# TABLE OF CONTENTS

1 Foreword .................................................................................................................. 3
2 List of acronyms and abbreviations ........................................................................... 4
3 Purpose of the strategic plan ...................................................................................... 5
4 The Ministry of Justice, a brief overview .................................................................. 6
   4.1 Historical background ......................................................................................... 6
   4.2 Vision, mission, values ....................................................................................... 7
   4.3 Organization – main features ........................................................................... 7
   4.4 SWOT analysis .................................................................................................. 9
5 Aligning the strategy with the national policy and planning documents ................... 10
   5.1 Vision 2020 ....................................................................................................... 10
   5.2 EDPRS - CPAF ................................................................................................. 11
   5.3 The JRLOS Strategy and Budgeting Framework ............................................... 12
   5.4 Annual high level Retreat priorities ................................................................... 12
6 The Strategic Plan ..................................................................................................... 14
   6.1 Objectives, activities, expected outputs (targets), indicators ................................. 14
   6.2 Contribution to the M&E frameworks .................................................................. 14
   6.3 Annual implementation plan .............................................................................. 14
7 Costing the Strategic Plan - MTEF ........................................................................... 24
   7.1 Building a programmatic MTEF and showing the ‘Sector MTEF’ ......................... 24
   7.2 Inclusion off budget funding ............................................................................. 24
Annexe 1: Organization chart MINIJUST ................................................................. 26
Annex 2: The JRLOS’ contribution to the EDPRS and CPAF strategic outcomes and policy actions ............................................................................................................. 27
Annex 3: Activities/responsibilities JRLOS Strategy and Budgeting framework .......... 33
Annex 5. Contribution of the MINIJUST low level (activity) indicators to higher level indicators in EDPRS and JRLOS ................................................................. 38
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

<table>
<thead>
<tr>
<th>№</th>
<th>acronyms / abbreviations</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>ADR</td>
<td>Alternative dispute resolution</td>
</tr>
<tr>
<td>2</td>
<td>BTC</td>
<td>Belgian Technical Cooperation</td>
</tr>
<tr>
<td>3</td>
<td>CLS</td>
<td>Civil Litigation Services (MINIJUST)</td>
</tr>
<tr>
<td>4</td>
<td>CPHRLAS</td>
<td>Community Programs, Human Rights and Legal Aid Services (MINIJUST)</td>
</tr>
<tr>
<td>5</td>
<td>DB</td>
<td>Development Budget</td>
</tr>
<tr>
<td>6</td>
<td>EDPRS</td>
<td>Economic Development &amp; Poverty Reduction Strategy</td>
</tr>
<tr>
<td>7</td>
<td>FRW</td>
<td>Rwandan francs</td>
</tr>
<tr>
<td>8</td>
<td>GoR</td>
<td>Government of Rwanda</td>
</tr>
<tr>
<td>9</td>
<td>ICT</td>
<td>Information &amp; Communication Technology</td>
</tr>
<tr>
<td>10</td>
<td>ICTR</td>
<td>International Criminal Tribunal for Rwanda</td>
</tr>
<tr>
<td>11</td>
<td>ILPD</td>
<td>Institute of Legal Practice and Development</td>
</tr>
<tr>
<td>12</td>
<td>JRLOS</td>
<td>Justice, Reconciliation, Law &amp; Order Sector</td>
</tr>
<tr>
<td>13</td>
<td>LAS</td>
<td>Legal Advisory Services (MINIJUST)</td>
</tr>
<tr>
<td>14</td>
<td>LDS</td>
<td>Legislative Drafting Services (MINIJUST)</td>
</tr>
<tr>
<td>15</td>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
</tr>
<tr>
<td>16</td>
<td>MAJ</td>
<td>Maison d’Accès à la Justice - (Access to Justice Bureau)</td>
</tr>
<tr>
<td>17</td>
<td>MDGs</td>
<td>Millenium Development Goals</td>
</tr>
<tr>
<td>18</td>
<td>MINADEF</td>
<td>Ministry of Defence</td>
</tr>
<tr>
<td>19</td>
<td>MINALOC</td>
<td>Ministry of Local Government, Good Governance and Social Welfare</td>
</tr>
<tr>
<td>20</td>
<td>MINECOFIN</td>
<td>Ministry of Economic Planning and Finance</td>
</tr>
<tr>
<td>21</td>
<td>MINIJUST</td>
<td>Ministry of Justice</td>
</tr>
<tr>
<td>22</td>
<td>MININTER</td>
<td>Ministry of Internal Affairs</td>
</tr>
<tr>
<td>23</td>
<td>MIS</td>
<td>Management information system</td>
</tr>
<tr>
<td>24</td>
<td>MTEF</td>
<td>Medium term expenditure framework</td>
</tr>
<tr>
<td>25</td>
<td>NCHR</td>
<td>National Commission for Human Rights</td>
</tr>
<tr>
<td>26</td>
<td>NICI</td>
<td>National Information and Communication Infrastructure (Plan)</td>
</tr>
<tr>
<td>27</td>
<td>NPPA</td>
<td>National Public Prosecution Authority</td>
</tr>
<tr>
<td>28</td>
<td>NURC</td>
<td>National Unity and Reconciliation Commission</td>
</tr>
<tr>
<td>29</td>
<td>RB</td>
<td>Recurrent Budget</td>
</tr>
<tr>
<td>30</td>
<td>OG</td>
<td>Official Gazette of the Republic of Rwanda</td>
</tr>
<tr>
<td>31</td>
<td>RNP</td>
<td>Rwanda National Police</td>
</tr>
<tr>
<td>32</td>
<td>SBS</td>
<td>Sector budget support</td>
</tr>
<tr>
<td>33</td>
<td>SWAp</td>
<td>Sector wide approach</td>
</tr>
<tr>
<td>34</td>
<td>UNDP</td>
<td>United Nations Development Programme</td>
</tr>
</tbody>
</table>
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 JRLOS 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:

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Committed Leadership</td>
<td>1. Resource constraints</td>
</tr>
<tr>
<td>2. Strong vision</td>
<td>2. Lack of public perception surveys</td>
</tr>
<tr>
<td>3. Successful and far reaching institutional and legal reforms</td>
<td>3. Lack of a strong planning capacity</td>
</tr>
<tr>
<td>4. Availability of qualified professionals</td>
<td>4. Lack of enough experienced personnel</td>
</tr>
<tr>
<td>5. Expanding provision of services</td>
<td>5. Insufficient service provision to the population, especially legal advice / representation</td>
</tr>
<tr>
<td>6. Relatively strong policy development capacity</td>
<td>6. Absence of a regulatory framework of access to justice</td>
</tr>
<tr>
<td>7. High level of cooperation between sector institutions</td>
<td>7. Low quality of justice at community level (Abunzi, Court bailiffs, Civil Registry officers, etc.)</td>
</tr>
<tr>
<td>8. Innovative approaches to community level justice</td>
<td>8. Lack of a Monitoring &amp; Evaluation Framework</td>
</tr>
<tr>
<td>11. Relatively strong ICT infrastructure</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Government commitment through EDPRS programme to Rule of Law and Institutional Capacity Development</td>
<td>1. Negative Perceptions from some international human rights watchdogs</td>
</tr>
<tr>
<td>2. Joint Governance Assessment provides foundation for M&amp;E and accountability</td>
<td>2. Insufficient resource allocation to the JRLO Sector</td>
</tr>
<tr>
<td>3. Build on innovations in community justice, mediation and security</td>
<td>3. Donors may withhold funding for political reasons</td>
</tr>
<tr>
<td>4. Build on JRLO sector strategy and SWAp</td>
<td>4. Insufficient funding for management, coordination, and M&amp;E including baseline surveys</td>
</tr>
<tr>
<td>5. Learn from best practices of justice reforms elsewhere</td>
<td>5. Wrong use of the principle of universal jurisdiction</td>
</tr>
<tr>
<td>6. Development partner support</td>
<td>6. Insecurity in the Great lakes region</td>
</tr>
<tr>
<td>7. Growing availability of Capacity development institutions (ILPD, Higher Learning institutions, RIAM, etc.) and qualified professionals</td>
<td></td>
</tr>
<tr>
<td>8. Potential establishment of a Law Reform commission</td>
<td></td>
</tr>
<tr>
<td>9. Availability of a national and regional ICT networking infrastructure</td>
<td></td>
</tr>
<tr>
<td>10. Better Justice cooperation with other countries through Regional integration</td>
<td></td>
</tr>
</tbody>
</table>
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 JROS 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).

<table>
<thead>
<tr>
<th>Ref Activity</th>
<th>MINIJUST Strategic Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.3.2</td>
<td>1.1 Design affordable costed National Plan for Universal Access to Legal Advice and Assistance</td>
</tr>
<tr>
<td>2.3.3</td>
<td>1.2 Put in place Regulatory framework for National Plan for Universal Access to Legal Advice and Assistance</td>
</tr>
<tr>
<td>2.3.4</td>
<td>1.3 Continue to establish and enhance Maisons d’ Accès à la Justice/ Access to Justice Offices in every district</td>
</tr>
<tr>
<td>2.3.2</td>
<td>1.4 Implement National Plan for Universal Access to Legal Advice and Assistance</td>
</tr>
<tr>
<td>2.3.5</td>
<td>1.5 Train Abunzi</td>
</tr>
<tr>
<td>2.3.5/6</td>
<td>1.6 Reinforce and fully operationalise the Abunzi system</td>
</tr>
<tr>
<td>4.3.1</td>
<td>1.8.2 End-to-end detailed process map of criminal justice system</td>
</tr>
<tr>
<td>2.3.1</td>
<td>1.12 Review system for enforcement of civil judgments</td>
</tr>
<tr>
<td>4.3.1</td>
<td>1.13 Undertake cross sectoral needs assessment and develop prioritised funding plan</td>
</tr>
</tbody>
</table>

Output 1: Universal access to quality justice

Output 3: Rule of Law: Accountability and Human Rights Promoted

<table>
<thead>
<tr>
<th>Ref Activity</th>
<th>MINIJUST Strategic Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.3.1</td>
<td>3.2 Design and implement measures to improve legal drafting and law making</td>
</tr>
<tr>
<td>1.3.2</td>
<td>3.2.1 Operationalise Law Reform Commission</td>
</tr>
<tr>
<td>1.3.3</td>
<td>3.2.2 Map legislative process and develop clear procedures for efficiency and quality control</td>
</tr>
<tr>
<td>2.3.2</td>
<td>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))</td>
</tr>
<tr>
<td>2.3.2</td>
<td>3.5 Design and implement measures to reinforce Sector inspection mechanisms</td>
</tr>
<tr>
<td>2.4.1</td>
<td>3.7 Domesticate ratified international human rights instruments</td>
</tr>
<tr>
<td>2.4.1</td>
<td>3.8 Ensure timely reporting in respect of Rwanda’s ratified human rights instruments</td>
</tr>
</tbody>
</table>

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).

<table>
<thead>
<tr>
<th>Strategic objective:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve the quality and harmonize existing and new laws,</td>
</tr>
<tr>
<td>Promote the Rule of Law, Human Rights, Legal Aid and eradicate genocide ideology</td>
</tr>
<tr>
<td>Improve the quality of legal services to the Government,</td>
</tr>
<tr>
<td>Enhance the capacity of the Ministry to improve the implementation of its mandate</td>
</tr>
</tbody>
</table>

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**

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

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

<table>
<thead>
<tr>
<th>JRLOS</th>
<th>Activity</th>
<th>Resp.</th>
<th>Expected output</th>
<th>Indicator</th>
<th>MOV</th>
<th>09/10</th>
<th>10/11</th>
<th>11/12</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2.2.7 Set up a database to track services offered to the population</td>
<td>LSD/ICT</td>
<td>Database available</td>
<td>Availability of statistics on time</td>
<td>-Database</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Subprogramme 2.3: Increased efficiency in the Justice system

<table>
<thead>
<tr>
<th></th>
<th>Activity</th>
<th>Resp.</th>
<th>Expected output</th>
<th>Indicator</th>
<th>MOV</th>
<th>09/10</th>
<th>10/11</th>
<th>11/12</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.12</td>
<td>2.3.1 Improve the execution of judgments</td>
<td>CPHRLAS</td>
<td>Law on bailiffs profession</td>
<td>Promulgated law</td>
<td>-Official gazette</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1 1.4 3.4</td>
<td>2.3.2 Design Legal Aid Policy</td>
<td>CPHRLAS</td>
<td>Legal Aid Policy defined</td>
<td>Document on Legal Aid Policy</td>
<td>-Library</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2</td>
<td>2.3.3 Establish a Legal Aid Framework regarding access to justice</td>
<td>LDS CPHRLAS</td>
<td>Legal aid framework established</td>
<td>Law availability</td>
<td>-Official gazette</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3</td>
<td>2.3.4 Set up new Access to Justice Bureaux (MAJ)</td>
<td>CPHRLAS</td>
<td>30 Bureaux established (one per district)</td>
<td>Nr of Bureaux established</td>
<td>-Districts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.5 1.6</td>
<td>2.3.5 Enhance capacity of mediators, bailiffs, notaries and registrars (Officiers de l’Etat Civil)</td>
<td>CPHRLAS</td>
<td>Trainings, Guiding documents</td>
<td>Nr and nature of training. Availability of good guiding documents</td>
<td>-Training reports -Guides in library</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.6</td>
<td>2.3.6 Coordinate and evaluate activities of mediators, bailiffs, notaries and registrars (Officiers de l’Etat Civil)</td>
<td>CPHRLAS</td>
<td>Justice services at central and decentralized level coordinated</td>
<td>Rate of execution of judgments. Nr of notified documents</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Subprogramme 2.4: Increase the level of respect of human rights

<table>
<thead>
<tr>
<th></th>
<th>Activity</th>
<th>Resp.</th>
<th>Expected output</th>
<th>Indicator</th>
<th>MOV</th>
<th>09/10</th>
<th>10/11</th>
<th>11/12</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.7 3.8</td>
<td>2.4.1 Make an inventory of all international instruments on Human Rights not yet signed: Propose for signature and ratification. File/submit and domesticate these instruments. Address the backlog of reports not yet filed for respective Human Rights bodies of already ratified instruments on Human rights.</td>
<td>CPHRLAS LDS</td>
<td>Human Rights instruments respectively proposed, ratified, filed/submitted, domesticated. Reports submitted/backlog cleared.</td>
<td>Nr of ratified instruments/reports submitted</td>
<td>-Reports</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.4.2 Sensitize the population on Human Rights</td>
<td></td>
<td>Population sensitized on domestical violation &amp; women and children rights</td>
<td>Nr of sensitization sessions. Level of</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

MINISTRY OF JUSTICE Strategic Plan 2009-2012  p 17 of 39
# 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

<table>
<thead>
<tr>
<th>JRLOS</th>
<th>Activity</th>
<th>Resp.</th>
<th>Expected output</th>
<th>Indicator</th>
<th>MOV</th>
<th>09/10</th>
<th>10/11</th>
<th>11/12</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>sensitization</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.4.3 Monitor respect of Human Rights in particular rights of women, children PLWHA and other vulnerable groups</td>
<td>CPHRLAS LAS</td>
<td>Vulnerable groups represented before courts, People oriented, Human Rights violation cases reported to Minjust resolved.</td>
<td>Nr of of vulnerable groups represented, Nr of cases resolved, Nr of people oriented</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.4.4 Participate in international conferences on Human Rights</td>
<td>CPHRLAS LAS</td>
<td>International conferences attended</td>
<td>Nr of international conferences, nr of participants</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.4.5 Commemorate key international Human Rights events</td>
<td>CPHRLAS LAS</td>
<td>International H.R. events commemorated</td>
<td>Nr of participants</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Subprogramme 2.5 : Contribute to the prosecution of genocide cases**

|       | 2.5.1 International cooperation to facilitate arrest and prosecution of genocide perpetrators | Crosscutt. | Genocide perpetrators prosecuted | Nr of suspects arrested and prosecuted, Nr of dialogues improved |     |       |       |       |
|       | 2.5.2 Speed up the transfer of genocide cases from IPTPr to Rwanda | Crosscutt. | Genocide cases transferred | Number of cases |     |       |       |       |

**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 | Crosscutt. | Genocide prevention improved | Nr of dialogues participated to |     |       |       |       |
## 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

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

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

### 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**

<table>
<thead>
<tr>
<th>JRLOS</th>
<th>Activity</th>
<th>Resp.</th>
<th>Expected output</th>
<th>Indicator</th>
<th>MOV</th>
<th>09/10</th>
<th>10/11</th>
<th>11/12</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Subprogramme 4.1: Strengthen internal coordination and communication capacity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.1.1 Develop a procedures manual.</td>
<td>HR</td>
<td>Procedures manual available and used</td>
<td>Procedures manual, level of use</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.1.2 Reinforce financial management and control mechanism.</td>
<td>FINANCE</td>
<td>Sage pastel shared, staff trained, system maintained</td>
<td>Nr of pastel users, trained staff, training sessions, Maintenance contract</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>JRLOS</th>
<th>Activity</th>
<th>Resp.</th>
<th>Expected output</th>
<th>Indicator</th>
<th>MOV</th>
<th>09/10</th>
<th>10/11</th>
<th>11/12</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Subprogramme 4.2: Reinforce MINIJUST human, material and financial capacities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.1.3 Put in place electronic archiving system</td>
<td>JRLOS Sec HR ICT</td>
<td>Electronic archiving system operational</td>
<td>Availability of archiving system</td>
<td>Ministry</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.2.1 Carry out training needs assessment</td>
<td>HR</td>
<td>Training needs assessment made.</td>
<td>Report training needs.</td>
<td>-Report</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.2.2 Recruit new staff as needed.</td>
<td>HR</td>
<td>Staff recruited.</td>
<td>Nr staff recruited</td>
<td>Contracts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.2.3 Organize training sessions.</td>
<td>HR</td>
<td>Staff trained.</td>
<td>Nr staff trained/nr training sessions.</td>
<td>-Training reports</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.2.4 Establish performance evaluation system</td>
<td>HR</td>
<td>Performance evaluation system operational.</td>
<td>Clear job descriptions, performance contracts, evaluation questionnaire.</td>
<td>-Performance contracts and evaluation filed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.2.5 Rehabilitate MINIJUST building.</td>
<td>HR</td>
<td>MINIJUST building in good condition.</td>
<td>Rehab MINIJUST building contracts, progress reports.</td>
<td>Ministry</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.2.6 Acquire and codify office furniture and equipment</td>
<td>HR</td>
<td>Office furniture/equipment available.</td>
<td>Nr office furniture/equipment.</td>
<td>Stock &amp; inventory</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.2.7 Set up HR management database</td>
<td>HR ICT</td>
<td>HR management database operational</td>
<td>HR management database</td>
<td>In HR service</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Subprogramme 4.3 Coordinate JRLOS Policy, Planning, Budgeting, ICT and M&amp;E</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>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</td>
<td>JRLOS Sec Planning JRLOS-Inst.</td>
<td>JRLOS policies and planning and programmes updated. Consultancy studies implemented</td>
<td>Nr of Policies/planning documents developed/reviewed Nr of studies prepared and studies monitored and facilitated.</td>
<td>-Library reports</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### 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**

<table>
<thead>
<tr>
<th>JRLOS</th>
<th>Activity</th>
<th>Resp.</th>
<th>Expected output</th>
<th>Indicator</th>
<th>MOV</th>
<th>09/10</th>
<th>10/11</th>
<th>11/12</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4.3.2 Monitor and Evaluate JRLOS performance</td>
<td>JRLOS Sec Planning JRLOS-Inst.</td>
<td>JRLOS M&amp;E framework available and operational. GoR informed on status of JRLOS strategies and programmes</td>
<td>JRLOS M&amp;E framework</td>
<td>-Reports MoUs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Nr. Meetings of TWGs, training sessions, Steering Committee, leadership group, SWG</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Nr of data collected. Reports produced (JSR…).</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Nr. negotiation meetings with DPs (MoUs)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

|        | 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**

<table>
<thead>
<tr>
<th>JRLOS</th>
<th>Activity</th>
<th>Resp.</th>
<th>Expected output</th>
<th>Indicator</th>
<th>MOV</th>
<th>09/10</th>
<th>10/11</th>
<th>11/12</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4.3.4 Strengthen JRLOS -ICT, internal coordination and communication strategy</td>
<td>JRLOS Sec ICT, JRLOS-Inst DPs</td>
<td>Public Expenditure Review (PER) prepared and implemented</td>
<td>PER available (2010)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Nr. negotiation meetings with DPs (MoUs)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.3.5 Promote JRLOS SWAp</td>
<td>JRLOS Sec + Instit.</td>
<td>Availability and functioning of MIS, procedures manual, trained financial management staff, electronic archiving system</td>
<td>MIS, procedures manual, nr of trainings/participants, nr of pastel users, maintenance contract</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Workshop(s) and fieldtrip reports.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Contacts/interaction with other SWAp s in Justice sector</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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 MINJUST 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 MINJUST’s current MTEF structure does not follow the same programmatic structure as the strategic plan:

**Current MTEF structure**

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

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 MINJUST - 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

<table>
<thead>
<tr>
<th>Programme/subprogramme</th>
<th>2009/2010 Budget</th>
<th>Off budget</th>
<th>Total financing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Programme 1: Improvement of the quality and harmonization of existing and new laws</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sub-programme 1.1: Harmonize existing laws with the Constitution, EAC laws and international ratified instruments.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sub-programme 1.2: Improve the quality of national laws</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sub-programme 1.3: Standardise legislative drafting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sub-programme 1.4: Ensure proper translation of national legislation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Programme 2: Promote the Rule of Law, Human Rights, Legal Aid. Eradicate the genocide ideology</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subprogramme 2.1: Strengthen partnerships with international justice institutions and organisations.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subprogramme 2.2: Increase the level of public confidence in the Rule of Law</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subprogramme 2.3: Increased efficiency in the Justice system</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subprogramme 2.4: Increase the level of respect of human rights</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subprogramme 2.5: Contribute to the prosecution of genocide cases</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subprogramme 2.6: Contribute to the prevention of genocide</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Programme 3: Improve the quality of legal services to the Government</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subprogramme 3.1: Standardise processes in litigations and settlements out of court</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subprogramme 3.2: Standardise processes in legal advice</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Programme 4: Enhance the capacity of the Ministry to improve the implementation of its mandate</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subprogramme 4.1: Strengthen internal coordination and communication capacity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subprogramme 4.2: Reinforce MINIJUST human, material and financial capacities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subprogramme 4.3: Coordinate JRLOS Policy, Planning, Budgeting, ICT and M&amp;E</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Annexe 1: Organization chart MINIJUST
### EDPRS Strategic outcome: 3.5 Improved public accountability

#### Indicator 3.5.2: Percentage of corruption cases treated

<table>
<thead>
<tr>
<th>Expected Performance</th>
<th>Public Policy Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>100 cases entered in NPPA. 47% of them are treated</td>
<td>Set up an effective coordination between institutions in charge of fighting against corruption.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Targets 2009</th>
<th>Targets 2010</th>
<th>Target 2011</th>
<th>Target 2012</th>
<th>Source of Data</th>
<th>EDPRS Described Policy Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>100 cases entered are treated</td>
<td>NPPA data system</td>
<td>Increase efficiency in overall justice system</td>
<td>Set up an effective coordination between institutions in charge of fighting against corruption.</td>
<td>Popularise laws on corruption and accountability</td>
<td>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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>100 cases entered are treated</td>
<td>NPPA data system</td>
<td>Increase efficiency in overall justice system</td>
<td>Set up an effective coordination between institutions in charge of fighting against corruption.</td>
<td>Popularise laws on corruption and accountability</td>
<td>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.</td>
<td>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.</td>
<td>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.</td>
</tr>
</tbody>
</table>

**Targets**
- 2010: 60% of cases entered are treated
- 2011: 65% of cases entered are treated
- 2012: 70% of cases entered are treated
- 2013: 75% of cases entered are treated
## 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**

<table>
<thead>
<tr>
<th>EXPECTED PERFORMANCE</th>
<th>PUBLIC POLICY ACTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>54,409 case backlog</td>
<td>48,409 case backlog (60,000 cases are solved by courts)</td>
</tr>
<tr>
<td>4,400 cases are submitted by prosecution services to courts</td>
<td>6,600 cases are submitted by prosecution services to courts</td>
</tr>
</tbody>
</table>

**Targets 2009 Baseline 2006**

- **Submit Promulgation law to establish Commercial Courts to Parliament.**
- **Conduct assessment of fiscal and commercial laws (MINJUST 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).**
- **Complete construction of 1 Commercial Courts and train 10 Commercial Court staff.**
- **Establish business information system and organise visits to foreign commercial courts for judges.**

**Expected Performance**

- **54,409 case backlog**
  - 48,409 case backlog (60,000 cases solved by courts)
  - 37,909 case backlog (10,500 cases solved by courts)
  - 27,009 case backlog (10,200 cases solved by courts)
  - 17,209 case backlog (10,500 cases solved by courts)
  - 6,709 cases backlog (10,500 cases solved by courts)
- **4,400 cases are submitted by prosecution services to courts**
  - 6,600 cases are submitted by prosecution services to courts
  - 6,709 cases backlog (10,500 cases solved by courts)
  - 27,009 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)

**Public Policy Actions**

- **EDPRS Described Policy Action**
  - Submit Promulgation law to establish Commercial Courts to Parliament.
  - Conduct assessment of fiscal and commercial laws (MINJUST 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).
  - Complete construction of 1 Commercial Courts and train 10 Commercial Court staff.
  - Complete construction of ILPD completed. Establish bureau of justice in 6 districts.
  - Complete construction of ILPD completed. Establish bureau of justice in 7 districts.

**Key Policy Benchmarks/Outputs by Year**

- **2008**
  - **Submit Promulgation law to establish Commercial Courts to Parliament.**
  - **Conduct assessment of fiscal and commercial laws (MINJUST 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).**
  - **Complete construction of 1 Commercial Courts and train 10 Commercial Court staff.**
  - **Establish business information system and organise visits to foreign commercial courts for judges.**

- **2009 Jan - June**
  - **Submit Promulgation law to establish Commercial Courts to Parliament.**
  - **Conduct assessment of fiscal and commercial laws (MINJUST 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).**
  - **Complete construction of 1 Commercial Courts and train 10 Commercial Court staff.**
  - **Establish business information system and organise visits to foreign commercial courts for judges.**

- **2009/2010**
  - **Submit Promulgation law to establish Commercial Courts to Parliament.**
  - **Conduct assessment of fiscal and commercial laws (MINJUST 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).**
  - **Complete construction of 1 Commercial Courts and train 10 Commercial Court staff.**
  - **Establish business information system and organise visits to foreign commercial courts for judges.**

- **2010/2011**
  - **Submit Promulgation law to establish Commercial Courts to Parliament.**
  - **Conduct assessment of fiscal and commercial laws (MINJUST 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).**
  - **Complete construction of 1 Commercial Courts and train 10 Commercial Court staff.**
  - **Establish business information system and organise visits to foreign commercial courts for judges.**

- **2011/2012**
  - **Submit Promulgation law to establish Commercial Courts to Parliament.**
  - **Conduct assessment of fiscal and commercial laws (MINJUST 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).**
  - **Complete construction of 1 Commercial Courts and train 10 Commercial Court staff.**
  - **Establish business information system and organise visits to foreign commercial courts for judges.**

- **2012/2013**
  - **Submit Promulgation law to establish Commercial Courts to Parliament.**
  - **Conduct assessment of fiscal and commercial laws (MINJUST 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).**
  - **Complete construction of 1 Commercial Courts and train 10 Commercial Court staff.**
  - **Establish business information system and organise visits to foreign commercial courts for judges.**
Indicator 3.6.2: Percentage of Prisoners relevant to actual Jail Capacity

<table>
<thead>
<tr>
<th>Baseline 2006</th>
<th>Targets 2009</th>
<th>Targets 2010</th>
<th>Target 2011</th>
<th>Target 2012</th>
<th>Source of Data</th>
<th>EDPRS Described Policy Action</th>
<th>PUBLIC POLICY ACTIONS</th>
<th>Key Policy Benchmarks/Outputs by Year</th>
<th>Responsibility Centre</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>140%</td>
<td>135%</td>
<td>120%</td>
<td>110%</td>
<td>100% National prison service (NPS)</td>
<td>Increase productive capacity of prisons and ease the pressure on prison infrastructure</td>
<td>Continue expansion of Butare prison</td>
<td>Continue expansion of Butare prison Begin construction of Butamwa prison</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Acceleration of TIG activities</td>
<td>Speeding up of judgement execution</td>
<td>Acceleration of TIG activities Speeding up of judgement execution</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Acceleration of TIG activities</td>
<td>Speeding up of judgement execution</td>
<td>Acceleration of TIG activities Speeding up of judgement execution</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Acceleration of TIG activities</td>
<td>Speeding up of judgement execution</td>
<td>Acceleration of TIG activities Speeding up of judgement execution</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Acceleration of TIG activities</td>
<td>Speeding up of judgement execution</td>
<td>Acceleration of TIG activities Speeding up of judgement execution</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Acceleration of TIG activities</td>
<td>Speeding up of judgement execution</td>
<td>Acceleration of TIG activities Speeding up of judgement execution</td>
</tr>
</tbody>
</table>

MINISTRY OF JUSTICE Strategic Plan 2009-2012  p 29 of 39
Indicator 3.6.3. : Proportion of Human Rights reports timely submitted

<table>
<thead>
<tr>
<th>Source of Data</th>
<th>EDPRS Described Policy Action</th>
<th>Key Policy Benchmarks/Outputs by Year</th>
<th>Responsibility Centre</th>
</tr>
</thead>
<tbody>
<tr>
<td>50%</td>
<td>55%</td>
<td>65%</td>
<td>70%</td>
</tr>
<tr>
<td>MINJUST reports</td>
<td>NHRC reports</td>
<td>Human rights treaties are signed or ratified and incorporated in national legislation to ensure they are observed and implemented</td>
<td>Propose the signature and ratification of international instruments not yet signed or ratified and incorporate them in national legislation</td>
</tr>
<tr>
<td>MIFOTRA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Responsibility Centre</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MINJUST</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MIFOTRA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Responsibility Centre</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MINJUST</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MIFOTRA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Responsibility Centre</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Indicator 3.6.4: Proportion of Resolved Human Rights cases

<table>
<thead>
<tr>
<th>Expected Performance</th>
<th>Public Policy Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Targets 2009</strong></td>
<td>35%</td>
</tr>
<tr>
<td><strong>Targets 2010</strong></td>
<td>40%</td>
</tr>
<tr>
<td><strong>Targets 2011</strong></td>
<td>50%</td>
</tr>
<tr>
<td><strong>Targets 2012</strong></td>
<td>60%</td>
</tr>
<tr>
<td><strong>Targets 2013</strong></td>
<td>70%</td>
</tr>
<tr>
<td><strong>Source of Data</strong></td>
<td>NHRC reports</td>
</tr>
</tbody>
</table>

#### DESCRIBED POLICY ACTION

- **Baselines**
  - 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

- **Targets**
  - At least 2 cooperatives for Handicapped persons are trained on human rights
  - Members of the National Women Council (Conseil national des Femmes) are trained on 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

- **Baseline 2006**
  - Sensitize and educate the population on Human rights
  - At least 2 cooperatives for Handicapped persons are trained on human rights
  - Members of the National Women Council (Conseil national des Femmes) are trained on human rights
  - 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

- **Targets 2012**
  - 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

- **Baseline 2008**
  - Sensitize and educate the population on Human rights
  - At least 2 cooperatives for Handicapped persons are trained on human rights
  - Members of the National Women Council (Conseil national des Femmes) are trained on human rights
  - 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

- **Targets 2009**
  - Sensitize and educate the population on Human rights
  - At least 2 cooperatives for Handicapped persons are trained on human rights
  - Members of the National Women Council (Conseil national des Femmes) are trained on human rights
  - 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

- **Targets 2010**
  - Sensitize and educate the population on Human rights
  - At least 2 cooperatives for Handicapped persons are trained on human rights
  - Members of the National Women Council (Conseil national des Femmes) are trained on human rights
  - 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

- **Targets 2011**
  - Sensitize and educate the population on Human rights
  - At least 2 cooperatives for Handicapped persons are trained on human rights
  - Members of the National Women Council (Conseil national des Femmes) are trained on human rights
  - 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

- **Targets 2012**
  - Sensitize and educate the population on Human rights
  - At least 2 cooperatives for Handicapped persons are trained on human rights
  - Members of the National Women Council (Conseil national des Femmes) are trained on human rights
  - 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

- **Targets 2013**
  - Sensitize and educate the population on Human rights
  - At least 2 cooperatives for Handicapped persons are trained on human rights
  - Members of the National Women Council (Conseil national des Femmes) are trained on human rights
  - 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

- **Baseline 2006**
  - Sensitize and educate the population on Human rights
  - At least 2 cooperatives for Handicapped persons are trained on human rights
  - Members of the National Women Council (Conseil national des Femmes) are trained on human rights
  - 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

- **Targets 2009**
  - Sensitize and educate the population on Human rights
  - At least 2 cooperatives for Handicapped persons are trained on human rights
  - Members of the National Women Council (Conseil national des Femmes) are trained on human rights
  - 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

- **Targets 2010**
  - Sensitize and educate the population on Human rights
  - At least 2 cooperatives for Handicapped persons are trained on human rights
  - Members of the National Women Council (Conseil national des Femmes) are trained on human rights
  - 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

- **Targets 2011**
  - Sensitize and educate the population on Human rights
  - At least 2 cooperatives for Handicapped persons are trained on human rights
  - Members of the National Women Council (Conseil national des Femmes) are trained on human rights
  - 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

- **Targets 2012**
  - Sensitize and educate the population on Human rights
  - At least 2 cooperatives for Handicapped persons are trained on human rights
  - Members of the National Women Council (Conseil national des Femmes) are trained on human rights
  - 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

- **Targets 2013**
  - Sensitize and educate the population on Human rights
  - At least 2 cooperatives for Handicapped persons are trained on human rights
  - Members of the National Women Council (Conseil national des Femmes) are trained on human rights
  - 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
### EDPRS Strategic Outcome 3.7 Reduced crime

**Indicator 3.7.1. : Reduced crime rate**

<table>
<thead>
<tr>
<th>10%</th>
<th>15%</th>
<th>17%</th>
<th>20%</th>
<th>23%</th>
<th>25%</th>
</tr>
</thead>
</table>

- 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, Minjust, police, judiciary and development partners
### Annex 3: Activities/responsibilities JRLOS Strategy and Budgeting framework

<table>
<thead>
<tr>
<th>Activity</th>
<th>Lead Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output 1: Universal access to quality justice</strong></td>
<td></td>
</tr>
<tr>
<td>1.1 Design affordable costed National Plan for Universal Access to Legal Advice and Assistance</td>
<td>MINIJUST</td>
</tr>
<tr>
<td>1.2 Put in place Regulatory framework for National Plan for Universal Access to Legal Advice and Assistance</td>
<td>MINIJUST</td>
</tr>
<tr>
<td>1.3 Continue to establish and enhance Maisons d’Accès à la Justice/Access to Justice Offices in every district</td>
<td>MINIJUST</td>
</tr>
<tr>
<td>1.4 Implement National Plan for Universal Access to Legal Advice and Assistance</td>
<td>MINIJUST</td>
</tr>
<tr>
<td>1.5 Train Abunzi</td>
<td>MINIJUST</td>
</tr>
<tr>
<td>1.6 Reinforce and fully operationalise the Abunzi system</td>
<td>MINIJUST</td>
</tr>
<tr>
<td>1.7 Put in place and implement mechanisms for eliminating case backlog in the formal justice system</td>
<td>Supreme Court</td>
</tr>
<tr>
<td>1.8 Design and implement measures to reduce average time to process criminal cases</td>
<td></td>
</tr>
<tr>
<td>1.8.1 Set up local criminal justice committees</td>
<td>Supreme Court</td>
</tr>
<tr>
<td>1.8.2 End-to-end detailed process map of criminal justice system</td>
<td>MINIJUST/ Secretariat</td>
</tr>
<tr>
<td>1.9 Design and implement measures to improve crime detection and investigation</td>
<td>RNP</td>
</tr>
<tr>
<td>1.9.1 Detection</td>
<td>RNP</td>
</tr>
<tr>
<td>Enhance crime detection capacity</td>
<td></td>
</tr>
<tr>
<td>Enhance investigation capacity</td>
<td></td>
</tr>
<tr>
<td>Improve criminal records system to assist with the investigation of crimes and analysis of crime trends.</td>
<td></td>
</tr>
<tr>
<td>Enhance forensic capacity</td>
<td></td>
</tr>
<tr>
<td>Improve cooperation with other countries in the fight against transnational and organized crimes</td>
<td></td>
</tr>
<tr>
<td>1.9.2 Investigation</td>
<td>RNP</td>
</tr>
<tr>
<td>Gather, analyze, collate, interpret and disseminate intelligence, focusing on priority crime</td>
<td></td>
</tr>
<tr>
<td>Enhance informant/agents networks to improve detection of crime</td>
<td></td>
</tr>
<tr>
<td>Fight against corruption and other misconduct-related cases in RNP</td>
<td>Ombudsman/RNP</td>
</tr>
<tr>
<td>1.10 Design and implement measures to strengthen the NPPA</td>
<td>NPPA-ONPJ</td>
</tr>
<tr>
<td>1.11 Design and implement measures to speed up processing of commercial cases</td>
<td>Supreme Court</td>
</tr>
<tr>
<td>1.12 Review system for enforcement of civil judgments</td>
<td>MINIJUST</td>
</tr>
<tr>
<td>1.13 Undertake cross sectoral needs assessment and develop prioritised funding plan</td>
<td>MINIJUST</td>
</tr>
<tr>
<td><strong>Output 2: Genocide ideology eradicated and reconciliation mechanisms reinforced</strong></td>
<td></td>
</tr>
<tr>
<td>2.1 Design and implement measures to expedite processing of remaining Gacaca cases</td>
<td>Gacaca Service</td>
</tr>
<tr>
<td>2.1.1 Intensive training to Gacaca judges for category 1 cases</td>
<td>Gacaca Service</td>
</tr>
<tr>
<td>2.1.2 Strengthen supervision of Gacaca courts</td>
<td>Gacaca Service</td>
</tr>
<tr>
<td></td>
<td>Design and implement measures to strengthen information gathering and develop Documentation Centre</td>
</tr>
<tr>
<td>---</td>
<td>-------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>2.3</td>
<td>Develop exit strategy for Gacaca Courts</td>
</tr>
<tr>
<td>2.4</td>
<td>Develop Witness Protection Scheme initially aimed at genocide cases</td>
</tr>
<tr>
<td>2.5</td>
<td>Design and implement measures to strengthen provision of TIG work camps (to 190 by June 2009)</td>
</tr>
<tr>
<td>2.6</td>
<td>Design and implement measures to strengthen NURC’s programmes of unity and reconciliation building</td>
</tr>
<tr>
<td>2.6.1</td>
<td>Expand Itororo ry’igihugu programme</td>
</tr>
<tr>
<td>2.6.2</td>
<td>Expand capacity of NURC to support early warning conflict prevention and management</td>
</tr>
</tbody>
</table>

**Output 3: Rule of Law: Accountability and Human Rights Promoted**

<table>
<thead>
<tr>
<th></th>
<th>Design and implement activities to consolidate independence of the Judiciary - Build capacity of Superior Council of the Judiciary</th>
<th>Supreme Court</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Design and implement measures to improve legal drafting and law making</td>
<td></td>
</tr>
<tr>
<td>3.2.1</td>
<td>Operationalise Law Reform Commission</td>
<td>MINIJUST</td>
</tr>
<tr>
<td>3.2.2</td>
<td>Map legislative process and develop clear procedures for efficiency and quality control</td>
<td>MINIJUST</td>
</tr>
<tr>
<td>3.3</td>
<td>Design and implement measures to strengthen ILPD</td>
<td>ILPD</td>
</tr>
<tr>
<td>3.3.1</td>
<td>Build capacity of ILPD</td>
<td>ILPD</td>
</tr>
<tr>
<td>3.3.2</td>
<td>Develop scheme for demand driven training (vouchers)</td>
<td>ILPD</td>
</tr>
<tr>
<td>3.4</td>
<td>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)</td>
<td>MINIJUST</td>
</tr>
<tr>
<td>3.5</td>
<td>Design and implement measures to reinforce Sector inspection mechanisms</td>
<td>MINIJUST</td>
</tr>
<tr>
<td>3.6</td>
<td>Develop effective complaints mechanisms</td>
<td>MINIJUST</td>
</tr>
<tr>
<td>3.7</td>
<td>Domesticate ratified international human rights instruments</td>
<td>MINIJUST</td>
</tr>
<tr>
<td>3.8</td>
<td>Ensure timely reporting in respect of Rwanda’s ratified human rights instruments</td>
<td>MINIJUST</td>
</tr>
<tr>
<td>3.9</td>
<td>Promote and enforce human rights</td>
<td>NCHR</td>
</tr>
<tr>
<td>3.10</td>
<td>Reinforce legal framework for declaration of assets</td>
<td>Ombudsman</td>
</tr>
<tr>
<td>3.11</td>
<td>Design and implement measures to strengthen performance and supervision of Local Defence</td>
<td>RNP</td>
</tr>
<tr>
<td>3.12</td>
<td>Design and implement measures to improve prison conditions and prisoner rehabilitation</td>
<td></td>
</tr>
<tr>
<td>3.12.1</td>
<td>Develop policy on alternatives to prison including mainstreaming TIG</td>
<td>MINIJUST /MININTER</td>
</tr>
<tr>
<td>3.12.2</td>
<td>Income generation/efficiency savings</td>
<td>Prisons Service</td>
</tr>
<tr>
<td>3.12.3</td>
<td>Prison inmates rehabilitation plan</td>
<td>Prisons Service</td>
</tr>
</tbody>
</table>

**Output 4: Safety, Law & Order maintained and enhanced**

<table>
<thead>
<tr>
<th></th>
<th>Design and implement measures to strengthen RNP community policing approaches</th>
<th>RNP</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Community sensitization and awareness programs (on crime prevention)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Improve the functioning of Community Policing Committees (CPCs)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase anti crime clubs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop marketing strategies for RNP activities</td>
<td></td>
</tr>
<tr>
<td>4.2 Design and implement measures to improve crime prevention methods, public order and security</td>
<td>RNP</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>Preserve law and order during major events and other authorized gatherings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve strategies for implementation of police operations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct public awareness campaigns on retrieval of illegal firearms</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strengthen firearms record keeping and stockpile management</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4.3 Maintain safety on roads</th>
<th>RNP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop appropriate strategies to improve road safety</td>
<td></td>
</tr>
<tr>
<td>Enhance the mechanism for issuance of drivers licences</td>
<td></td>
</tr>
<tr>
<td>Enhance the capacity for investigations of road accidents.</td>
<td></td>
</tr>
<tr>
<td>Improve traffic records system</td>
<td></td>
</tr>
<tr>
<td>Conduct technical inspections to vehicles for roadworthiness.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4.4 Enhance RNPs disaster management capacity</th>
<th>RNP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish early warning systems</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4.5 Address gender based violence</th>
<th>RNP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training of RNP staff on recognising and responding to gender violence</td>
<td></td>
</tr>
<tr>
<td>Increase number of female police officers from 9.7% in 2008 to 20% by 2013</td>
<td></td>
</tr>
</tbody>
</table>
### 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

<table>
<thead>
<tr>
<th>Programme/subprogramme</th>
<th>2008</th>
<th>2009-2010</th>
<th>2010-2011</th>
<th>2011-2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>1301 Administration and institutional support</td>
<td>1,272,6</td>
<td>1,502,5</td>
<td>1,816,8</td>
<td>1,984,9</td>
</tr>
<tr>
<td>130101 MANAGEMENT SUPPORT</td>
<td>1,131,0</td>
<td>1,326,8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>130102 ICT DEVELOPMENT</td>
<td>27,3</td>
<td>40,4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>130103 POLICIES PLANNING COORDINATION MONITORING AND EVALUATION</td>
<td>29,6</td>
<td>37,5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>130104 CAPACITY BUILDING</td>
<td>22,0</td>
<td>13,9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>130105 COORDINATION OF THE JUSTICE POLICIES AND PROGRAMS</td>
<td>62,6</td>
<td>83,8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1302 Initiation and drafting of legal texts</td>
<td>60,2</td>
<td>93,6</td>
<td>104,6</td>
<td>117,5</td>
</tr>
<tr>
<td>130201 POLICIES AND LEGISLATIVE STANDARDS</td>
<td>27,2</td>
<td>36,1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>130202 CODIFICATION AND DOCUMENTATION</td>
<td>14,5</td>
<td>29,6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>130203 LEGISLATION AND JURISPRUDENCE</td>
<td>13,1</td>
<td>15,1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>130204 TRANSLATION OF LAWS</td>
<td>5,4</td>
<td>12,8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1303 Promotion of the common program of human rights and judiciary support</td>
<td>186,8</td>
<td>370,9</td>
<td>262,9</td>
<td>295,3</td>
</tr>
<tr>
<td>130301 NOTIFICATION AND MANAGEMENT OF THE DOCUMENT DATABASE</td>
<td>27,0</td>
<td>13,7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>130302 LEGAL SUPPORT</td>
<td>40,0</td>
<td>176,0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>130303 ABUNZI</td>
<td>89,8</td>
<td>171,9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>130304 STRENGTHENING OF BAILIFFS</td>
<td>30,0</td>
<td>9,3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1304 Auxiliary services (1)</td>
<td>0,0</td>
<td>350,1</td>
<td>381,0</td>
<td>410,9</td>
</tr>
<tr>
<td>130402 LEGAL REFORM COMMISSION</td>
<td>0,0</td>
<td>350,1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1309 Solving the state disputes</td>
<td>1,151,2</td>
<td>1,059,7</td>
<td>1,185,1</td>
<td>1,331,0</td>
</tr>
<tr>
<td>130901 STATE LEGAL DISPUTES</td>
<td>1,151,2</td>
<td>1,059,7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1310 State judicial affairs</td>
<td>65,7</td>
<td>80,5</td>
<td>90,1</td>
<td>101,1</td>
</tr>
<tr>
<td>131001 STATE LEGAL AFFAIRS</td>
<td>65,7</td>
<td>80,5</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total budget</strong></td>
<td><strong>2,736,5</strong></td>
<td><strong>3,457,3</strong></td>
<td><strong>3,840,4</strong></td>
<td><strong>4,240,7</strong></td>
</tr>
</tbody>
</table>

26,3%
(1) Following subprogrammes belonging to MINIJUST's programme 'Auxiliary services' are not included:

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
<th>2008</th>
<th>2009-2010</th>
<th>2010-2011</th>
<th>2011-2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>130401</td>
<td>REPRESENTATION OF RWANDA WITH ICTR IN ARUSHA</td>
<td>94,2</td>
<td>106,5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>130403</td>
<td>TASK FORCE IN CHARGE OF TRANSFER OF ICTR ISSUES</td>
<td>127,7</td>
<td>83,6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>130404</td>
<td>INVESTIGATION ON THE CRASH OF FALCON 50 PLANE</td>
<td>400,0</td>
<td>0,0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>130406</td>
<td>COMMISSION IN CHARGE OF FOLLOW UP OF ABANDONED PROPERTY</td>
<td>22,0</td>
<td>63,3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Country</th>
<th>Description</th>
<th>2008</th>
<th>2009-2010</th>
<th>2010-2011</th>
<th>2011-2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Belgium</td>
<td>Support to Justice Sector II - JRLO coordination</td>
<td>47,8</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Belgium</td>
<td>Support to Justice Sector II - Strengthening of functioning</td>
<td>55,3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Belgium</td>
<td>Support to Justice Sector II - JRLO Legislative drafting</td>
<td>89,9</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Belgium</td>
<td>Support to Justice Sector II - JRLO Sensitization program</td>
<td>105,6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Belgium</td>
<td>Support to Justice Sector II - Project management</td>
<td>65,3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Belgium</td>
<td>Support to Justice Sector II - JRLO Legal Aid minors</td>
<td>86,4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Belgium</td>
<td>HIDA-JRLOS - support to JRLOS Secretariat</td>
<td>442,3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Neth.</td>
<td>Support to the Legal Aid Forum</td>
<td>150,2</td>
<td>0,0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>UNDP</td>
<td>Support to MINIJUST legal aid, Access to Justice</td>
<td>302,5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>USAID</td>
<td>'Rwanda Legal Aid' - (impl. by ASF)</td>
<td>101,8</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>USAID</td>
<td>Legislative Process strengthening funded by PEPFAR (impl. by ARD.Inc.)</td>
<td></td>
<td>24,8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>USAID</td>
<td>Rwanda case backlog reduction project-implemented by RCN Justice &amp; Peace</td>
<td></td>
<td>93,0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EU</td>
<td>Support to the Rule of Law 9ACP RW 011 - training Abunzi</td>
<td>320,1</td>
<td>109,4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EU</td>
<td>Support to the Rule of Law 9ACP RW 011 - SWAP study</td>
<td>165,6</td>
<td>0,0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EU</td>
<td>Support to the Rule of Law 9ACP RW 011 - Project evaluation</td>
<td>77,2</td>
<td>0,0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total off budget</td>
<td>1,567,5</td>
<td>669,4</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total financing 1+2  

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009-2010</th>
<th>2011-2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total financing 1+2</td>
<td>4,304,0</td>
<td>4,126,6</td>
<td>-4,1%</td>
</tr>
</tbody>
</table>
### Annex 5. Contribution of the MINIJUST low level (activity) indicators to higher level indicators in EDPRS and JRLOS

<table>
<thead>
<tr>
<th>MINIJUST Activity</th>
<th>Expected output</th>
<th>Indicator</th>
<th>Contributes to monitoring framework</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2.2 Improve legal framework in alternative conflict resolution and management</td>
<td>Legal framework established for Abunzi, Arbitration</td>
<td>Nr of laws reviewed</td>
<td>Ind. 2.1. Community perception of accessibility and quality of Abunzi</td>
</tr>
<tr>
<td>1.2.4 Establish and support the Law Reform Commission</td>
<td>NLRC will be established and reinforced in term of human and material resources</td>
<td>Operational Law Reform Commission</td>
<td>3.5.1 Number of cases processed by the civil, penal (excl. Genocide), and commercial courts</td>
</tr>
<tr>
<td>1.3.1 Familiarize MINIJUST lawyers with common and civil law systems</td>
<td>MINIJUST lawyers familiar with common and civil law systems</td>
<td>Nr of trainings and study tours conducted; nr of lawyers trained</td>
<td>Ind. 9.1. Public Perception of Rule of Law and Performance of Sector Institutions</td>
</tr>
<tr>
<td>1.3.2 Elaborate, publish and distribute the legislative drafting guide, the judicial lexicon and the directory of law &amp; decrees</td>
<td>Legislative drafting guide, the judicial lexicon and the directory of law &amp; decrees available</td>
<td>Guide, lexicon, directory</td>
<td>-do-</td>
</tr>
<tr>
<td>1.3.3 Conduct training in legislative drafting</td>
<td>Staff trained in legislative drafting</td>
<td>Nr of trainings conducted; nr of staff trained</td>
<td>-do-</td>
</tr>
<tr>
<td>2.3.1 Improve the execution of judgments</td>
<td>Law on bailiffs profession</td>
<td>Promulgated law</td>
<td>Ind. 4.1. Average time taken to process criminal cases from arrest to sentence</td>
</tr>
<tr>
<td>2.3.2 Design Legal Aid Policy</td>
<td>Legal Aid Policy defined</td>
<td>Document on Legal Aid Policy</td>
<td>3.5.3 Average time minors stay in prison before trial</td>
</tr>
<tr>
<td>2.3.3 Establish a Legal Aid Framework regarding access to justice</td>
<td>Legal aid framework established</td>
<td>Law availability</td>
<td>Ind. 1.1. % of population with regular access to legal advice and representation at cell level</td>
</tr>
<tr>
<td>2.3.4 Set up new Access to Justice Bureaux (MAJ)</td>
<td>30 Bureaux will be established (one per district)</td>
<td>Nr of Bureaux established</td>
<td>3.5.1 Number of cases processed by the civil, penal (excl. Genocide), and commercial courts</td>
</tr>
<tr>
<td>2.3.6 Coordinate and evaluate activities of mediators, bailiffs,</td>
<td>The justice services delivered at Central decentralized level will be</td>
<td>-do-</td>
<td>Ind. 2.1. Ind. 1.1.</td>
</tr>
<tr>
<td>MINIJUST Activity</td>
<td>Expected output</td>
<td>Indicator</td>
<td>EDPRS/CPAF</td>
</tr>
<tr>
<td>-------------------</td>
<td>-----------------</td>
<td>-----------</td>
<td>------------</td>
</tr>
<tr>
<td>notaries and registries (Officiers de l'Etat Civil)</td>
<td>coordinated</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.4.1 Make an inventory of all international instruments on Human Rights not yet signed: Propose for signature and ratification. File/submit and domesticate these instruments. Address the backlog of reports not yet filed for respective Human Rights bodies of already ratified instruments on Human rights.</td>
<td>Human Rights instruments respectively proposed, ratified, filed/submitted, domesticated. Reports submitted/backlog cleared.</td>
<td>Nr of ratified instruments Nr of reports submitted</td>
<td>3.5.4 Proportion of Registered Human Rights Cases processed by NHRC</td>
</tr>
<tr>
<td>4.3.1 Conceive, review, disseminate sector policies, strategies and programs/studies related to the JRLOS Strategy</td>
<td>JRLOS policies and planning and programmes updated. Consultancy studies implemented</td>
<td>Nr of Policies/planning documents developed/reviewed Nr of studies prepared and studies monitored and facilitated.</td>
<td></td>
</tr>
</tbody>
</table>