overturned judgments reduced	8% (supreme court report)	7.75%	7.50%	7.25%	7%	6.75%	6.50%	Annual Reports of the judiciary	<ul style="list-style-type: none"> <li>Increased specialization of judges</li> <li>Zero tolerance of corruption</li> </ul>
Independency of the judiciary	67.4% (CRC)	68.4%	70.4%	72.4%	74.4%	76.4%	78.4%	Citizen Report Card (CRC)	<ul style="list-style-type: none"> <li>Increased specialization of judges</li> </ul>

GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction									
INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
increased	2015)								<ul style="list-style-type: none"> <li>Zero tolerance of corruption</li> </ul>
Performance of the Prosecution increased	91.8% (RGS 2016)	93%	94%	95%	96%	97%	98%	RGS	<ul style="list-style-type: none"> <li>Restructuring of the NPPA</li> <li>Specialization of prosecutors</li> <li>Maximization of the use of IECMS.</li> </ul>
% of criminal cases (human trafficking, terrorism, SGBV cases; corruption cases, drugs abuse and trafficking; genocide ideology & denial cases) prosecuted and convicted disaggregated by type, gender and age	99.2% (RGS 2016)	99.3%	99.4%	99.5%	99.5%	99.5%	99.5%	NPPA annual report	<ul style="list-style-type: none"> <li>Restructuring of the NPPA</li> <li>Specialization of Investigators prosecutors and judges</li> <li>Maximization of the use of IECMS.</li> </ul>
Reduced % of	2,994	5%	4.5%	4%	3.5%	3%	2.5%	RCS Annual	<ul style="list-style-type: none"> <li>Quality evidence generated</li> </ul>

**GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction**

INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
un-sentenced detainees (SDGs indicator)	(5.5%) on overall prison population of 54,185 (31 August 2016)							reports	<ul style="list-style-type: none"> <li>by Forensic Laboratory</li> <li>Increased use of IECMS.</li> </ul>
Number of genocide fugitives cases handled	292	336	356	376	396	416	436	NPPA annual report	<ul style="list-style-type: none"> <li>Specialization of judges and prosecutors dealing genocide fugitives cases</li> </ul>
Number of extradition treaties negotiated and signed	3 signed and 1 negotiated and approved.	6	9	10	11	13	14	MINIJUST annual report	<ul style="list-style-type: none"> <li>Effective diplomacy with foreign countries.</li> </ul>
Rate of cases closed by NPPA due to the lack of evidences against those submitted by RIB	TBD	Establish baseline	TBD	TBD	TBD	TBD	TBD	NPPA reports	<ul style="list-style-type: none"> <li>Quality evidence generated by Forensic Laboratory</li> <li>Increased use of IECMS.</li> </ul>
Level of satisfaction (arrest and	62.20% (TI-Rw 2015)	64.20%	66.20%	68.20%	70.20%	72.20%	74.20%	TI-Rw report RGB Score Card	<ul style="list-style-type: none"> <li>Due respect for legal procedures maximized by justice chain actors.</li> </ul>

GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction									
INDICATOR	BASELINE	TARGET	TARGET	TARGET	TARGET	TARGET	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS
	(2016/17)	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
detention)									
Output 1.2: Legal Aid promoted for Universal and affordable quality justice									
Level of access to legal aid (KPI)	76.48 (RGS 2016)	76.8% (RGS 2016)	79.8%	74.8%	78.8%	82.8%	86.8%	RGS	<ul style="list-style-type: none"> <li>Legal aid policy, legal aid law and other enabling legal framework in place and fully implemented.</li> </ul>
Level of satisfaction for access to legal aid	64.40% (CSDB 2015)	65.40%	67.40%	69.40%	71.40%	73.40%	75.40%	Civil Society Development Barometer (CSDB) by RGB	<ul style="list-style-type: none"> <li>Professionalism and capacity among legal aid service providers strengthened.</li> <li>Commitment to customer care and Service delivery charter among legal aid providers.</li> </ul>
Increase of cases (disaggregated by gender, disability, age and type) received by MAJ	17048 cases (2016/17)	Increase of 10%	Increase of 10%	Increase of 10%	Increase of 10%	Increase of 10%	Increase of 10%	MINIJUST	<ul style="list-style-type: none"> <li>MAJ services outreach are decentralized to grass roots level.</li> </ul>
Number of legal aid cases	2,393	Decrease by 3%	Decrease by 4%	TB Decrease by 5% D	Decrease by 6%	Decrease by 6.2%	Decrease by 7%	RBA Reports	<ul style="list-style-type: none"> <li>Increase of new stakeholders providing</li> </ul>

**GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction**

INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
duly assisted and represented <sup>3</sup> by RBA disaggregated by gender, age and type									legal aid services.
Number of legal aid cases duly assisted and referred <sup>4</sup> by CSOs	13,839	15,223	16,745	18,420	20,262	22,288	24,517	-LAF reports - MINIJUST reports	<ul style="list-style-type: none"> <li>• Citizen's awareness of their rights and demand for justice increased.</li> <li>• Commitment to customer care and Service delivery charter among legal aid providers.</li> </ul>
Number of legal aid cases duly enforced <sup>5</sup> by Professional bailiffs		Establish baseline	TBD	TBD	TBD	TBD	TBD	Professional Bailiff Association	<ul style="list-style-type: none"> <li>• The number of professional bailiffs increased.</li> <li>• Maximum use of IECMS in tracking the enforcement of judgments</li> </ul>
<b>Output 1.3: Improved Access to Quality Justice for vulnerable people</b>									
Disposal pace to try vulnerable people ( children, persons with	6 months (Judiciary, 2016/17)	4 months	2 months	2 months	2 months	2 months	2 months	Annual Reports of the judiciary	<ul style="list-style-type: none"> <li>• Specialization by judges, prosecutors, Investigators in dealing with cases of different vulnerabilities.</li> </ul>

<sup>3</sup>Number of adjournments due to absence of lawyers, code of conduct of lawyers in dispensing their duties.

<sup>4</sup> Average time taken to provide legal assistance, representation and referral.

<sup>5</sup> Time taken to enforce judgement by professional bailiffs, code of conduct of professional bailiffs.

GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction									
INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
disability, breastfeeding and pregnant women ) related criminal cases									<ul style="list-style-type: none"> <li>Functional special chambers for trying minors in conflict with the law.</li> </ul>
Number of specialized criminal justice actors in juvenile justice disaggregated by judges, prosecutors, lawyers, police officers and prison staff	120 Specialized Lawyers in juvenile justice (2016)	150	180	220	250	280	310	Judiciary, NPPA, RNP, RBA and RCS annual reports.	<ul style="list-style-type: none"> <li>Functional special chambers for trying minors in conflict with the law.</li> </ul>
Number of cases of minors handled in full compliance with child friendly justice standards	N/A	Establish Baseline	TBD	TBD	TBD	TBD	TBD	RIB NPPA RCS	<ul style="list-style-type: none"> <li>Commitment towards the respect of international standards of handling cases of minors in conflict with the law.</li> </ul>
<b>Output 1.4: ADR mechanisms established to ensure citizen ownership and participation in quality justice</b>									
% of cases handled by Abunzi committees at	% 96.3% end June 2016 (MINIJUS	97.3%	98.3%	99.3%	100%	100%	100%	MINIJUST annual report	<ul style="list-style-type: none"> <li>Capacity of Abunzi strengthened.</li> <li>Increased confidence in the performance of Abunzi by</li> </ul>

GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction									
INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
both sector and cell level (KPI indicator)	T report 2016)								justice seekers.
Rate of Abunzi decisions appealed to courts	14% Judiciary Annual report 2015/16)	Decrease by 2%	Decrease by 2%	Decrease by 2%	Decrease by 2%	Decrease by 2%	Decrease by 2%	Judiciary Report	<ul style="list-style-type: none"> <li>Capacity of Abunzi strengthened.</li> <li>Increased confidence in the performance of Abunzi by justice seekers.</li> </ul>
% of Abunzi decisions overturned by courts	TBD	TBD	TBD	TBD	TBD	TBD	TBD	Judiciary Report	<ul style="list-style-type: none"> <li>Capacity of Abunzi strengthened.</li> <li>Increased confidence in the performance of Abunzi by justice seekers.</li> </ul>
% of Abunzi decisions overturned by Abunzi appeal level	TBD	TBD	TBD	TBD	TBD	TBD	TBD	MINIJUST	<ul style="list-style-type: none"> <li>Capacity of Abunzi strengthened.</li> <li>Increased confidence in the performance of Abunzi by justice seekers.</li> </ul>
Level of citizen's satisfaction with Abunzi performance	79% RGS 2016 Edition	80	81	82	83	84	85%	RGB RGS	<ul style="list-style-type: none"> <li>Capacity of Abunzi strengthened.</li> <li>Increased confidence in the performance of Abunzi by justice seekers</li> </ul>
Number of cases processed through KIAC	11 Cases a year	Increase of 5 cases	Increase of 5 cases	Increase of 5 cases	Increase of 5 cases	Increase of 5 cases	Increase of 5 cases	KIAC reports	<ul style="list-style-type: none"> <li>High level of Professionalism of KIAC arbitrators</li> <li>Confidence in ADR</li> </ul>

**GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction**

INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
									<ul style="list-style-type: none"> <li>Mechanisms by litigants.</li> <li>Rwanda's trademark in doing business and security</li> </ul>
% of awards from KIAC Arbitrators' set aside by court (compared to the awards taken to court)	N/A	Establish the baseline	TBD	TBD	TBD	TBD	TBD	KIAC performance evaluation and supreme court reports	<ul style="list-style-type: none"> <li>High level of Professionalism of KIAC arbitrators</li> </ul>
<b>Output 1.5. Alternative measures to the imprisonment identified and implemented</b>									
% in number of cases disaggregated by gender and age receiving alternative penalties from a judge	N/A	Establish a baseline	TBD	TBD	TBD	TBD	TBD	Judiciary report	<ul style="list-style-type: none"> <li>Legal and policy framework on alternative penalties in place.</li> <li>Training and awareness of justice stakeholders on the use of alternative sentencing.</li> </ul>
% of eligible cases in which Prosecution requested for alternative penalties compared to	N/A	Establish a baseline	TBD	TBD	TBD	TBD	TBD	NPPA reports	<ul style="list-style-type: none"> <li>Legal and policy framework on alternative penalties in place.</li> <li>Training and awareness of justice stakeholders on the</li> </ul>

GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction									
INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
total eligible cases.									use of alternative sentencing.
OUTPUT 1.6. Stable and accessible laws									
Level of citizen's satisfaction with the quality of laws.	64% (Impact of Rwandan Laws study, 2016)	66%	68%	70%	72%	74%	76%	RLRC reports and/or RGB	<ul style="list-style-type: none"> <li>Citizens provide inputs in the elaboration and implementation of laws.</li> </ul>
% of Existing Rwandan laws Revised	Translation and editorial work at 30% and a Legal reform project initiated and financed	40% of Existing Rwandan laws Revised	50% of Existing Rwandan laws Revised	60% of Existing Rwandan laws Revised	70% of Existing Rwandan laws Revised	80% of Existing Rwandan laws Revised	100% of Existing Rwandan laws revised	RLRC reports and/or RGB	<ul style="list-style-type: none"> <li>Commitment of the RLRC towards timely review of the earmarked laws.</li> </ul>
Level of citizens including non-State actors' (CSOs, FBOs, Private sector,	Low (at 67.33% (RGS:2016)	High (>80%)	High (>80%)	High (>80%)	High (>80%)	High (>80%)	High (>80%)	RGB Score card report	<ul style="list-style-type: none"> <li>Commitment of the RLRC towards participatory review of the earmarked laws.</li> </ul>

**GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction**

INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
Academia, Media, etc.) satisfaction with their involvement in law-making and review processes									

**OUTPUT 1.7. All Judgments and enforceable decisions are timely executed**

Rate of judgments executed within the required legal timeline	N/A	Establish a baseline	TBD	TBD	TBD	TBD	TBD	MINIJUST reports	<ul style="list-style-type: none"> <li>Both professional and nonprofessional bailiffs have the required skills, ethics and means to enforce judgments.</li> </ul>
Level of citizen's satisfaction with execution of court decisions	74.8% (CRC 2015)	75.8%	76.8%	77.8%	78.8%	79.8%	80.8%	CRC/RGB	<ul style="list-style-type: none"> <li>Both professional and non-professional bailiffs have the required skills, ethics and means to enforce judgments.</li> </ul>

GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction									
INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
<b>OUTCOME 2: Maintained Safety , Security and Peace</b>									
Proportion of population with confidence in Safety, security (RGS 2016)	92.62%	93.62%	94.62%	95.62%	96.62%	96.62%	97.2%	RGB	<ul style="list-style-type: none"> <li>Existence of Political will to contribute to peace keeping at National, Regional and International level.</li> <li>Existence of strong security organs;</li> <li>Community participation in maintaining security and safety is deepened.</li> </ul>
Proportion of population that feel safe walking alone disaggregated by sex, area, time, (SDGs indicators) (Gallup 2017 Global Law and Order)	87%	88%	89%	90%	91%	92%	93%	RGB	<ul style="list-style-type: none"> <li>Existence of Political will to contribute to peace keeping at National, Regional and International level.</li> <li>Existence of strong security organs;</li> <li>Community participation in maintaining security and safety is deepened.</li> </ul>
Proportion of population subjected to physical, psychological or	28.7% (of respondent s aged between 15-49	27.7%	26.7%	25.7%	24.7%	23.7%	22.7%	RNP, DHS	<ul style="list-style-type: none"> <li>Existence of Political will to contribute to peace keeping at National, Regional and International level.</li> </ul>

GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction									
INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
sexual violence in the last 12 months (SDG indicator)	years)								<ul style="list-style-type: none"> <li>Existence of strong security organs;</li> <li>Community participation in maintaining security and safety is deepened.</li> </ul>
OUTPUT 2.1 : Crime prevention improved									
Level of citizen's satisfaction with CPCs	N/A	To establish a baseline	TBD	TBD	TBD	TBD	TBD	RGB	<ul style="list-style-type: none"> <li>Community participation in community policing activities is deepened.</li> </ul>
Level of citizen's satisfaction of personal security disaggregated by gender and age	98.1% (CRC 2015)	98.2%	98.3%	98.4%	98.5%	98.6%	98.7%	RGB	<ul style="list-style-type: none"> <li>Existence of Political will to contribute to peace keeping at National, Regional and International level.</li> <li>Existence of strong security organs;</li> <li>Community participation in maintaining security and safety is deepened.</li> </ul>
Level of citizen's satisfaction of with property security	86.1% (CRC 2015)	87.1%	88.1%	89.1%	90.1%	91.1%	92.1%	RGB	<ul style="list-style-type: none"> <li>Existence of Political will to contribute to peace keeping at National, Regional and International level.</li> <li>Existence of strong security organs;</li> </ul>

**GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction**

INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
									<ul style="list-style-type: none"> <li>Community participation in maintaining security and safety is deepened.</li> </ul>
Number of human trafficking cases disaggregated by sex, age and form of exploitation reported.	42	All	All	All	All	All	All	RNP reports	<ul style="list-style-type: none"> <li>Existence of Political will to contribute to peace keeping at National, Regional and International level.</li> <li>Existence of strong security organs;</li> <li>Community participation in maintaining security and safety is deepened.</li> </ul>
Number of Community Policing Committee members trained and anti-crime clubs established and sensitized	a) 74,848 community policing committee members b) 416 anti-crime	a)104,848 community policing committee members b) 817 anti-crime clubs created	a) 135,848 community policing committee members b) 1067 anti-crime clubs created	a)165,514 community policing committee members b)1320 anti-crime clubs created	a)195,514 community policing committee members b)1560 anti-crime clubs created	a)227,514 community policing committee members b)1800 anti-crime clubs created	a)259014 community policing committee members b)2050 anti-crime clubs created	RNP Reports	<ul style="list-style-type: none"> <li>Existence of active CPCs equipped with requisite skills and committed to form anti-crime clubs.</li> </ul>

**GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction**

INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
	clubs created								
Number of Joint Targeted operations by RNP and RDF to detect drugs	734 joint target operations	834 joint target operations	934 joint target operations	1034 joint target operations	1134 joint target operations	1234 joint target operations	1334 joint target operations	RNP Reports	<ul style="list-style-type: none"> <li>Existence of strong security organs with specialized skills of detecting drugs.</li> </ul>
Number of SGBV victims disaggregated by age, sex and settings reported, handled by the prosecution and convicted	5213 SGBV reported Out of 3130 received cases, 3086 (98.6%) cases were handled. Out of 1772 pronounced cases, 1488(84%) cases were convicted	All	All	All	All	All	All	RNP reports	<ul style="list-style-type: none"> <li>Restructuring of the NPPA and the Judiciary</li> <li>Functional RIB</li> <li>Specialization of Investigators prosecutors and judges</li> <li>Maximization of the use of IECMS.</li> </ul>

GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction									
INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
<b>OUTPUT 2.2 : RNP's disaster management capacity improved (Fire)</b>									
Response time to critical incidence.	25 min	24 min	24 min	23 min	23 min	22 min	22 min	RNP report	<ul style="list-style-type: none"> <li>Fire brigade equipped with requisite equipment and specialized personnel to conduct timely intervention.</li> </ul>
<b>OUTPUT 2.3 : Criminal Investigation Capacity Enhanced</b>									
Number of investigators trained	412 (RNP Report 2016)	492	572	652	732	912	992	RIB report	<ul style="list-style-type: none"> <li>Availability of financial and human capital.</li> </ul>
<b>OUTPUT 2.4: RNP Institutional capacity enhanced</b>									
Number of modern Police Stations constructed	5%	30%	50%	70%	80%	90%	100%	RNP Reports	<ol style="list-style-type: none"> <li>Identify construction site for police stations</li> <li>Tendering process</li> <li>Construction of police stations</li> </ol>
Number of District Police units Stations constructed	5%	20%	40%	60%	80%	95%	100%	RNP Reports	<ol style="list-style-type: none"> <li>Identify construction site for District police units</li> <li>Tendering process</li> <li>Construction of Districts police units</li> </ol>
Level of construction and operationalization of Automated Driving License Testing Center (ADLTC)	0%	80%	100%					RNP Reports	<ol style="list-style-type: none"> <li>Construct and operationalize of Automated Driving License Testing Center (ADLTC)</li> </ol>

**GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction**

INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
constructed									

**Output 2.5: Prisoners living conditions improved**

Accommodation space of inmates per inmate maintained	5.2 Sq.	5.2 Sq.	5.2 Sq.	5.2 Sq.	5.2 Sq.	5.2 Sq.	5.2 Sq.	RCS	<ul style="list-style-type: none"> <li>Reduced crime rate</li> <li>Increased use of alternative use sentencing.</li> </ul>
Sleeping space in prison per inmate	1.13 Sq./inmate	1.15	1.20	1.30	1.40	1.50	1.6Sqm/inmate	RCS	<ul style="list-style-type: none"> <li>Reduced crime rate</li> <li>Increased use of alternative use sentencing.</li> </ul>
# of inmates with standard BMI disaggregated by category	Male with BMI >18.5 are 88% Female with BMI >18.5 are 95.9% (RCS, 2015/16)	Increase of 0.5%	Increase of 0.5%	Increase of 0.5%	Increase of 0.5%	Increase of 0.5%	Increase of 0.5%	RCS Reports	<ul style="list-style-type: none"> <li>Availability and efficient use of financial resources earmarked for feeding and welfare.</li> </ul>
Number of prisons where convicts and non-convicts are detained separately.	0	1	2	3	3	4	All	RCS Reports NHRC reports	<ul style="list-style-type: none"> <li>Availability of adequate infrastructure.</li> </ul>

**Output: 2. 6. Prison living conditions for minors, women and people with disabilities improved**

Cumulative	55%	60%	65%	70%	75%	80%	85%	RCS Reports	<ul style="list-style-type: none"> <li>Availability of adequate</li> </ul>
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GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction									
INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
level of juveniles' satisfaction to prison conditions that meet their special needs									<ul style="list-style-type: none"> <li>• Availability of budget</li> </ul>
% of juveniles living in prisons equipped with minor friendly facilities. <sup>6</sup>	Minors in Nyagatare prison against total minors in prisons	Increase by 5%	Increase by 5%	Increase by 5%	Increase by 5%	Increase by 5%	Increase by 5%	RCS Reports	<ul style="list-style-type: none"> <li>• Availability of adequate infrastructure.</li> </ul>
% increase in provision of special services for children accompanying their mother in prisons.	20%	10%	10%	10%	10%	10%	10%	RCS Reports	<ul style="list-style-type: none"> <li>• Availability of adequate infrastructure.</li> <li>• Availability of budget</li> </ul>
% increase in provision of special needs for pregnant and breastfeeding	20%	15%	15%	15%	15%	15%	15%	RCS Reports	<ul style="list-style-type: none"> <li>• Availability and efficient use of financial resources earmarked for feeding and welfare.</li> </ul>

<sup>6</sup>Indicator definition: minor friendly facilities

**GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction**

INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
inmates									
% increase in provision of special needs of inmates with disabilities.	10%	10%	10%	10%	10%	10%	10%	RCS reports	<ul style="list-style-type: none"> <li>• Availability and efficient use of financial resources earmarked for welfare.</li> </ul>

**Output 2.7: Inmates Correctional and Rehabilitation Programmed enhanced**

% increase in the number of inmates benefiting from correctional and rehabilitation recovery programs including psychosocial support disaggregated by gender.	3000	5 %	10 %	10%	10%	10%	10%	RCS reports Certification training levels	<ul style="list-style-type: none"> <li>• Availability of classrooms, training workshops in all prisons, training equipment and Libraries</li> <li>• Qualified Personnel to deliver rehabilitation and psycho-social programs</li> <li>• Availability of Qualified Primary &amp; Secondary school Teachers from REB.</li> <li>• Availability of scholastic materials</li> <li>• Availability of budget</li> <li>• Willingness and eligibility of inmates</li> </ul>
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**GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction**

INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
<b>Output 2.8. RCS Headquarters Constructed</b>									
Cumulative Percentage of construction works of RCS Headquarters	Master Plan in place	20%	50%	80%	100%	-	-	Tender documents and construction reports	➤ Budget availability
<b>Output 2.9: RCS Training School Constructed</b>									
Cumulative Percentage of construction of RCS Training School.	25%	42% of	70% of	100%	-	-	-	Tender documents Construction Progress reports	➤ Budget availability

GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction									
INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
<b>OUTPUT 2.10: Genocide memory preserved and genocide ideology prevented</b>									
Number of researches conducted on genocide perpetrated against Tutsi	2 complete researches and 3 draft researches 2016/17 CNLG Reports	5		2		2	2	CNLG reports	<ul style="list-style-type: none"> <li>• Availability of financial and human capital</li> <li>• Existence of political will.</li> </ul>
% of genocide proof conservation modernized	10% (CNLG report 2016/17)	15%	20%	25%	30%	35%	40%	CNLG reports	<ul style="list-style-type: none"> <li>• Availability of financial and human capital</li> <li>• Existence of political will.</li> </ul>
Number of Gacaca documents /files digitized and indexed.	On-going Gacaca digitization project 80% digitized	100% digitized	20% indexed	40% indexed	60% indexed	80% indexed	100% Completion rate  100% indexed	CNLG Reports,	<ul style="list-style-type: none"> <li>• Availability of financial and human capital</li> <li>• Existence of political will.</li> </ul>
Number of genocide ideology cases decreased.	193cases reported 2016/2017 (CNLG	Reduction by5% of reported cases	Reduction by5% of reported cases	Reduction by5% of reported cases	Reduction by5% of reported cases	Reduction by5% of reported cases	Reduction by5% of reported cases	CNLG Reports	<ul style="list-style-type: none"> <li>• CNLG anti-genocide campaigns effectively conducted.</li> </ul>

<b>GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction</b>									
INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
	report 2016/17)								
<b>Outcome 3: Control of Corruption, Transparency and Accountability Improved</b>									
Proportion of population with confidence in the control of corruption, transparency and accountability	86.56% (RGS, 2016)	87.56%	88.56%	89.56%	90.56%	91.56%	92.56%	RGS	<ul style="list-style-type: none"> <li>• Strong measures to prevent and punish corruption and injustice</li> <li>• Strengthened Legal framework to punish financial and economic crimes;</li> <li>• Strong measures to ensure institutional accountability is ensured,</li> </ul>
<b>Output 3.1: Incidence of corruption in Rwanda decreased</b>									
% of citizens reporting personal experience of corruption	18.10% (RBI,2016)	20%	22%	24%	26%	28%	30%	RBI	<ul style="list-style-type: none"> <li>• Strong measures to prevent and punish corruption and injustice</li> <li>• Strengthened Legal framework to punish financial and economic crimes;</li> <li>• Strong measures to ensure institutional accountability is ensured,</li> </ul>

**GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction**

INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
% of persons who had at least one contact with a public official and who paid a bribe to a public official, or were asked for a bribe by those public officials, during the previous 12 months (SDG indicator)	17.8% (RWANDA BRIBERY INDEX 2015, TI)	16.8%	15.8%	14.8%	13.8%	12.8 %	11.8%	Office of Ombudsman & TI's Rwanda bribery index(RBI)	<ul style="list-style-type: none"> <li>Political will to curb down on corruption remain steadfast.</li> <li>Citizen's awareness on their rights and denunciation of corruption is maintained.</li> </ul>
Proportion of business that had at least one contact with a public official and paid a bribe to a public official or were asked for a bribe during the 12 previous months (SDGs)		Baseline survey conducted	TBD	TBD	TBD	TBD	TBD	Office of Ombudsman & RBI	<ul style="list-style-type: none"> <li>Political will to curb down on corruption remain steadfast.</li> <li>Citizen's awareness on their rights and denunciation of corruption is maintained.</li> </ul>

**Output 3.2: Mechanisms to fight injustice and corruption strengthened**

% of citizens	83.50 %	84.5%	85.5%	86.5%	87.5%	88.5%	89.5%	RGS	<ul style="list-style-type: none"> <li>Political will to curb down</li> </ul>
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<b>GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction</b>									
INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
satisfaction with fighting corruption and injustice	RGS (2016)								<ul style="list-style-type: none"> <li>on corruption remain steadfast.</li> <li>Citizen's awareness on their rights and denunciation of corruption is maintained.</li> </ul>
Reduction of corruption, court judgement review and injustice backlog cases in the Office of Ombudsman.	N/A	Establish baseline	TBD	TBD	TBD	TBD	TBD	Ombudsman Reports	<ul style="list-style-type: none"> <li>Citizen's awareness on their rights and denunciation of corruption is maintained</li> <li>The Ombudsman's office has sufficient human capital and requisite skills.</li> </ul>
<b>Output 3.3 : Transparency and accountability enhanced</b>									
Conviction rate in prosecuting financial and economic crimes	84.16%	85.16%	86.16%	87.16%	88.16%	89.16%	90.16%	Judiciary reports NPPA Reports	<ul style="list-style-type: none"> <li>Specialized skills for the prosecutors and judges</li> </ul>
Conviction rate of public officials who cause loss to the Government	N/A	Establish a baseline	TBD	TBD	TBD	TBD	TBD	Judiciary reports NPPA Reports	<ul style="list-style-type: none"> <li>Specialized skills for the prosecutors and judges</li> </ul>
Rate of public fund recovered	58.5%	63.5%	67.5%	72.5%	77.5%	82.5%	87.5%	MINIJUST	<ul style="list-style-type: none"> <li>Effective enforcement of judgments in place.</li> </ul>

**GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction**

INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
% of public officials whose declared assets are verified	15% (Office of Ombudsman 2015/16)	18%	21%	24%	27%	30%	33%	Office of Ombudsman	<ul style="list-style-type: none"> <li>The Ombudsman's office has sufficient human capital and requisite skills.</li> </ul>
% Of legal opinions/Advices Provided to public institutions	98% Of legal opinions/Advices provided to public institutions and 11 model contracts available	98.5% of requests received in legal	99% of requests received in legal opinions/advices provided	99.5% of requests received in legal	99.7% of requests received in legal	99.8 % of requests received in legal	100% of requests received in legal opinions/advices provided	MINIJUST annual reports	<ul style="list-style-type: none"> <li>Compliance with related laws and regulations.</li> <li>Existence of qualified legal experts to provide timely advice.</li> </ul>
% of recommendations related to transparency and accountability implemented	70% (Office of Ombudsman 2015/16)	72%	74%	76%	78%	80%	82%	Office of Ombudsman	<ul style="list-style-type: none"> <li>The Ombudsman's office has sufficient human capital and requisite skills</li> </ul>

**OUTCOME 4: ENHANCED UNIT OF RWANDANS**

**Output 4.1 : Unity and Reconciliation Preserved and Reinforced & Steadfast Rwandan Identity Fostered**

Status of Unity and	92.5% (RRB,			95%			96%	RRB	<ul style="list-style-type: none"> <li>NURC reconciliation campaigns effectively</li> </ul>
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**GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction**

INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
reconciliation among Rwandans (RRB)	2015)								conducted.
% of Rwandans that judge each other based on ethics stereotypes	27.9 % of citizens that judge each other on the basis of ethnic stereotypes (RRB)			25.3% of citizens that judge each other on the basis of ethnic stereotypes			22.7 % of citizens that judge each other on the basis of ethnic stereotypes	Rwanda Reconciliation Barometer Report	<ul style="list-style-type: none"> <li>NURC reconciliation campaigns effectively conducted.</li> </ul>
Level of individual proudness of a shared identity	97%(RRB, 2015)			97.5%			98%	RRB	<ul style="list-style-type: none"> <li>NURC reconciliation campaigns effectively conducted</li> </ul>
Level of trust among Rwandans	95% (RRB 2015)			97%			98%	RRB	<ul style="list-style-type: none"> <li>NURC reconciliation campaigns effectively conducted</li> </ul>
Level of fairness, equal rights and opportunities	89%(RRB, 2015)			90%			92%	RRB	<ul style="list-style-type: none"> <li>NURC reconciliation campaigns effectively conducted</li> </ul>

**OUTCOME 5 : ENHANCED ADHERENCE TO HUMAN RIGHTS**

<b>GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction</b>									
INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
Proportion of Population with confidence in respect of Human Rights	89.2% (RGS 2016)	90%	91%	92%	93%	94%	95%	RGS	<ul style="list-style-type: none"> <li>Strong measures to promote and monitor the respect for Human rights are ensured.</li> </ul>
<b>Output 5.1- Compliance with international and regional core human rights instrument ensured</b>									
Level of implementation of the 2015 UPR recommendations (accepted by Rwanda)	34/50 equal to 68% fully implemented	78% of recommendations provided in 2015 fully implemented	100% of recommendations provided in 2015 fully implemented.	20% of new recommendations for 2020 (3 <sup>rd</sup> UPR cycle) implemented	45% of new recommendations implemented	75% of new recommendations implemented	100% of new recommendations implemented	MINIJUST/NC HR	<ul style="list-style-type: none"> <li>Effective collaboration between different state and non-state actors to implement policy actions aimed at full realization of UPR recommendations.</li> <li>Availability of financial human capital to implement the UPR recommendations.</li> </ul>
Number of reports submitted on time		ICCPR CEDAW	CRPD ACHPR	CERD ACRWC	CAT	CMW CEDAW ACHPR	CERD CRC ACRWC	Reports by treaty body monitoring taskforce/ MINIJUST/NH CHR	<ul style="list-style-type: none"> <li>Political will to the strict adherence of human rights commitments under binding international human rights instruments.</li> </ul>
Number of UN international Human rights Conventions ratified against	8/10	9/10	9/10	9/10	9/10	9/10	9/10	MINIJUST/NC HR	<ul style="list-style-type: none"> <li>Political will to the strict adherence of human rights commitments under international human rights benchmarks.</li> </ul>

<b>GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction</b>									
INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
total number of conventions to be ratified									
Rate of implementation of recommendations from treaty bodies	N/A	Establish a baseline	TBD	TBD	TBD	TBD	TBD	MINIJUST/NHRC	<ul style="list-style-type: none"> <li>Political will to the strict adherence of human rights commitments under binding international human rights instruments.</li> </ul>
Rate of implementation of recommendations from NHRC as an oversight institution	N/A	Establish a baseline	TBD	TBD	TBD	TBD	TBD	NHRC	<ul style="list-style-type: none"> <li>Political will to the strict adherence of human rights commitments under binding international human rights instruments.</li> <li>The NHRC functions independently in pursuing its mandate.</li> </ul>
<b>Output 5.2 Awareness and respect of human rights deepened</b>									
Number of duty bearers and rights holders sensitized and trained on human rights disaggregated by gender and age.	42,641	45,000	46,251	47,538	48,824	49,357	50,021	NHRC,CSO reports	<ul style="list-style-type: none"> <li>NHRC has the financial and human capital to conduct awareness campaigns and trainings.</li> <li>CSOs compliment NHRC in conducting awareness campaigns and trainings.</li> </ul>

<b>GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction</b>									
INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
% of cases of Human Rights violations addressed against those reported disaggregated by gender, age and region	89%	90%	91%	92%	92%	92%	92%	NHRC	<ul style="list-style-type: none"> <li>Relevant institution (judiciary, police, prosecution, etc.) in charge of protecting human rights fully committed to combating all forms of human rights abuse.</li> </ul>
Disposal rate in handling SGBV cases	N/A	Establish a baseline	TBD	TBD	TBD	TBD	TBD	Judiciary, NPPA, RIB	<ul style="list-style-type: none"> <li>Relevant institution (judiciary, police, CSOs prosecution, etc.) fully committed and effectively collaborate in handling SGBV cases.</li> </ul>
<b>Output 5.3 The National Human Rights Action Plan implemented</b>									
Level of NHAP implemented	Data for baseline to be provided.	65%	73%	75%	100%			NHRC	NHRC has the financial and human capital to fully implement the NHAP
<b>OUTCOME 6. ENHANCED SECTOR CAPACITY AND COORDINATION</b>									
Level of satisfaction of service delivery in the Justice Sector	75.75% (RGS 2016)	76.75%	77.75%	78.75%	79.75%	80.75%	81.75%		<ul style="list-style-type: none"> <li>Modernized infrastructures and systems in place,</li> <li>Specialized and professional staff available</li> </ul>

<b>GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction</b>									
INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
<b>Output 6.1. JRLOS Capacity Need Assessment including a CDS Developed and implemented</b>									
Level of implementing Sector CDS	N/A	Needs Assessment finalized and CBS developed	5% of the CDS implemented	15% of CDS implemented	30% of CDS implemented	45% of CDS implemented	70% of CDS implemented	Reports produced by JRLOS on impact of CDS	<ul style="list-style-type: none"> <li>• Availability of financial and human capital.</li> </ul>
<b>Output 6. 2. JRLOS Communication strategy developed and implemented</b>									
Level of implementing Sector communication strategy	Sector communication strategy in place	20% implemented	30% implemented	40% implemented	60% implemented	70% implemented	80% implemented	Communication reports	<ul style="list-style-type: none"> <li>• Availability of financial and human capital.</li> </ul>
<b>Output 6.3. Change Management Strategy implemented</b>									
Level of implementing Sector Change Management Strategy recommendations	N/A	Change management strategy in place	30%	50%	70%	90%	100%	JSCS REPORTS	<ul style="list-style-type: none"> <li>• Availability of financial and human capital.</li> <li>• Availability of financial and human capital.</li> </ul>
<b>Output 6.4. JRLOS Gender Strategy recommendations implemented</b>									
Level of Implementation of JRLOS gender Strategy recommendation		JRLOS gender strategy in place.	30%	50%	70%	90%	100%	MINIJUST	<ul style="list-style-type: none"> <li>• Availability of financial and human capital.</li> <li>• Commitment to gender mainstreaming by justice key stakeholders.</li> </ul>

**GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction**

INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
<b>Output 6.5: Professional and practical legal skills sector lawyers enhanced</b>									
Number of ILPD graduates from public and private sector trained in DLP <sup>7</sup> and DLD <sup>8</sup>	507	320	350	380	400	450	480	ILPD reports	<ul style="list-style-type: none"> <li>• The back log of untrained lawyers, Judges, and prosecutors is completed</li> <li>• There is demand for the skills from Rwandans fresh graduates and foreigners.</li> <li>• Availability of financial and human capital to deliver the trainings.</li> </ul>
Number of public and private sector lawyers trained in specialized courses	N/A	180	250	300	350	375	424	ILPD reports	<ul style="list-style-type: none"> <li>• There is demand for the skills from fresh graduates.</li> <li>• Availability of financial and human capital to deliver the trainings.</li> </ul>
Number of public and private sector lawyers trained in critical and rare skills	1,105	1200	1250	1350	1400	1500	1600	ILPD reports	<ul style="list-style-type: none"> <li>• There is demand for the skills from fresh graduates.</li> <li>• Availability of financial and human capital to deliver the trainings.</li> </ul>
<b>Output 6.6. JRLOS Institutional Self-reliance enhanced</b>									

<sup>7</sup>Diploma in Legal Practice

<sup>8</sup>Diploma in Legislative Drafting

<b>GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction</b>									
INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
Level of self-reliance of MUHABURA Multi choice Company Ltd		30%	50%	75%	100%				<ul style="list-style-type: none"> <li>MMC receives subsidies to become self-reliant.</li> </ul>
The contribution of MMC ltd to RCS self-reliance (feeding inmates)						2.5 billions	2.7 billions	MMC Ltd reports	<ul style="list-style-type: none"> <li>MMC receives subsidies to become self-reliant.</li> </ul>
ILPD Self reliance	70%	80%	90%	100%				ILPD Report	<ul style="list-style-type: none"> <li>ILPD receives subsidies to become self-reliant.</li> </ul>
<b>Output 6.7. Capacity and partnership focuses and other private partners acting in Justice Sector enhanced</b>									
Number of civil society organization registered in the sector and contributing actively in various thematic working groups of the JRLOS	N/A	Establish Baseline	TBD	TBD	TBD	TBD	TBD	JRLOS reports	<ul style="list-style-type: none"> <li>Mechanisms of information flow and consultation strengthened between the JRLOS secretariat and CSOs intervening in various JRLOS thematic working groups.</li> </ul>
Number of trainees from the RBA,	N/A	Establish Baseline	TBD	TBD	TBD	TBD	TBD	JRLOS reports	<ul style="list-style-type: none"> <li>Availability of financial and human capital to deliver the trainings.</li> </ul>

**GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace for poverty reduction**

INDICATOR	BASELINE (2016/17)	TARGET 2018/19	TARGET 2019/20	TARGET 2020/21	TARGET 2021/22	TARGET 2022/23	TARGET 2023/24	MEANS OF VERIFICATION	ASSUMPTIONS
Professional bailiffs and the civil society, media benefiting from capacity building trainings disaggregated by gender.									<ul style="list-style-type: none"> <li>• Availability of financial and human capital to deliver the trainings.</li> </ul>
Number of consultation forums/symposiums held bringing together all justice sector chain actors from GoR and stakeholders to build mutual trust and shared vision.	N/A	Establish Baseline	TBD	TBD	TBD	TBD	TBD	JRLOS reports	<ul style="list-style-type: none"> <li>• Existence of mutual trust between state and non-state actors in the justice sector.</li> <li>• Availability of financial and human capital to organize different consultation forums/Symposiums</li> </ul>


## Priority actions matrix

SSP Priority Outcome indicator	Priority action Description	2018/19	2019/20	2020/21	2021/22
Level of Access to quality Justice	<p>Maximize the use of IECMS and Rwanda Forensic Laboratory (RFL);</p> <p>Improve professionalism , specialization and the access to legal information to enhance the quality and timely justice</p> <p>Implement the court restructuring to enhance court efficiency and effectiveness</p> <p>Strengthen the prosecution strategies to ensure quality of criminal cases handled</p> <p>Equip RIB with requisite infrastructure and specialized staff to make it fully operational.</p> <p>Maximize the implement the National Legal Aid policy.</p> <p>Implement the National Legal Aid and Justice for Children policies</p> <p>Strengthen existing ADR mechanism</p> <p>Establish and implement a National ADR Policy</p> <p>Strengthen and continue to improve the legal framework (laws) that supports and accelerates the national development</p>	70.8%	74.8%	78.8%	82.8%

SSP Priority Outcome indicator	Priority action Description	2018/19	2019/20	2020/21	2021/22
	<p>Put in place modern and cultural sensitive laws that promote and support living in harmony in families and among Rwandan in general</p> <p>Streamline measures to speed up Judgments execution</p>				
Proportion of population with confidence in safety and Security	<p>Put in place a system for measures and strategies on security sensitization and maximization of monitoring roads</p> <p>Strengthen security and safe strategies</p> <p>Enable citizens to play a greater role in maintaining their own security by Strengthening community policing for crime preventing, detecting and neighborhoods;</p> <p>Improve institutional collaboration in areas of internal security;</p> <p>Enhance and expand regional and international security partnerships to fight and prevent cross-border crimes, human and drug trafficking and cybercrimes;</p> <p>Improve the system established to be to gather on crime prevent</p> <p>Put in place to way to prevent crimes including SGBV and assist SGBV victims</p>	93.62%	94.62%	95.62%	96.62%

SSP Priority Outcome indicator	Priority action Description	2018/19	2019/20	2020/21	2021/22
	<p>Train professional police officers and prison security guards and provide - them with adequate skills and logistical equipment;</p> <p>Increase service delivery in all police stations;</p> <p>Improve prisoners living conditions</p> <p>Enhance inmates correctional and psycho-social programmes</p> <p>Construct RCS headquarters.</p> <p>Conducting researches on Genocide perpetrated against Tutsi</p> <p>Conserving genocide proof</p> <p>Gacaca archives used by researchers, students, and visitors to contribute in fighting against genocide ideology and genocide denial</p> <p>To increase a number of group that actually benefit from the sensitization programs</p> <p>Strengthen Capacity Development of CNLG Employees</p>				
Proportion of population with confidence in the control of corruption,	<ul style="list-style-type: none"> <li>Strengthen mechanisms to fight injustice and corruption;</li> <li>Enhance transparency and accountability</li> </ul>	86.56% (RGS, 2016)	87.56%	88.56%	89.56%

SSP Priority Outcome indicator	Priority action Description	2018/19	2019/20	2020/21	2021/22		
transparency and accountability	<ul style="list-style-type: none"> <li>Combating financial and economic crimes, corruption, Embezzlement among others;</li> </ul>						
Status of Unity and reconciliation among Rwandan	<ul style="list-style-type: none"> <li>Promote Rwandan identity;</li> <li>Promote social cohesion;</li> <li>Build resilience and critical thinking especially in the young generation;</li> <li>Promoting compliance with unity and reconciliation principles;</li> </ul>	92.5%		95%		96%	
Proportion of Population with confidence in respect of Human Rights	<ul style="list-style-type: none"> <li>Ensure second and third cycle UPR recommendations implementation</li> <li>Strengthen reporting on implementation of international and regional human rights treaties ratified /assessed by Rwanda with the collaboration of CSOs;</li> <li>Strengthen Capacity of National prevention mechanism</li> <li>Ensure the implementation of SDGs , AU Agenda 2063 and EAC Vision 2050</li> <li>Ensure awareness and respect of human rights</li> <li>Implement National Human Rights Action Plan;</li> </ul>	90%	91%	92%	93%	94%	95%
Level of Justice Service Delivery	<ul style="list-style-type: none"> <li>Fast track ILPD reforms to ensure its self-reliance</li> <li>Implement JRLOS Capacity Need Assessment, change management strategy</li> </ul>	76.75%	77.75%	78.75%	79.75%	80,75%	81.75%

SSP Priority Outcome indicator	Priority action Description	2018/19	2019/20	2020/21	2021/22	
	<p>and JRLOS gender strategy recommendations.</p> <ul style="list-style-type: none"> <li>• Ensure the quality of legal and professional trainings provided to the justice chain legal practitioners.</li> <li>• Empower MUHABURA to increase RCS income generation</li> <li>• Empower JRLOS District Committees in delivering justice services at local level</li> </ul>					



## CHAPTER 6: Cost and Financing of the Sector Strategic Plan

The required investments for the JRLOs SSP implementation between 2018/19 and 2023/24 is estimated at 249.9 billion FRW. This is allocated among the JRLOS institutions in line with the priority areas and strategic interventions that will contribute to the intended objectives of the Sector Strategic Plan.

The table below shows a summary of costs estimates from 2018/19 to 2023/24 in line with key priority outcome

Priority Outcome	Costs	% of costs	2018/19	2019/20	2020/21	2021/2022	2022/23	2023/24
Access to quality justice	<b>70,391,568,676</b>	28.16	15,018,942,364	11,602,749,721	12,610,274,244	10,766,991,846	10,044,732,465	10,347,878,0
Safety and Security	<b>97,514,054,348</b>	39.01	28,042,634,877	26,540,093,365	14,600,344,149	13,319,514,005	9,493,567,021	5,517,900,93
Control of corruption	<b>13,698,000,000</b>	5.48	2,253,343,333	2,345,676,667	2,253,343,334	2,253,343,334	2,249,979,999	2,342,313,33
Unity and Reconciliation	<b>13,378,000,000</b>	5.35	2,265,517,320	2,480,110,167	2,122,450,654	2,193,976,834	2,122,198,693	2,193,746,33
Human Rights	<b>14,846,601,600</b>	5.94	2,923,787,051	2,658,436,891	2,290,786,891	2,255,225,891	2,534,290,050	2,184,074,82
Sector Capacity building and Coordination	<b>40,117,403,214</b>	16.06	5,478,417,250	6,002,635,450	6,377,608,918	6,894,939,956	7,335,293,735	8,028,587,90
<b>TOTAL</b>	<b>249,945,707,838</b>	100	55,982,642,195	51,629,702,261	40,254,808,189	37,683,991,866	33,780,061,963	30,614,501,1

From the above table; Safety and Security has a higher ratio of allocated funds **39.6%** due to the planned infrastructure development especially in RNP and RCS to improve quality service delivery. Access to justice has **28%.16** of the total cost driven by the number of infrastructure including scaling up internet connectivity that will facilitate maximization of use of IECMS countrywide.

Sector capacity building has **16%** and it will support Strengthening Capacity, Service delivery and Accountability of public Institutions. Control of corruption, Unity and Reconciliation and Human Rights have been respectively allocated **5, 48%, 5, 35%** and **5, 94%** as the shares of total investment cost over the duration of the Sector Strategic Plan. The existing source of financing for JRLO SSP include GoR and Development Partners.

*The following table shows the MTEF projections from 2017/18FY to 2019/20FY per JRLOs institutions (Source-National Budget)*

Budget Agency	Allocation for 2017/18	Estimates for 2018/19	Estimates for 2019/20
MINIJUST	6,409,944,219	6,876,661,224	7,012,458,294
ILPD	1,248,160,583	749,901,385	751,650,892
KFL	1,148,118,706	1,148,118,706	1,148,118,706
MMC	534,163,322	50,000,000	50,000,000
NHRC	1,138,872,520	1,063,380,776	1,088,592,179
NPPA	6,144,755,680	6,075,470,956	6,229,031,050
OMBUDSMAN	1,732,888,907	1,771,904,248	1,812,328,703
RCS	14,494,203,741	17,577,828,332	15,760,807,048
RLC	1,604,824,355	1,634,604,327	1,665,493,434
RNP	46,240,559,880	45,285,756,935	46,623,237,735
SUPREME COURT	11,184,411,646	13,994,664,662	15,280,331,642
NURC	983,534,403	998,831,910	1,014,642,997
<b>TOTAL</b>	<b>92,864,437,962</b>	<b>97,227,123,461</b>	<b>98,436,692,680</b>

In conclusion, the costs of strategic priorities are realistic when we consider the total projections of MTEF that are high because they include strategic priorities, operating costs and salaries.