

REPUBLIC OF RWANDA



MINISTRY OF JUSTICE

STRATEGIC PLAN 2009-2012

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1 Foreword

The strategic plan 2009-2012 of MINIJUST has been prepared in a participatory manner by the Ministry's staff, supported by the Secretariat of the Justice Reconciliation Law and Order Sector (JRLOS), throughout a process of workshops and a number of technical meetings and consultations with different stakeholders. It will be used as an important management tool to provide guidance for the achievement of the objectives and the implementation of the tasks assigned to the Ministry. Care has been taken to align the planning with the EDPRS framework and the JRLOS strategy. The strategic plan also incorporates MINIJUST's coordinating and leading role within the JRLOS.

The strategic plan will contribute to the fair management of all processes undertaken by the Ministry of Justice. It took its sources from the main achievements realised in the recent years:

1. With the support of development partners and stakeholders the Institute of Legal Practice and Development (ILPD) was established;
2. The Secretariat of JRLOS has been reinforced through the hiring of international and national experts;
3. In the field of access to justice concrete actions have been implemented: the capacity of the mediator committees has been enhanced through the provision of training and basic material and through the payment of health insurance; also a continuous capacity building programme of the bailiffs was undertaken;
4. Concerning legal assistance five access to justice bureaus are already created. The final target is to place one bureau in each district;
5. Lawyers from JRLOS and other State institutions were trained in legal drafting.

Our strategic plan 2009-2012 seeks to make these achievements sustainable and spells out MINIJUST's objectives for the next four years. In addition to the sustainability and extension of the above achievements following priorities are identified:

1. Reinforce ITC;
2. Promote and strengthen the professionalism especially through the establishment of the National Law Reform Commission;
3. Reinforce the strategies influencing the ICTR and the international community to arrest and judge genocide perpetrators and to accelerate the process of transferring genocide cases;
4. Improve dialogue and constructive engagement between the MINIJUST and JRLOS in general and civil society to enhance better understanding and accountability;
5. At the regional integration level: undertake initiatives to domesticate and harmonize laws.

The strategic plan also forms the basis for the Ministry's annual prioritised action plans and budgets. It is built around 4 strategic objectives or programmes which cover a number of specific objectives or sub-programmes and activities. It also defines the expected outcomes and outputs and provides for the direct output indicators which are meant to contribute to the broader JRLOS monitoring and evaluation framework.

We express gratitude for the contribution made by everybody to the compiling of this strategic plan and we invite and encourage all MINIJUST staff members and all other JRLOS stakeholders to support the Ministry during the implementation of the strategic plan. On our own behalf, as Minister of Justice /Attorney General and chairman of the JRLOS, we commit ourselves to provide our support to the achievement of the orientations stated in this strategic plan, ensuring strong coordination, an efficient communication system and sustainable monitoring and evaluation mechanisms.

Tharcisse Karugarama
Minister of Justice /Attorney General

2 List of acronyms and abbreviations

N°	acronyms / abbreviations	Explanation
1	ADR	Alternative dispute resolution
2	BTC	Belgian Technical Cooperation
3	CLS	Civil Litigation Services (MINIJUST)
4	CPHRLAS	Community Programs, Human Rights and Legal Aid Services (MINIJUST)
5	DB	Development Budget
6	EDPRS	Economic Development & Poverty Reduction Strategy
7	FRW	Rwandan francs
8	GoR	Government of Rwanda
9	ICT	Information & Communication Technology
10	ICTR	International Criminal Tribunal for Rwanda
11	ILPD	Institute of Legal Practice and Development
12	JRLOS	Justice, Reconciliation, Law & Order Sector
13	LAS	Legal Advisory Services (MINIJUST)
14	LDS	Legislative Drafting Services (MINIJUST)
15	M&E	Monitoring and Evaluation
16	MAJ	Maison d'Accès à la Justice - (Access to Justice Bureau)
17	MDGs	Millenium Development Goals
18	MINADEF	Ministry of Defence
19	MINALOC	Ministry of Local Government, Good Governance and Social Welfare
20	MINECOFIN	Ministry of Economic Planning and Finance
21	MINIJUST	Ministry of Justice
22	MININTER	Ministry of Internal Affairs
23	MIS	Management information system
24	MTEF	Medium term expenditure framework
25	NCHR	National Commission for Human Rights
26	NICI	National Information and Communication Infrastructure (Plan)
27	NPPA	National Public Prosecution Authority
28	NURC	National Unity and Reconciliation Commission
29	RB	Recurrent Budget
30	OG	Official Gazette of the Republic of Rwanda
31	RNP	Rwanda National Police
32	SBS	Sector budget support
33	SWAp	Sector wide approach
34	UNDP	United Nations Development Programme

3 Purpose of the strategic plan

Given the Ministry's overall mandate to ensure Justice and the Rule of Law at national level and its lead role in the Justice, Reconciliation, Law and Order Sector (JRLOS), it is imperative for the Ministry to develop its own mid-term strategic plan.

The strategic plan aims to:

1. Clearly define the strategic objectives and expected outputs and outcomes for the next four (4) years,
2. Provide for the Ministry's internal services a well-defined framework for detailed planning thus avoiding the risks of duplication and indicating their alignment with the overall JRLOS strategy. The development of annual implementation plans will find in this document a solid foundation and a safeguard for smooth continuity along the years,
3. Inform in which direction current and potential development partners should plan their endeavour to collaborate with and support the Ministry,
4. Cost the Ministry's activities to facilitate adequate resource mobilization,
5. Improve monitoring and evaluation of the Ministry's activities,
6. Support and co-ordinate the development of the JRLO sector wide approach, the JRLOS Secretariat being part of the Ministry's operational units,
7. Communicate to the Rwandan population what will be happening in the Ministry in the next four (4) years, hence provide transparency and ground for accountability.

4 The Ministry of Justice, a brief overview

4.1 Historical background

The Ministry of Justice came to existence in 1961 under the interim Government. Since then, it was referred to by various names in different times according to the relative importance successive Governments attached to its role.

Under the first Government (28/01/1961) it was denominated “Ministry of Justice”. From 09/11/1965, justice was jointed to internal affairs and denominated “Ministry of Internal affairs and Justice” on 01/08/1973 it became the “Ministry of Justice and Legal Affairs”.

When the Arusha Peace Agreements were signed in 1993, Justice was understood as broadly encompassing the notions of Rule of Law, Social Justice, the respect of Human Rights, Good Governance, the promotion of Democracy principles and National Unity and Reconciliation.

In 2000 the institution was known as the “Ministry of Justice and Institutional Relations” until 2003 when the present denomination was adopted as the “Ministry of Justice”

Through the wave of judicial reform launched since 2001 that ultimately led to the 2003 Constitution, the Ministry’s mission has progressively evolved to reflect, inter alia, the following characteristics:

- The administration of prisons was removed from its mandate,
- Judicial Police was placed under the umbrella of the Ministry in charge of Internal Affairs and Security,
- The Administration of Courts was reassigned to the Judiciary,
- A separate Prosecution Office was created and given financial and administrative autonomy,
- Fight against Corruption was added as one of the main attributions of the newly created Ombudsman’s Office,
- Unity and Reconciliation became the core mission of a National Commission for Unity and Reconciliation,
- Specialized GACACA Jurisdictions were created and their activities are currently nearing their conclusion,

The Prime Minister’s Order 18/03 of 10 September 2007 instituted further reforms by combining the Office of the Attorney General with the Ministry of Justice. Accordingly, the new mandate of the Ministry is comprised the following general objectives:

- 1.Promoting adherence to the Rule of law and natural justice,
- 2.Advising the Government and its allied institutions on all legal matters,
- 3.Providing legal representation to the Government and its allied institutions,
- 4.Providing legal advice to all institutions of the State,
- 5.Representing the Government in disputes to which it’s a party at the national and International level,
- 6.Coordinating of national legislation,
- 7.Coordinating donor activities in the Justice Sector.

In conjunction with the Ministry in charge of Public Service and Labour, efforts are currently under way to reformulate these objectives in a way that emphasizes on the Ministry’s political role and its leadership in sector and sub-sector policies.

4.2 Vision, mission, values

Mission

Organize and oversee the promotion of the Rule of Law and Fair Justice for all

Vision

The vision of the Ministry of Justice is: “Rwanda, a State governed by the Rule of Law, Respect for fundamental Human Rights, an accessible Justice affordable by all, where Justice is affordable by all, State judicial interests are well protected”

Core Values

At the heart of the implementation of the Ministry’s mission lie following core values that permeate the Ministry’s service to the Rwandan Population and State:

Collaboration: A full commitment to work with not only other public institutions and the Rwandan population, but also the sub-regional and international organizations interested in furthering the cause of Justice in Rwanda.

Effectiveness: An earnest endeavour to produce beneficial results that truly improve the quality of life for Rwandans.

Efficiency: A sincere care in ensuring that no resources waste is incurred in the daily realization of the Ministry’s mission.

Equity: A special attention to ensure a fair treatment of people whether in providing service or in reviewing legislation that affects their lives.

Innovation: A constant quest for new and better ways of bringing quality justice to the people.

Integrity: A strong refusal to compromise the interests of the Rwandan People and State for any form of illicit profit.

Professionalism: A perpetual engagement to provide the best service possible in the profession through a solid capacity building programme

Accountability: An ever-present readiness to account, take responsibility and when necessary take corrective measures for the Ministry’s successes and failures before the State and the People of Rwanda.

Transparency: A complete disclosure to the people of Rwanda and the Ministry’s partners of the processes and documents that fall in the public domain

4.3 Organization – main features

The Ministry of Justice consists of:

- The Office of the Minister of Justice/Attorney General
- The Office of the Permanent Secretary
- Two support units (Planning, Finance and Administration)
- The JRLS Secretariat
- Four technical services:

1. Civil litigation services to the Government,
2. Legal Advisory services to Government,
3. Legislative Drafting services,
4. Community Programs, Human Rights and legal Aid services.

The Ministry currently employs 64 statutory staff and 31 contract staff including those who work in the 'Access to Justice Bureaus'. The Access to Justice Bureau is an office set in a district managed by two lawyers. It provides legal assistance to needy people. By 2012 every district should have its Access to Justice Bureau.

The four technical services cover the main intervention areas of the Ministry. They are headed by four Assistant Attorney Generals:

The Civil litigation Services unit is mandated to represent and assist the Government in Courts of Law and in other litigation matters. Its main tasks are:

- Monitor the execution of courts decisions in cases involving the Government;
- Resolve legal issues amicably in collaboration with other concerned Government organs on their own initiative or upon the concerned party's request;
- Interdict Government employees who, through negligence or mistakes, caused loss which leads to payment of damages by the Government.

The Legal Advisory Services is charged to assist the Government in its any negotiations and to examine contracts at national and international level:

- Ensure compliance with national legislation of all agreements entered between the Government and private individuals, the private companies, countries and international organizations in the interest of the state;
- Advise the Government and its institutions on legal matters, preferably before binding decisions are made.

The Legislative Drafting services' responsibility is the drafting of bills:

- Coordinate the drafting of national legislation;
- Harmonize the translation of laws in the three official languages;
- Assist Government institutions in the drafting of legislation and participating in deliberations in the preparing of bills.

The Community Programs, Human Rights and Legal Aid Services provide efficient legal services to the public:

- Promote Civil Status matters at the national level;
- Provide solutions to public enquires;
- Promote Human Rights and ensure conformity of provisions with international instruments;
- Source funds;
- Providing legal aid to the needy.

In addition the Ministry of Justice, as a budget agency, includes also following independent institutions:

- The Institute of Legal Practice and Development (ILPD) which general objective is to enhance legal practice capacity mainly of lawyers working within JRLOS institutions;
- The National Service of Gacaca Jurisdiction which is charged to oversee the functioning of Gacaca Courts and to provide them with support and coordinate their activities;

- The National Human Rights Commission. The NHRC's responsibilities are to educate on HR, to examine the violations of HR, to investigate on abuses and to prepare and disseminate annual and other reports on the HR situation in the country.

The organization chart of MINJUST is presented in annex 1.

4.4 SWOT analysis

The self perceived analysis of the Ministry's Strengths, Weaknesses, Opportunities and Threats are summarized as follows:

<p>Strengths</p> <ol style="list-style-type: none"> 1. Committed Leadership 2. Strong vision 3. Successful and far reaching institutional and legal reforms 4. Availability of qualified professionals 5. Expanding provision of services 6. Relatively strong policy development capacity 7. High level of cooperation between sector institutions 8. Innovative approaches to community level justice 9. Public financial management quality steadily improving 10. Relatively strong public awareness campaigns on Ministry's programs 11. Relatively strong ICT infrastructure 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Resource constraints 2. Lack of public perception surveys 3. Lack of a strong planning capacity 4. Lack of enough experienced personnel 5. Insufficient service provision to the population, especially legal advice / representation 6. Absence of a regulatory framework of access to justice 7. Low quality of justice at community level (Abunzi, Court bailiffs, Civil Registry officers, etc.) 8. Lack of a Monitoring & Evaluation Framework 9. Absence of a job description and personnel evaluation system 10. Under-utilization of ICT infrastructure
<p>Opportunities</p> <ol style="list-style-type: none"> 1. Government commitment through EDPRS programme to Rule of Law and Institutional Capacity Development 2. Joint Governance Assessment provides foundation for M&E and accountability 3. Build on innovations in community justice, mediation and security 4. Build on JRLO sector strategy and SWAp 5. Learn from best practices of justice reforms elsewhere 6. Development partner support 7. Growing availability of Capacity development institutions (ILPD, Higher Learning institutions, RIAM, etc.) and qualified professionals 8. Potential establishment of a Law Reform commission 9. Availability of a national and regional ICT networking infrastructure 10. Better Justice cooperation with other countries through Regional integration 	<p>Threats</p> <ol style="list-style-type: none"> 1. Negative Perceptions from some international human rights watchdogs 2. Insufficient resource allocation to the JRLO Sector 3. Donors may withhold funding for political reasons 4. Insufficient funding for management, coordination, and M&E including baseline surveys 5. Wrong use of the principle of universal jurisdiction 6. Insecurity in the Great lakes region

5 Aligning the strategy with the national policy and planning documents

The strategic plan is aligned with overarching policy documents such as Vision 2020, the EDPRS (2008-2012), the Common Performance Assessment Framework (CPAF), the JRLOS Strategy and Budgeting Framework (January 2009- June 2012). Furthermore it allows for the annual high level Retreat priorities to be integrated into the annual action plan:

5.1 Vision 2020

It is reminded that the aspirations of Vision 2020 will be realised around six “Pillars” and will be interwoven with three cross-cutting issues.

The six pillars are:

1. Good governance and a capable state
2. Human resource development and a knowledge based economy
3. A private sector-led economy
4. Infrastructure development
5. Productive and Market Oriented Agriculture
6. Regional and International Economic integration.

The three cross cutting issues are:

1. Gender equality
2. Protection of environment and sustainable natural resource management
3. Science and technology, including ICT

The scope of Pillar 1 on ‘Good Governance and a Capable State’ to which the Ministry and the JRLOS contribute is described as follows:

Vision 2020 – Pillar 1: Good Governance and a Capable State

Rwanda will become a modern, united and prosperous nation founded on the positive values of its culture. The nation will be open to the world, including its own Diaspora. Rwandans will be a people, sharing the same vision for the future and ready to contribute to social cohesion, equity and equality of opportunity.

The country is committed to being a capable state, characterised by the rule of law that supports and protects all its citizens without discrimination. The state is dedicated to the rights, unity and wellbeing of its people and will ensure the consolidation of the nation and its security.

Social and economic transformation is as much about states as markets. In effect, the role of the state is indispensable for wealth-creation and development. However, currently in Rwanda the low capacity of the state hinders this transformation. This situation calls for rapid development and deployment of public sector skilled human resources, who grasp the needs of other sectors – in particular the private sector – and can translate them into sound policies and strategies. In short, we need a small but effective, flexible public sector that can lay the foundations for Rwanda to be competitive in the modern international economy.

The State will ensure good governance, which can be understood as accountability, transparency and efficiency in deploying scarce resources. But it also means a State respectful of democratic structures and processes and committed to the rule of law and the protection human rights in particular.

People's participation at the grassroots level will be promoted through the decentralisation process, whereby local communities will be empowered in the decision making process, enabling them to address the issues, which affect them, the most.

A reconstruction of the nation of Rwanda and its social capital, anchored on good governance and an effective and capable state is considered a minimal condition to stimulate a harmonious development of other pillars.

5.2 EDPRS - CPAF

The JRLOS contributes to following three EDPRS outcomes:

3.5 Improved public accountability

Indicator:

3.5.2 Percentage of corruption cases treated

3.6 Improved access to quality justice

Indicators:

3.6.1 Number of case backlog in commercial, civil and penal courts and in prosecution services,

3.6.2 Percentage of Prisoners relevant to actual Jail Capacity

3.6.3 Proportion of Human Rights reports timely submitted

3.6.4 Proportion of Resolved Human Rights cases

3.7 Reduced crime

Indicator:

3.7.1 Reduced crime rate

The extract of the 'EDPRS and CPAF expected outcomes and policy matrix' presented in annex 2 provides the details on the responsibilities of the JRLOS and the Ministry.

Within the JRLOS the Ministry of Justice has a leading responsibility for the achievement of outcomes 3.6 and 3.7.

5.3 The JRLOS Strategy and Budgeting Framework

The JRLOS priority activities indicating the leading responsible institutions of the sector are summarized in annex 3. The Ministry's contribution to the JRLOS strategy is substantial: 16 priority sector activities fall under its lead responsibility. These sector priorities are listed below. The first column refers to the activity of MINIJUST's strategic plan (developed under section 6 of this document).

Ref Activity MINIJUST Strategic Plan		
	Output 1: Universal access to quality justice	
2.3.2	1.1 Design affordable costed National Plan for Universal Access to Legal Advice and Assistance	MINIJUST
2.3.3	1.2 Put in place Regulatory framework for National Plan for Universal Access to Legal Advice and Assistance	MINIJUST
2.3.4	1.3 Continue to establish and enhance Maisons d' Accès à la Justice/ Access to Justice Offices in every district	MINIJUST
2.3.2	1.4 Implement National Plan for Universal Access to Legal Advice and Assistance	MINIJUST
2.3.5	1.5 Train Abunzi	MINIJUST
2.3.5/6	1.6 Reinforce and fully operationalise the Abunzi system	MINIJUST
4.3.1	1.8.2 End-to-end detailed process map of criminal justice system	MINIJUST/ Secretariat
2.3.1	1.12 Review system for enforcement of civil judgments	MINIJUST
4.3.1	1.13 Undertake cross sectoral needs assessment and develop prioritised funding plan	MINIJUST
	Output 3: Rule of Law: Accountability and Human Rights Promoted	
1.3.1 1.3.2 1.3.3	3.2 Design and implement measures to improve legal drafting and law making	
1.1.1	3.2.1 Operationalise Law Reform Commission	MINIJUST
1.3.2	3.2.2 Map legislative process and develop clear procedures for efficiency and quality control	MINIJUST
2.3.2	3.4 Review regulation of the legal profession (including continuing professional education requirements (jointly development of National Legal Advice and Assistance Plan activities 1.1 and 1.2)	MINIJUST
	3.5 Design and implement measures to reinforce Sector inspection mechanisms	MINIJUST
2.4.1	3.7 Domesticated ratified international human rights instruments	MINIJUST
2.4.1	3.8 Ensure timely reporting in respect of Rwanda's ratified human rights instruments	MINIJUST

5.4 Annual high level Retreat priorities

The present strategic plan also embodies the framework for the annual high level priority action implementation plan (example: 2009/2010 Kivu Retreat). MINIJUST's annual implementation plan based on its strategic plan should include the priority actions assigned to it.

For example for 2009/2010 following actions included into the priority action implementation plan of the Governance Cluster by the KIVU Retreat fall under MINIJUST's responsibility and are included in its 2009/2010 action plan :

Action 3: Complete the review of jurisdictional laws in order to amend the rules of procedure/law to punish/discourage dilatory litigation practices: Legislative Drafting Services (LDS)

Action 5: Fast track the establishment of a permanent Law Reform Commission: LDS

Action 6: Amend Abunzi law to increase effectiveness: LDS

Action 7: Conduct extensive nationwide capacity building for mediators and arbitrators: Community Programs, Human Rights and legal Aid Services (CPHRLAS).

Action 8: Support the establishment of an arbitration centre in Kigali for the East African Region: Legal Advisory Services (LAS)

Action 9: Increase the "Access to Justice Bureaus" from the 5 pilot districts to 10 by December 2009: CPHRLAS.

Develop capacity building in legal drafting: HR

Explore use of the East African Court of Justice's arbitral jurisdiction: Legal Advisory Services (LAS)

6 The Strategic Plan

6.1 Objectives, activities, expected outputs (targets), indicators

The strategic plan contains four strategic objectives (programmes).

Strategic objective:
Improve the quality and harmonize existing and new laws,
Promote the Rule of Law, Human Rights, Legal Aid and eradicate genocide ideology
Improve the quality of legal services to the Government,
Enhance the capacity of the Ministry to improve the implementation of its mandate

On the following pages these four strategic objectives or programmes are more explicitly defined by specific objectives (sub-programmes), each of them to be implemented by one or more activities. Not all activities are detailed in the strategic plan but will be in the annual implementation plan. These result in pre-defined expected outputs (targets) to be measured by (low level) indicators.

The framework also indicates the reference with the JRLOS strategic plan and determines the responsible unit within the Ministry. An indicative time projection is also added.

6.2 Contribution to the M&E frameworks

The Strategic Plan and more explicitly, the annual implementation Plan (see 6.3) specifies low level indicators to measure performance against specific activities of the Ministry in the 3 coming years. These low level indicators will contribute to the information on the indicators of higher level outputs or outcomes as defined in the JRLOS M&E framework and the EDPRS/CPAF Monitoring Framework.

Annex 5 explains in detail how the Ministry activities / low level indicators link to the higher level monitoring frameworks.

6.3 Annual implementation plan

The annual implementation- or action plan merely extracts and provides details and updates on specific activities within the existing programmes and sub-programmes. It also adjusts expected outputs (targets) and possibly also indicators for the next year taking into account the achievements of previous years and current priorities.

Programme 1: Improve the quality and harmonize existing and new laws								
Expected outcome 1: National Legislation is harmonized, updated and improved								
JRLOS	Activity	Resp.	Expected output	Indicator	MOV	09/10	10/11	11/12
Sub-programme 1.1: Harmonize existing laws with the Constitution, EAC laws and international ratified instruments.								
	1.1.1 Check the conformity of laws with the Constitution, the EAC laws and ratified international instruments and propose required revisions	Constit: LDS Other: NLRC	Laws conform with the Constitution, the EAC laws and ratified international instruments	Nr of laws proposed for revision and Nr of laws revised	- Official gazette			
Sub-programme 1.2: Improve the quality of national laws								
	1.2.1 Review and update laws	LDS	Laws (criminal, on discrimination, corruption...) reviewed	Nr of laws reviewed	-Official gazette			
1.6	1.2.2 Improve legal framework in alternative conflict resolution and management	LDS CPHRLAS	Legal framework established for Abunzi, Arbitration	Nr of laws reviewed				
	1.2.3 Scrutinize, Coordinate and codify laws	LDS		Nr of laws coordinated and codified	-Codes in library			
3.2.1	1.2.4 Establish and support the Law Reform Commission	LDS	NLRC established abd reinforced in terms of human and material resources	Operational Law Reform Commission	- Law establishing the NLRC			
Sub-programme 1.3 : Standardise legislative drafting								
3.2	1.3.1 Familiarise MINIJUST lawyers with common and civil law systems	LDS	MINIJUST lawyers familiar with common and civil law systems	Nr of trainings and study tours conducted; nr of lawyers trained	-Reports on training sessions			
3.2 3.2.2	1.3.2 Elaborate, publish and distribute the legislative drafting guide, the judicial lexicon and the directory of law & decrees	LDS	Legislative drafting guide, the judicial lexicon and the directory of law & decrees available	Guide, lexicon, directory	-Guides in the library			
3.2	1.3.3 Conduct training in legislative drafting	LDS	Staff trained in legislative drafting	Nr of trainings conducted; nr of staff trained	-Reports on training sessions			
Sub-programme 1.4: Ensure proper translation of national legislation								
	1.4.1 Make inventory of legal texts that need to be translated and texts which translation needs improvement	LDS	The translation of the identified laws will be improved	Nr of laws translated and nr of laws with improved translation	- Official gazette			
	1.4.2 Reinforce capacity in jury translation	LDS	The coordinators of legal texts translation will be trained	Nr of trainings conducted; nr of staff trained	-Reports on training sessions			

Programme 2: Promote the Rule of Law, Human Rights, Legal Aid. Eradicate the genocide ideology								
Expected outcome 2: Improved knowledge and respect of Human Rights. Improved access to Justice, improved accountability. Genocide ideology eradicated and prevented								
JRLOS	Activity	Resp.	Expected output	Indicator	MOV	09/10	10/11	11/12
Subprogramme 2.1: Strengthen partnerships with international justice institutions and organisations.								
	2.1.1 Promote cooperation with regional and international justice institutions on Human Rights related matters. Commemorate key International Human Rights events	Crosscut.	International conferences on Human Rights organised and participation to.	Nr of conferences organised/participated to. Nr of study visits/participants. Nr of events commemorated	-Reports /publications on participation			
Subprogramme 2.2: Increase the level of public confidence in the Rule of Law								
	2.2.1 Establish a National Legal Information Center	LDS	National Legal Information Center established and reinforced in terms of human and material resources	Information Center in place	-Law establishing the Center			
	2.2.2 Sensitize population on services offered by JRLOS, institutions, role, where to access justice	Crosscut.	Population sensitized	Nr of town hall meetings, conferences, brochures leaflets, radio broadcast spots, drama, open door days	-Reports, articles...			
	2.2.3 Conduct opinion surveys		Survey on Justice perception conducted	Nr of surveys conducted, level of perception	-Survey reports			
	2.2.4 Improve consultation process on draft policies and bills	LDS	Consultative meetings with stakeholders before drafting or revising laws organised.	Nr of consultative meetings. Nr of participants. Nr of draft bills on which consultations have been made. Nr of opinions collected (online, suggestion box)	-Meeting reports			
	2.2.5 Improve and update websites(www.amategeko , www.minijust , www.justice)	LDS	Updated websites. Websites correspond to public needs	Frequency of updates	-website			
	2.2.6 Produce a regular bulletin		Bulletin distributed regularly	Nr of publications	-Library			

Programme 2: Promote the Rule of Law, Human Rights, Legal Aid. Eradicate the genocide ideology								
Expected outcome 2: Improved knowledge and respect of Human Rights. Improved access to Justice, improved accountability. Genocide ideology eradicated and prevented								
JRLOS	Activity	Resp.	Expected output	Indicator	MOV	09/10	10/11	11/12
	2.2.7 Set up a database to track services offered to the population	LSD/ICT	Database available	Availability of statistics on time	-Database			
Subprogramme 2.3: Increased efficiency in the Justice system								
1.12	2.3.1 Improve the execution of judgments	CPHRLAS	Law on bailiffs profession	Promulgated law	-Official gazette			
1.1 1.4 3.4	2.3.2. Design Legal Aid Policy	CPHRLAS	Legal Aid Policy defined	Document on Legal Aid Policy	-Library			
1.2	2.3.3 Establish a Legal Aid Framework regarding access to justice	LDS CPHRLAS	Legal aid framework established	Law availability	-Official gazette			
1.3	2.3.4. Set up new Access to Justice Bureaux (MAJ)	CPHRLAS	30 Bureaux established (one per district)	Nr of Bureaux established	-Districts			
1.5 1.6	2.3.5 Enhance capacity of mediators, bailiffs, notaries and registrars (Officiers de l'Etat Civil)	CPHRLAS	Trainings, Guiding documents	Nr and nature of training. Availability of good guiding documents	-Training reports -Guides in library			
1.6	2.3.6 Coordinate and evaluate activities of mediators, bailiffs, notaries and registrars (Officiers de l'Etat Civil)	CPHRLAS	Justice services at central and decentralized level coordinated	Rate of execution of judgments. Nr of notified documents				
Subprogramme 2. 4: Increase the level of respect of human rights								
3.7 3.8	2.4.1 Make an inventory of all international instruments on Human Rights not yet signed: <u>Propose for signature and ratification. File/submit and domesticate these instruments.</u> Address the <u>backlog of reports</u> not yet filed for respective Human Rights bodies of already ratified instruments on Human rights.	CPHRLAS LAS LDS	Human Rights instruments respectively proposed, ratified, filed/submitted, domesticated. Reports submitted/backlog cleared.	Nr of ratified instruments/reports submitted	-Reports			
	2.4.2 Sensitize the population on Human Rights		Population sensitized on domestical violation & women and children rights	Nr of sensitization sessions. Level of	-Reports			

Programme 2: Promote the Rule of Law, Human Rights, Legal Aid. Eradicate the genocide ideology

Expected outcome 2: Improved knowledge and respect of Human Rights. Improved access to Justice, improved accountability. Genocide ideology eradicated and prevented

JRLOS	Activity	Resp.	Expected output	Indicator	MOV	09/10	10/11	11/12
				sensitization				
	2.4.3 Monitor respect of Human Rights in particular rights of women, children PLWHA and other vulnerable groups	CPHRLAS LAS	Vulnerable groups represented before courts, People oriented, Human Rights violation cases reported to Minijust resolved.	Nr of of vulnerable groups represented Nr of cases resolved Nr of people oriented	-Reports			
	2.4.4 Participate in international conferences on Human Rights	CPHRLAS LAS	International conferences attended	Nr of international conferences, nr of participants	-Reports			
	2.4.5 Commemorate key international Human Rights events	CPHRLAS LAS	International H.R. events commemorated	Nr of participants	-Reports			
Subprogramme 2.5 : Contribute to the prosecution of genocide cases								
	2.5.1 International cooperation to facilitate arrest and prosecution of genocide perpetrators	Crosscut.	Genocide perpetrators prosecuted	Nr of suspects arrested and prosecuted. Nr of dialogues improved	-Reports			
	2.5.2 Speed up the transfer of genocide cases from IPTR to Rwanda	Crosscut.	Genocide cases transferred	Number of cases	-Reports			
Subprogramme 2.6: Contribute to the prevention of genocide								
	2.6.1 Participate to national, regional and international dialogues aimed at the prevention of genocide	Crosscut.	Genocide prevention improved	Nr of dialogues participated to	-reports			

Programme 3: Improve the quality of legal services to the Government								
Expected Outcome 3: Improvement of the quality of the representation of GoR and of the legal advice to GoR								
JRLOS	Activity	Resp.	Expected output	Indicator	MOV	09/10	10/11	11/12
Subprogramme 3.1: Standardise processes in litigations and settlements out of court								
	3.1.1 Represent GoR before courts	CLS	Cases reduced	Nr of cases represented	-Reports			
	3.1.2 Increase settlements out of court concerning State litigation	CLS	Cases reduced	Nr of meetings with stakeholders	-Meeting reports			
	3.1.3 Improve execution of judgments in which GoR has a stake	CLS Finance	People paid	Amount paid to people	-Payment list			
	3.1.4 Set up database for the State Litigation Service	CLS ICT	Database available	Nr of updates, Nr of consultations	-Database in service			
	3.1.5 Coordinate and assist GoR lawyers/attorneys working under different institutions	CLS	GoR lawyers/Attorneys assisted	Nr of meetings, trainings. Availability of instruction documents	-Meeting reports			
	3.1.6 Set up a mechanism addressing damages caused to GoR by public servants	CLS	Ministerial instruction available		-Official gazette -Amategeko site			
Subprogramme 3.2. Standardise processes in legal advice								
	3.2.1 Analyze all international and national contracts in which GoR has a stake	LAS	All contracts analyzed	Nr of analyzed documents. Nr of advices provides	-Reports			
	3.2.2 Participate in meetings relative to all international and national contracts in which GoR has a stake	LAS	All meetings participated	Nr of meetings	-Meeting reports			
	3.2.3 Increase skills in implementation of administrative laws and procedures	LAS	Meetings to sensitize leaders in order to avoid mistakes	Nr of meetings and participants by category	-Meeting reports			
	3.2.4 Provide model for State contracts	LAS	Standardized contracts	Nr of contract models	-Contract models in service ans on Minijust site			

Programme 3: Improve the quality of legal services to the Government								
Expected Outcome 3: Improvement of the quality of the representation of GoR and of the legal advice to GoR								
JRLOS	Activity	Resp.	Expected output	Indicator	MOV	09/10	10/11	11/12
	3.2.5 Make inventory of all international instruments ratified and not ratified: <u>Propose for signature and ratification. File/submit and domesticate these instruments.</u> Address the <u>backlog of reports</u> not yet filed for respective bodies	LAS CPHRLAS LDS	Instruments respectively proposed, ratified, filed/submitted, domesticated. Reports submitted/cleared.	Nr of Instruments proposed for signature/ratified/domesticated/filed	-Instruments list			
	3.2.6 Coordinate and train GoR legal advisors	LAS	Legal advisors trained in contract drafting and management	Nr of meetings, availability of instructions	-Meeting reports -Instructions on site			
	3.2.7 Monitor and evaluate impact of legal opinions provided by MINIJUST	LAS	Follow up of legal opinions implemented	Nr of final documents signed, rate of civil litigation decrease	-Files			
	3.2.8 Provide training in contract drafting and management to other GoR employees	LAS	GoR employees trained	Number of trainings conducted; nr of staff trained	-Training reports			
	3.2.9 Provide and publish analysis of State case Law	LAS	Samples of State case Law analysed and published	Nr of analyzed cases	-Analysis reports			
	3.2.10 Set up database for the activities of the Legal Advice Service	LAS ICT	Legal Advice Service will be set up	Availability of a database	Database in service			

Programme 4: Enhance the capacity of the Ministry to improve the implementation of its mandate								
Expected outcome 4: MINIJUST institutional capacity is strengthened and the JRLOS is effectively coordinated								
JRLOS	Activity	Resp.	Expected output	Indicator	MOV	09/10	10/11	11/12
Subprogramme 4.1: Strengthen internal coordination and communication capacity								
	4.1.1 Develop a procedures manual.	HR	Procedures manual available and used	Procedures manual, level of use	-Library			
	4.1.2 Reinforce financial management and control mechanism.	FINANCE	Sage pastel shared, staff trained, system maintained	Nr of pastel users, trained staff, training sessions. Maintenance contract	-Reports, contracts			

Programme 4: Enhance the capacity of the Ministry to improve the implementation of its mandate								
Expected outcome 4: MINIJUST institutional capacity is strengthened and the JRLOS is effectively coordinated								
JRLOS	Activity	Resp.	Expected output	Indicator	MOV	09/10	10/11	11/12
	4.1.3 Put in place electronic archiving system	JRLOS Sec HR ICT	Electronic archiving system operational	Availability of archiving system	Ministry			
Subprogramme 4.2: Reinforce MINIJUST human, material and financial capacities								
	4.2.1 Carry out training needs assessment	HR	Training needs assessment made.	Report training needs..	-Report			
	4.2.2 Recruit new staff as needed.	HR	Staff recruited.	Nr staff recruited	-Contracts			
	4.2.3 Organize training sessions.	HR	Staff trained.	Nr staff trained/nr training sessions.	-Training reports			
	4.2.4 Establish performance evaluation system.	HR	Performance evaluation system operational.	Clear job descriptions, performance contracts, evaluation questionnaire.	-Performance contracts and evaluation filed			
	4.2.5 Rehabilitate MINIJUST building.	HR	MINIJUST building in good condition.	Rehab MINIJUST building contracts, progress reports.	Ministry			
	4.2.6 Acquire and codify office furniture and equipment	HR	Office furniture/equipment available.	Nr office furniture/equipment.	Stock & inventory			
	4.2.7 Set up HR management database	HR ICT	HR management database operational	HR management database	In HR service			
Subprogramme 4.3 Coordinate JRLOS Policy, Planning, Budgeting, ICT and M&E								
Expected outcomes: Increased involvement of individual institutions in SWAp and increased visibility of JRLOS. Stronger partnership within the sector and with other GoR decision makers (MINECOFIN). Increased confidence of DP's and willingness to financially support (increase SBS).								
3.12.1 1.8.2 1.13	4.3.1 Conceive, review, disseminate sector policies, strategies and programmes/studies related to the JRLOS Strategy	JRLOS Sec Planning JRLOS- Inst.	JRLOS policies and planning and programmes updated. Consultancy studies implemented	Nr of Policies/planning documents developed/reviewed Nr of studies prepared and studies monitored and facilitated.	-Library reports			

Programme 4: Enhance the capacity of the Ministry to improve the implementation of its mandate

Expected outcome 4: MINIJUST institutional capacity is strengthened and the JRLOS is effectively coordinated

JRLOS	Activity	Resp.	Expected output	Indicator	MOV	09/10	10/11	11/12
	4.3.2 Monitor and Evaluate JRLOS performance	JRLOS Sec Planning JRLOS-Inst.	JRLOS M&E framework available and operational. GoR informed on status of JRLOS strategies and programmes	JRLOS M&E framework Nr. Meetings of TWGs, training sessions, Steering Committee, leadership group, SWG Nr of data collected. Reports produced (JSR...).	-Reports -MoUs			
	4.3.3 Monitor JRLOS public financing including planning and budget cycle.	JRLOS Sec Finance & Planning JRLOS-Inst DPs	Review institutional strategic plans and align them with the JRLOS Strategy, Review institutional MTEF structure, improve programme budgeting and align them with institutional and sector planning documents Institutional budgets prepared with MINECOFIN in consultation with JRLOS Sec. Consolidation of JRLOS budget before submission to Cabinet. Regular reporting on budget execution to JRLOS Sec and off budget support reported to JRLOS Secretariat Increased resources for JRLOS available	Central database on budgets available and operational (on and off budget data). Briefing notes on budget preparation submitted to higher levels. Nr. Meetings of TWGs, training sessions, Steering Committee, leadership group, SWG Nr of data collected. Reports produced (JSR...).	- JRLOS Database -Reports Secretariat			

Programme 4: Enhance the capacity of the Ministry to improve the implementation of its mandate								
Expected outcome 4: MINIJUST institutional capacity is strengthened and the JRLOS is effectively coordinated								
JRLOS	Activity	Resp.	Expected output	Indicator	MOV	09/10	10/11	11/12
			Public Expenditure Review (PER) prepared and implemented	PER available (2010) Nr. negotiation meetings with DPs (MoUs)				
	4.3.4 Strengthen JRLOS -ICT, internal coordination and communication strategy	JRLOS Sec ICT JRLOS- Inst DPs	Availability and functioning of MIS, procedures manual, trained financial management staff, electronic archiving system	MIS, procedures manual, nr of trainings/participants nr of pastel users, maintenance contract	-Reports			
	4.3.5 Promote JRLOS SWAp	JRLOS Sec + Instit.	Organise sensitisation workshop(s) with stakeholders on SWAp Organise field trips with stakeholders to inform on programme implementation and SWAp awareness Establish links with other (African) relevant SWAp experiences in the Justice sector	Workshop(s) and fieldtrip reports. Contacts/interaction with other SWAps in Justice sector	-Reports			

MOV: Means of verification

CLS: Civil Litigation Services/ LAS: Legal Advisory Services/ LDS: Legislative Drafting Services/ CPHRLAS: Community Programs, Human Rights and Legal Aid Services

7 Costing the Strategic Plan - MTEF

7.1 Building a programmatic MTEF and showing the 'Sector MTEF'

The basis for the costing of the MINIJUST strategic plan 2009-2012 is the MTEF for the same period. To allow for the financing of additional activities this prevision could be completed by a number of realistic scenarios assuming a higher level of financing but should stay within a reasonable margin and be based on a plausible hypothesis (for example: ongoing negotiations with DPs, possible prospects for any additional internal or external resource mobilization)

The table below shows that the MINIJUST's current MTEF structure does not follow the same programmatic structure as the strategic plan:

Current MTEF structure

Programme/subprogramme
1301 Administration and institutional support
130101 management support
130102 ICT development
130103 policies planning coordination monitoring and evaluation
130104 capacity building
130105 coordination of the justice policies and programs
1302 Initiation and drafting of legal texts
130201 policies and legislative standards
130202 codification and documentation
130203 legislation and jurisprudence
130204 translation of laws
1303 Promotion of the community programme of human rights and judiciary support
130301 notification and management of the document database
130302 legal support
130303 abunzi
130304 strengthening of bailiffs
1309 Solving the state disputes
130901 state legal disputes
1310 State judicial affairs

The MTEF structure for 2009/10 will remain unchanged. For the 2010/2011 budget however the MTEF structure should adopt exactly the same programmatic structure as the strategic plan, clearly showing the sector priorities:

7.2 Inclusion off budget funding

At the 2008 Joint Sector Review it has been assessed that the development partner off budget funding represents a substantial part of the JRLOS financing. Therefore the development budget of the MTEF should include all donor funded projects, assigned to their respective sub-programmes and related to the JRLOS priorities as it is requested by MINECOFIN.

The current draft MINIJUST - MTEF 2009-2012 and estimated off budget financing for FY 2009-2010 is presented in annex 4.

Proposed new MTEF structure as from 2010/2011 including off budget

	2009/2010 Budget	Off budget	Total financing
Programme/subprogramme			
Programme 1: Improvement of the quality and harmonization of existing and new laws			
Sub-programme 1.1: Harmonize existing laws with the Constitution, EAC laws and international ratified instruments.			
Sub-programme 1.2: Improve the quality of national laws			
Sub-programme 1.3 : Standardise legislative drafting			
Sub-programme 1.4: Ensure proper translation of national legislation			
Programme 2: Promote the Rule of Law, Human Rights, Legal Aid. Eradicate the genocide ideology			
Subprogramme 2.1: Strengthen partnerships with international justice institutions and organisations.			
Subprogramme 2.2: Increase the level of public confidence in the Rule of Law			
Subprogramme 2.3: Increased efficiency in the Justice system			
Subprogramme 2. 4: Increase the level of respect of human rights			
Subprogramme 2.5 : Contribute to the prosecution of genocide cases			
Subprogramme 2.6: Contribute to the prevention of genocide			
Programme 3: Improve the quality of legal services to the Government			
Subprogramme 3.1: Standardise processes in litigations and settlements out of court			
Subprogramme 3.2. Standardise processes in legal advice			
Programme 4: Enhance the capacity of the Ministry to improve the implementation of its mandate			
Subprogramme 4.1: Strengthen internal coordination and communication capacity			
Subprogramme 4.2: Reinforce MINIJUST human, material and financial capacities			
Subprogramme 4.3: Coordinate JRLOS Policy, Planning, Budgeting, ICT and M&E			

Annexe 1: Organization chart MINIJUST

Annex 2: The JRLOS' contribution to the EDPRS and CPAF strategic outcomes and policy actions

EDPRS Strategic outcome: 3.5 Improved public accountability

Indicator 3.5.2 : Percentage of corruption cases treated

EXPECTED PERFORMANCE							PUBLIC POLICY ACTIONS								
Baseline 2006	Targets 2008	Targets 2009	Targets 2010	Target 2011	Target 2012	Source of Data	EDPRS Described Policy Action	Key Policy Benchmarks/Outputs by Year					Responsibility Centre		
								2008	2009 Jan - June	2009/2010	2010/2011	2011/2012		2012/2013	
100 cases entered in NPPA, 47% of them are treated	60% of cases entered are treated	65% of cases entered are treated	70% of cases entered are treated	75% of cases entered are treated	85% of cases entered are treated	NPPA data system	Increase efficiency in overall justice system	Set up an effective coordination between institutions in charge of fighting against corruption.	Popularise laws on corruption and accountability Effective application of legal instruments on anti corruption; Accelerate the procedures of pursuits and penalties of the authors of corruption Put in place the organic frame of NPPA and a specialized unit pursuing economic and financial crimes	Popularise laws on corruption and accountability; Effective application of legal instruments on anti corruption; Accelerate the procedures of pursuits and penalties of the authors of corruption; Develop international cooperation in corruption issues; Reinforce the specialized unit pursuing economic and financial crimes (number of its staff and trainings).	Popularise laws on corruption and accountability Effective application of legal instruments on anti corruption Accelerate the procedures of pursuits and penalties of the authors of corruption .	Popularise laws on corruption and accountability Effective application of legal instruments on anti corruption Accelerate the procedures of pursuits and penalties of the authors of corruption .	Popularise laws on corruption and accountability Effective application of legal instruments on anti corruption Accelerate the procedures of pursuits and penalties of the authors of corruption .	Popularise laws on corruption and accountability Effective application of legal instruments on anti corruption Accelerate the procedures of pursuits and penalties of the authors of corruption .	National Public Prosecution Authority (NPPA)

EDPRS Strategic outcome: 3.6 Improved access to quality justice

Indicator 3.6.1: Number of case backlog in commercial, civil and penal courts and in prosecution services

EXPECTED PERFORMANCE							PUBLIC POLICY ACTIONS							
Baseline 2006	Targets 2008	Targets 2009	Targets 2010	Target 2011	Target 2012	Source of Data	EDPRS Described Policy Action	Key Policy Benchmarks/Outputs by Year					Responsibility Centre	
								2008	2009 Jan - June	2009/2010	2010/2011	2011/2012		2012/2013
54 409 case backlog	48 409 case backlog (60 00 cases are solved by courts) 4 400 cases are submitted by prosecution services to courts	37 909 case backlog (10 500 cases are solved by courts) 6 600 cases are submitted by prosecution services to courts	27 709 case backlog (10 200 cases solved by courts)	17 209 case backlog (10 500 cases solved by courts)	6 709 case backlog (10 500 cases solved by courts)	Courts data system	Increase efficiency in overall justice system	Submit Promulgation law to establish Commercial Courts to Parliament. Conduct assessment of fiscal and commercial laws (MINIJUST and MINICOM). Establish 4 Commercial Courts and Train 8 Commercial Court staff (Supreme Court)	Carry out justice sector needs assessment.	Begin construction of 1 Commercial Courts and train 12 Commercial Court staff (Supreme Court)	Continue construction of 1 Commercial Courts and train 10 Commercial Court staff	Complete construction of 1 commercial courts, Carry out assessment of commercial justice system and train 10 staff of commercial courts	Establish business information system and organise visits to foreign commercial courts for judges	MINIJUST, MINICOM, Supreme Court
								Establish Law Reform Commission Begin construction of Institute of Law and Practice Development (ILPD). Improve Legal aid framework. Put in place Bureaux of justice in 4 districts	Reinforce Justice sector technical committees at District level through capacity building. Establish bureaux of justice in 6 districts		Establish bureaux of justice in seven districts	Complete construction of ILPD completed. Establish bureau of justice in 6 districts	Reinforce justice sector technical committees at District level	Minijust, Civil Society, RNP, INS

Indicator 3.6.2 : Percentage of Prisoners relevant to actual Jail Capacity

EXPECTED PERFORMANCE						PUBLIC POLICY ACTIONS								
Baseline 2006	Targets 2008	Targets 2009	Targets 2010	Target 2011	Target 2012	Source of Data	EDPRS Described Policy Action	Key Policy Benchmarks/Outputs by Year					Responsibility Centre	
								2008	2009 Jan - June	2009/2010	2010/2011	2011/2012		2012/2013
140%	135%	130%	120%	110%	100%	National prison service (NPS)	Increase productive capacity of prisons and ease the pressure on prison infrastructure	Continue expansion of Butare prison	Continue expansion of Butare prison Begin construction of Butamwa prison	Continue expansion of Butare prison Continue construction of Butamwa prison Begin construction of Kigombe prison (which will later be occupied by Gisenyi and Ruhengeri prisons) Transformation of Karongi prison to production centre	Transfer of Gikongoro prisoners to Butare Prison Continue construction of Butamwa prison Continue construction of Kigombe prison	Construction of Nyamasheke prison Kigali central prison and Remera prison to be transferred to Butamwa prison Continue construction of Kigombe prison	Continue construction of Nyamasheke prison Complete construction of Kigombe prison	MININTER
								Acceleration of TIG activities Speeding up of judgement execution	Acceleration of TIG activities Speeding up of judgement execution	Transformation of some prisons into schools and production centres, Acceleration of TIG activities Speeding up of judgement execution	Transformation of some prisons into schools and production centres, Acceleration of TIG activities Speeding up of judgement execution	Transformation of some prisons into schools and production centres, Acceleration of TIG activities Speeding up of judgement execution	Transformation of some prisons into schools and production centres, Acceleration of TIG activities Speeding up of judgement execution	MININTER

Indicator 3.6.4 : Proportion of Resolved Human Rights cases

EXPECTED PERFORMANCE							PUBLIC POLICY ACTIONS						Responsibility Centre	
Baseline 2006	Targets 2008	Targets 2009	Targets 2010	Target 2011	Target 2012	Source of Data	EDPRS Described Policy Action	Key Policy Benchmarks/Outputs by Year						
								2008	2009 Jan - June	2009/2010	2010/2011	2011/2012		2012/2013
35%	40%	40%	50%	60%	70%	NHRC reports	Sensitize and educate the population on Human rights	At least 300 members of religious groups are sensitized Human rights clubs in secondary schools are trained on human rights At least 2 teachers in all secondary schools are trained on human rights Received complaints are addressed and victims of violations of Human Rights are restored their rights Authors of Human Rights 'Violations' are brought to Justice	At least 2 cooperatives for Handicapped persons are trained on human rights Members of the National Women Council (Conseil national des Femmes) at national level are trained on Human rights Members of youth organizations are trained at sector and district level. Received complaints are addressed and victims of violations of Human Rights are restored their rights Received complaints are addressed and victims of violations of Human Rights are restored their rights Authors of Human Rights 'Violations' are brought to Justice	Members of youth organizations are trained at sector and district level. Training of all Executive Secretaries and at cell and sector levels Monitoring of human rights observation in Gacaca judgements and in TIG Received complaints are addressed and victims of violations of Human Rights are restored their rights Authors of Human Rights 'Violations' are brought to Justice	Monitoring of human rights observation in Gacaca judgements and in TIG Members of youth organizations are trained at sector and district level. Received complaints are addressed and victims of violations of Human Rights are restored their rights Authors of Human Rights 'Violations' are brought to Justice	Received complaints are addressed and victims of violations of Human Rights are restored their rights Authors of Human Rights 'Violations' are brought to Justice	Security organs are trained on Human rights Visit detention centers to ensure observation of human rights Received complaints are addressed and victims of violations of Human Rights are restored their rights Authors of Human Rights 'Violations' are brought to Justice	MINIJUST

EDPRS Strategic Outcome 3.7 Reduced crime

Indicator 3.7.1. : Reduced crime rate

10%	15%	17%	20%	23%	25%			Reform criminal laws and publish Criminal Law Guidelines document		Reinforce ADN laboratory	Establish bureau of assistance and protection for victims of crime at provincial level	Establish bureau of assistance and protection for victims at district level	Conduct assessment of services and protection by PGR	PGR,Minijust,police, judiciary and development partners
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Annex 3: Activities/responsibilities JRLOS Strategy and Budgeting framework	
Activity	Lead Responsibility
Output 1: Universal access to quality justice	
1.1 Design affordable costed National Plan for Universal Access to Legal Advice and Assistance	MINIJUST
1.2 Put in place Regulatory framework for National Plan for Universal Access to Legal Advice and Assistance	MINIJUST
1.3 Continue to establish and enhance Maisons d' Accès à la Justice/ Access to Justice Offices in every district	MINIJUST
1.4 Implement National Plan for Universal Access to Legal Advice and Assistance	MINIJUST
1.5 Train Abunzi	MINIJUST
1.6 Reinforce and fully operationalise the Abunzi system	MINIJUST
1.7 Put in place and implement mechanisms for eliminating case backlog in the formal justice system	Supreme Court
1.8 Design and implement measures to reduce average time to process criminal cases	
1.8.1 Set up local criminal justice committees	Supreme Court
1.8.2 End-to-end detailed process map of criminal justice system	MINIJUST/ Secretariat
1.9 Design and implement measures to improve crime detection and investigation	RNP
1.9.1 Detection	RNP
Enhance crime detection capacity	
Enhance investigation capacity	
Improve criminal records system to assist with the investigation of crimes and analysis of crime trends.	
Enhance forensic capacity	
Improve cooperation with other countries in the fight against transnational and organized crimes	
1.9.2 Investigation	RNP
Gather, analyze, collate, interpret and disseminate intelligence, focusing on priority crime	
Enhance informant/agents networks to improve detection of crime	
Fight against corruption and other misconduct-related cases in RNP	<u>Ombudsman/</u> RNP
1.10 Design and implement measures to strengthen the NPPA	NPPA-ONPJ
1.11 Design and implement measures to speed up processing of commercial cases	Supreme Court
1.12 Review system for enforcement of civil judgments	MINIJUST
1.13 Undertake cross sectoral needs assessment and develop prioritised funding plan	MINIJUST
Output 2: Genocide ideology eradicated and reconciliation mechanisms reinforced	
2.1 Design and implement measures to expedite processing of remaining Gacaca cases	Gacaca Service
2.1.1 Intensive training to Gacaca judges for category 1 cases	Gacaca Service
2.1.2 Strengthen supervision of Gacaca courts	Gacaca Service

2.2 Design and implement measures to strengthen information gathering and develop Documentation Centre	Gacaca Service
2.3 Develop exit strategy for Gacaca Courts	Gacaca Service
2.4 Develop Witness Protection Scheme initially aimed at genocide cases	NPPA
2.5 Design and implement measures to strengthen provision of TIG work camps (to 190 by June 2009)	TIG
2.6 Design and implement measures to strengthen NURC's programmes of unity and reconciliation building	
2.6.1 Expand Itororo ry'igihugu programme	NURC
2.6.2 Expand capacity of NURC to support early warning conflict prevention and management	NURC
Output 3: Rule of Law: Accountability and Human Rights Promoted	
3.1 Design and implement activities to consolidate independence of the Judiciary -Build capacity of Superior Council of the Judiciary	Supreme Court
3.2 Design and implement measures to improve legal drafting and law making	
3.2.1 Operationalise Law Reform Commission	MINIJUST
3.2.2 Map legislative process and develop clear procedures for efficiency and quality control	MINIJUST
3.3 Design and implement measures to strengthen ILPD	ILPD
3.3.1 Build capacity of ILPD	ILPD
3.3.2 Develop scheme for demand driven training (vouchers)	ILPD
3.4 Review regulation of the legal profession (including continuing professional education requirements (jointly development of National Legal Advice and Assistance Plan activities 1.1 and 1.2)	MINIJUST
3.5 Design and implement measures to reinforce Sector inspection mechanisms	MINIJUST
3.6 Develop effective complaints mechanisms	MINIJUST
3.7 Domesticated ratified international human rights instruments	MINIJUST
3.8 Ensure timely reporting in respect of Rwanda's ratified human rights instruments	MINIJUST
3.9 Promote and enforce human rights	NCHR
3.10 Reinforce legal framework for declaration of assets	Ombudsman
3.11 Design and implement measures to strengthen performance and supervision of Local Defence	RNP
3.12 Design and implement measures to improve prison conditions and prisoner rehabilitation	
3.12.1 Develop policy on alternatives to prison including mainstreaming TIG	MINIJUST /MININTER
3.12.2 Income generation/efficiency savings	Prisons Service
3.12.3 Prison inmates rehabilitation plan	Prisons Service
Output 4: Safety, Law & Order maintained and enhanced	
4.1 Design and implement measures to strengthen RNP community policing approaches	RNP
Community sensitization and awareness programs (on crime prevention)	
Improve the functioning of Community Policing Committees (CPCs)	
Increase anti crime clubs	
Develop marketing strategies for RNP activities	

4.2 Design and implement measures to improve crime prevention methods, public order and security	RNP
Preserve law and order during major events and other authorized gatherings	
Improve strategies for implementation of police operations	
Conduct public awareness campaigns on retrieval of illegal firearms	
Strengthen firearms record keeping and stockpile management	
4.3 Maintain safety on roads	RNP
Develop appropriate strategies to improve road safety	
Enhance the mechanism for issuance of drivers licences	
Enhance the capacity for investigations of road accidents.	
Improve traffic records system	
Conduct technical inspections to vehicles for roadworthiness.	
4.4 Enhance RNPs disaster management capacity	RNP
Establish early warning systems	
Develop and carry out mitigating programs: identification of disaster prone areas, public awareness programs, relocation of members of the public at risk	
Enhance response capacity within RNP.	
Enhance coordination mechanism of stakeholders in disaster management	
4.5 Address gender based violence	RNP
Training of RNP staff on recognising and responding to gender violence	
Increase number of female police officers from 9.7% in 2008 to 20% by 2013	RNP

Annex 4: MINIJUST Medium Term Expenditure Framework 2009-2012 and estimated off budget financing 2008 and 2009/10– mRWF

1. MINIJUST MTEF 2009-2012 mRWF				
Programme/subprogramme	2008	2009-2010	2010-2011	2011-2012
1301 Administration and institutional support	1.272,6	1.502,5	1.816,8	1.984,9
130101 MANAGEMENT SUPPORT	1.131,0	1.326,8		
130102 ICT DEVELOPMENT	27,3	40,4		
130103 POLICIES PLANNING COORDINATION MONITORING AND EVALUATION	29,6	37,5		
130104 CAPACITY BUILDING	22,0	13,9		
130105 COORDINATION OF THE JUSTICE POLICIES AND PROGRAMS	62,6	83,8		
1302 Initiation and drafting of legal texts	60,2	93,6	104,6	117,5
130201 POLICIES AND LEGISLATIVE STANDARDS	27,2	36,1		
130202 CODIFICATION AND DOCUMENTATION	14,5	29,6		
130203 LEGISLATION AND JURISPRUDENCE	13,1	15,1		
130204 TRANSLATION OF LAWS	5,4	12,8		
1303 Promotion of the common program of human rights and judiciary support	186,8	370,9	262,9	295,3
130301 NOTIFICATION AND MANAGEMENT OF THE DOCUMENT DATABASE	27,0	13,7		
130302 LEGAL SUPPORT	40,0	176,0		
130303 ABUNZI	89,8	171,9		
130304 STRENGTHENING OF BAILIFFS	30,0	9,3		
1304 Auxiliary services (1)	0,0	350,1	381,0	410,9
130402 LEGAL REFORM COMMISSION	0,0	350,1		
1309 Solving the state disputes	1.151,2	1.059,7	1.185,1	1.331,0
130901 STATE LEGAL DISPUTES	1.151,2	1.059,7		
1310 State judicial affairs	65,7	80,5	90,1	101,1
131001 STATE LEGAL AFFAIRS	65,7	80,5		
Total budget	2.736,5	3.457,3	3.840,4	4.240,7

26,3%

(1) Following subprogrammes belonging to MINIJUST's programme 'Auxiliary services' are not included:

130401 REPRESENTATION OF RWANDA WITH ICTR IN ARUSHA	94,2	106,5
130403 TASK FORCE IN CHARGE OF TRANSFER OF ICTR ISSUES	127,7	83,6
130404 INVESTIGATION ON THE CRASH OF FALCON 50 PLANE	400,0	0,0
130406 COMMISSION IN CHARGE OF FOLLOW UP OF ABANDONED PROPERTY	22,0	63,3

2. MINIJUST - OFF BUDGET FINANCING 2008 – 2009/10

		2008	2009-2010	2010-2011	2011-2012
Belgium	Support to Justice Sector II - JRLO coordination	47,8			
Belgium	Support to Justice Sector II - Strengthening of functioning	55,3			
Belgium	Support to Justice Sector II - JRLO Legislative drafting	89,9			
Belgium	Support to Justice Sector II - JRLO Sensitization program	105,6			
Belgium	Support to Justice Sector II - Project management	65,3			
Belgium	Support to Justice Sector II - JRLO Legal Aid minors	86,4			
Belgium	HIDA-JRLOS - support to JRLOS Secretariat		442,3		
The Neth.	Support to the Legal Aid Forum	150,2	0,0		
UNDP	Support to MINIJUST legal aid, Access to Justice	302,5			
USAID	'Rwanda Legal Aid'- (impl. by ASF)	101,8			
USAID	Legislative Process strengthening funded by PEPFAR (impl. by ARD.Inc.)		24,8		
USAID	Rwanda case backlog reduction project-implemented by RCN Justice & Peace		93,0		
EU	Support to the Rule of Law 9ACP RW 011 - training Abunzi	320,1	109,4		
EU	Support to the Rule of Law 9ACP RW 011 - SWAP study	165,6	0,0		
EU	Support to the Rule of Law 9ACP RW 011 - Project evaluation	77,2	0,0		
Total off budget		1.567,5	669,4		
Total financing 1+2		4.304,0	4.126,6		
			-4,1%		

Annex 5. Contribution of the MINIJUST low level (activity) indicators to higher level indicators in EDPRS and JRLOS

MINIJUST Activity	Expected output	Indicator	Contributes to monitoring framework	
			EDPRS/CPAF	JRLOS
1.2.2 Improve legal framework in alternative conflict resolution and management	Legal framework established for Abunzi, Arbitration	Nr of laws reviewed		Ind.2.1. Community perception of accessibility and quality of Abunzi
1.2.4 Establish and support the Law Reform Commission	NLRC will be established and reinforced in term of human and material resources	Operational Law Reform Commission	3.5.1 Number of cases processed by the civil, penal (excl. Genocide), and commercial courts	Ind. 9.1. Public Perception of Rule of Law and Performance of Sector Institutions
1.3.1 Familiarize MINIJUST lawyers with common and civil law systems	MINIJUST lawyers familiar with common and civil law systems	Nr of trainings and study tours conducted; nr of lawyers trained		-do-
1.3.2 Elaborate, publish and distribute the legislative drafting guide, the judicial lexicon and the directory of law & decrees	Legislative drafting guide, the judicial lexicon and the directory of law & decrees available	Guide, lexicon, directory		-do-
1.3.3 Conduct training in legislative drafting	Staff trained in legislative drafting	Nr of trainings conducted; nr of staff trained		-do-
2.3.1 Improve the execution of judgments	Law on bailiffs profession	Promulgated law	3.5.1 Number of cases processed by the civil, penal (excl. Genocide), and commercial courts	Ind. 4.1. Average time taken to process criminal cases from arrest to sentence
2.3.2. Design Legal Aid Policy	Legal Aid Policy defined	Document on Legal Aid Policy	3.5.3 Average time minors stay in prison before trial	Ind. 1.1. % of population with regular access to legal advice and representation at cell level Ind. 1.2. Community perception of access to legal advice and representation
2.3.3 Establish a Legal Aid Framework regarding access to justice	Legal aid framework established	Law availability	3.5.3 Average time minors stay in prison before trial	-do-
2.3.4. Set up new Access to Justice Bureaux (MAJ)	30 Bureaux will be established (one per district)	Nr of Bureaux established	3.5.1 Number of cases processed by the civil, penal (excl. Genocide), and commercial courts	-do-
2.3.6 Coordinate and evaluate activities of mediators, bailiffs,	The justice services delivered at Central decentralized level will be		-do-	Ind. 2.1. Ind. 1.1.

MINIJUST Activity	Expected output	Indicator	Contributes to monitoring framework	
			EDPRS/CPAF	JRLOS
notaries and registries (Officiers de l'Etat Civil)	coordinated			Ind. 1.2.
2.4.1 Make an inventory of all international instruments on Human Rights not yet signed: <u>Propose for signature and ratification. File/submit and domesticate these instruments.</u> Address the <u>backlog of reports</u> not yet filed for respective Human Rights bodies of already ratified instruments on Human rights.	Human Rights instruments respectively proposed, ratified, filed/submitted, domesticated. Reports submitted/backlog cleared.	Nr of ratified instruments Nr of reports submitted	3.5.4 Proportion of Registered Human Rights Cases processed by NHRC	Ind. 10.1. Number of ratified Human Rights Instruments with reporting obligations up to date
4.3.1 Conceive, review, disseminate sector policies, strategies and programs/studies related to the JRLOS Strategy	JRLOS policies and planning and programmes updated. Consultancy studies implemented	Nr of Policies/planning documents developed/reviewed Nr of studies prepared and studies monitored and facilitated.		Ind.9.1 Public perception of Rule of Law and Performance of Sector Institutions