

BL	Description	Unit	N	Unit	N	TOTAL BUDGET			ACTUAL EXPENDITURE 2019-Q1 FINANCIAL REPORT		TOTAL EXPENSES Q1-December 2019-February 2019	ACTUAL EXPENDITURE 2019-Q2 FINANCIAL REPORT			TOTAL EXPENSES Q2-March 2019-May 2019	ACTUAL EXPENDITURE 2019-Q3 FINANCIAL REPORT			TOTAL EXPENSES Q3-June 2019-August 2019	ACTUAL EXPENDITURE 2019-Q4 FINANCIAL REPORT			TOTAL EXPENSES Q4-September 2019-November 2019	TOTAL EXPENSES FROM INCEPTION TO DATE	BALANCE as at 31st December 2019
						Unit rate	Total in Euro	Revised Budget (Apr 2019) Total in Euro	January-19	February-19		March-19	April-19	May-19		June-19	July-19	August-19		September-19	October-19	November-19			
Activity 4.2	Delivery BLOCK 3																								
4.2.1	Lead Consultant	expert	1	day	13	575	7,475	7,475	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4.2.2	Senior Consultant	expert	1	day	11	575	6,325	6,325	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4.2.3	DSA Lead Consultant	expert	1	day	12	170	2,040	2,380	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4.2.4	DSA Senior Consultant	expert	1	day	12	170	2,040	2,380	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4.2.5	International Travel (flight & visa)	expert	1	leave	2	1,500	3,000	3,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4.2.6	IDLO Program Coordinator Travel	expert	1	travel	1	1,500	1,500	3,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4.2.7	IDLO Program Coordinator DSA	expert	1	day	7	170	1,190	2,380	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4.2.8	Logistics (venue & catering)	pax	45	day	5	25	5,625	5,980	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4.2.9	Training Material (includes photocopying, handouts, handbooks)	item	1	estim	1	1,000	1,000	1,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4.2.10	Local Facilitator and translator	expert	1	day	10	100	1,000	1,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4.2.11	Judges Special Guests (travel & visa)							3,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4.2.12	DSA Judges Special Guests							2,040	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Subtotal Output 4						49,295	49,660	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Output 5	Training of Trainers (TOT)																								
5.1	Preparation and Delivery																								
5.1.1	Capacity Development Unit DSA	expert	1	day	6	170	1,020	1,020	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5.1.2	Capacity Development Unit International Travel (flight & visa)	expert	1	travel	1	1,500	1,500	1,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5.1.3	Logistics (venue & catering)	pax	10	day	4	25	1,000	1,100	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5.1.4	Local Facilitator and translator	expert	1	day	4	100	400	400	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5.1.5	IDLO Capacity Development Manager	expert	1	day	4.5	850	3,825	3,825	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5.1.6	IDLO Capacity Development Officer	expert	1	day	5	650	3,250	3,250	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Subtotal Output 5						10,995	11,095	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Output 6	Report with recommendations for follow-on activities, mentoring, and monitoring results																								
6.1	Closing ceremony Logistics (venue & catering)	pax	60	day	1	14	810	1,200	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6.2	Lead Consultant	expert	1	day	3	575	1,725	1,725	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6.3	Senior Consultant	expert	1	day	2	575	1,150	1,150	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6.4	Lead Consultant Medical Insurance	expert	1	estim	1	-	-	2,618	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Subtotal Output 6						3,885	6,893	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7	Program Monitoring and Reporting																								
7.1	IDLO Program Regional Manager	expert	1	day	10	950	9,500	9,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7.2	IDLO Program Coordinator	allocatic	15%	mon	10	4,342	6,513	6,513	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7.3	IDLO Program Accountant	allocatic	10%	mon	10	4,342	4,342	4,342	836	920	1,459	(135)	438	418	722	409	408	408	1,228	409	409	817	4,224	118	-
7.4	IDLO Program Intern	expert	1	mon	10	600	6,000	6,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Subtotal Monitoring and Reporting						26,265	26,355	538	920	1,459	1,865	439	418	2,722	1,409	1,409	409	3,228	409	18,451	10,859	26,268	89	
	Program Subtotal						178,595	196,653	4,855	920	5,775	25,300	15,966	418	41,684	15,160	20,388	10,089	45,636	3,024	98,660	-	101,682	184,779	1,874
	Overhead (12%)						21,431	23,568	583	110	693	3,036	1,916	80	5,002	1,819	2,447	1,211	5,476	363	11,839	-	12,202	23,373	195
	Program Total						200,026	220,221	5,437	1,031	6,468	28,336	17,882	498	46,686	16,978	22,834	11,300	51,112	3,387	110,499	-	113,885	218,152	2,069



Roma - December 30, 2019

**RWANDA:
TRAINING PROGRAMME FOR RWANDAN JUDICIARY**

IDLO FINAL REPORT

Country
Rwanda

Programme Duration
December 2018 – October 2019

Donor
Government of the Netherlands

Programme Reference Number
4000002136

Programme Value
EUR 220,221

Reporting Period
December 2018 - October 2019

Submitted to
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Submitted on
30 January 2020

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The International Development Law Organization (IDLO) is pleased to submit this narrative Final Report to the Embassy of the Kingdom of the Netherlands in accordance with the Arrangement for the "Training Programme for Rwandan Judiciary" (the Programme), as signed by the Minister for Foreign Trade and Development Cooperation of the Netherlands and IDLO on 14 November 2018, and amended on 3 April 2019.

I. EXECUTIVE SUMMARY

In 2011, the International Criminal Tribunal for Rwanda (ICTR) began transferring cases to Rwanda. Canada, Denmark, Germany, Norway, and The Netherlands have also transferred accused to be tried before Rwanda courts. Rwanda's Judiciary High Council established a specialised Chamber for International and Trans-border Crimes within the High Court (HCCIC) to hear these cases (called Transfer Cases), governed by a distinct procedure set out in a specialised law, the Transfer Law. This Law, last amended in 2013, creates a set of hybrid rules combining Rwandan procedure with evidentiary and procedural rules imported from the ICTR, which constitute a significant shift from the standard criminal trial practice in Rwanda.

In April 2018, Rwanda created an intermediary Court of Appeals which sits between the HCCIC and the Supreme Court. The assignment of Legal Officers to the HCCIC and Court of Appeals was a new practice in Rwanda. The HCCIC judges and registrars, and both the newly appointed Court of Appeals judges and registrars and HCCIC and Court of Appeals legal officers needed immediate and solid grounding in the Transfer Law and International Criminal Law (ICL) substance, procedure and practice. Significantly, given the dynamic nature of ICL, they needed to be familiar with, and be able to effectively use, the databases and research tools that give access to the latest jurisprudence and principles.

In this context, between December 2018 and October 2019, IDLO designed, developed and delivered a technical support programme (the "Programme") for the Rwandan Judiciary, funded by the Government of the Netherlands through the Dutch Embassy in Kigali, Rwanda (the "Embassy"), aimed at ensuring that the judges and legal staff of the HCCIC and the Court of Appeals continue to have up-to-date knowledge and skills in ICL and Transfer Law procedure.

The Programme, which responded to the need for capacity-building in the complex and evolving field of ICL, was successful as proven by the measurable improvement of relevant ICL and Transfer Law knowledge and skills of the Programme beneficiaries.

II. PROGRAMME GOAL

The goal of the Programme was to enhance the capacity of the Rwandan Judiciary to ensure that, in line with applicable principles of Rwandan law and international standards, they effectively and efficiently render justice to persons accused of genocide, crimes against humanity or war crimes, in cases before the HCCIC and related appeals before the Court of Appeals.

III. RESOURCES

The Programme budget was originally EUR 200,000. On 22 March 2019, IDLO submitted a request for additional funding to support: (i) the participation of an additional trainer in the training Session 2, namely a legal assistant before the international criminal courts who can participate in sessions focusing on the role and effective use of legal assistants; and (ii) the participation of two international judges in the training Session 3 who have adjudicated cases before the international criminal courts and tribunals and who can provide practical and concrete advice on the many challenges faced by judges in these trials. This additional funding was approved by the Donor on 1 April 2019 increasing the total Programme budget to EUR 220,221.

IV. RESULTS AGAINST PROGRAMME OUTCOMES AND OUTPUTS

The Programme was designed and delivered in the following format:

- Preparation: an inception mission, a needs assessment exercise, and curriculum design;
- Delivery of Substantive and Procedural International Criminal Law (Session 1);
- Delivery of International Criminal Legal Research and Practice (Session 2);
- Delivery of Effective management of trials and appeals, and drafting of decisions and judgments (Session 3);
- Closing Ceremony; and
- Training of Trainers (TOT).

Between February and October 2019, IDLO organised and delivered the three substantive training sessions for the benefit of 45 members of the Rwandan Judiciary and a TOT targeting 12 judges.

The training sessions were delivered by two ICL experts, a French-American lead expert and an Australian senior expert (the International Experts). They were assisted by a national facilitator who also served as an interpreter. The experts and facilitator were selected by IDLO.

OUTCOME 1: CAPACITY OF SELECTED RWANDAN JUDICIARY STRENGTHENED ON MATTERS RELATING TO INTERNATIONAL CRIMINAL LAW (ICL)

OUTPUT 1: INCEPTION REPORT INCLUDING TRAINING NEEDS ASSESSMENT

Inception mission

IDLO conducted an inception mission from 7 to 11 January 2019 to: (i) build (and build on existing) relationships with the Judiciary in order to determine the most effective and appropriate implementation of the Training Needs Assessment process (TNA); (ii) perform interviews with members of the Judiciary to discuss their training needs expectations and reach an agreement on the training objectives; (iii) identify a “point person” within the Judiciary who could be available to provide feedback on logistics, and act as a liaison between IDLO and the trainees; and (iv) identify and arrange appropriate training facilities.

During the mission, IDLO also took the opportunity to meet with representatives of the Embassy and finalise the development of the training schedule in consultation with the Judiciary.

Significant outputs achieved during the inception mission included: (i) the identification of training participants from the Judiciary; (ii) reaching an agreement on the training objectives for the three sessions of training; and (iii) finalisation of logistics related to the training facilities.

Training participants

The Programme aimed at strengthening the capacity of the following 45 members of the Rwandan Judiciary (20 males and 25 females) to adjudicate cases under the Transfer Law:

- 6 judges of the HCCIC;
- 13 judges of the Court of Appeals who are hearing Transfer Case trials and appeals;
- 13 legal staff working with the judges of the Court of Appeals (law clerks); and
- 13 registry staff assigned to these trials and appeals.

The participants were jointly selected by the President and the Chief Registrar of the Court of Appeals.

For each of the three training sessions, the larger group of 45 lawyers was divided into two gender-balanced groups, ranging between 20 and 25 participants depending on the session. Each group attended one week of training within each of the three 2-week training sessions. The participants were broken down into these two smaller groups in order to ensure consistency with IDLO's training methodology which emphasises structured learning for manageable group sizes. In creating the two groups, IDLO sought to achieve a balance between them by considering the individual lawyers' years of experience, ICL experience (both domestically and internationally) and gender distribution, in accordance to the information obtained during the inception mission, advice provided by the President and Chief Registrar of the Court of Appeals, and the training needs assessment exercise described below under Output 1.

Training Needs Assessment

Building on the information received during the inception mission, the trainers drafted a TNA questionnaire in English and French. The TNA questionnaire was designed to assess the trainees' (i) educational and professional background; (ii) current role; (iii) language use and proficiency; (iv) experience in Transfer Cases; and (v) skills in electronic legal research. The trainees were also asked to review a list of topics and rank them to show the areas in which they most needed training to successfully fulfil their respective roles, and to indicate order of importance.

The return rate of the TNA questionnaires was high, with 98% of the identified participants providing their feedback. The TNA revealed that overall the trainees were primarily more comfortable in French than English, and some of them had only "basic" proficiency in one of the two languages. As such, the trainers decided to produce all materials in both English and French, and subtitled all training videos in the opposite language.

OUTPUT 2: TRAINING COMPONENT 1 – SUBSTANTIVE AND PROCEDURAL INTERNATIONAL CRIMINAL LAW

Session 1 - Substantive and Procedural International Criminal Law

From 25 February to 8 March 2019, IDLO delivered the Session 1 of the training programme, entitled "*Substantive and Procedural International Criminal Law*". Consistent with the training objectives, emphasis was placed on relevant ICTR and other tribunals' practice and case law.

Training Content

The objective of the training session was to strengthen the capacity of the Rwandan Judiciary to more effectively handle both substantive ICL issues and questions surrounding fundamental ICL procedural rights. In particular, the training session focus on the following topics:

- Module 1 - The Transfer Law: introduction, procedure, and application;
- Module 2 - The substantive crimes: genocide, crimes against humanity, and war crimes, including sexual and gender-based violence (SGBV) crimes, and their constituent elements;
- Module 3 - The impact of rights of the accused on the substantive and procedural aspects of trials and appeals;
- Module 4 - An overview of international criminal procedure including elements of comparative analysis with Rwandan procedure.

All modules (of all training sessions delivered under this Programme) were presented in both English and French in order to accommodate the varying language preferences of the trainees. The modules were presented in an interactive manner, and with the use of numerous practical

exercises which allowed the participants to focus on the most relevant aspects of the law to their work. During the course of the modules, the trainees reviewed the provisions of the Transfer Law in detail and discussed their application to their work; read numerous decisions and judgements from international courts and held discussions on these; watched excerpts of effective (and less effective) advocacy from the international courts; drafted decisions and orders based on case studies prepared by the trainers; and engaged in discussions about the impact of the rights of the accused on their work.

Training Evaluation

On each group's first day of Session 1, the trainers administered a pre-training test measuring the knowledge and skills of the participants in each of the subject matter areas covered by the four modules. The average pre-training test score was 4.05 out of 10. On the last day of the training, the participants were asked to complete a post-training test, again covering the same subject matters, to measure the knowledge and skills improvement. The average post-training score was 6.95 out of 10. As such, there was a significant rate of overall progress of 72% between the pre- and post-training test rankings, demonstrating a marked increase in knowledge in the module topics.

Moreover, at the end of each module and at the end of the Session, as per IDLO's methodology, the participants were asked to complete both individual module satisfaction evaluation forms and an overall course satisfaction evaluation form for the Session 1 as a whole. The individual module satisfaction evaluation rates were high, ranging between 4.28 and 4.37 out of 5. The overall course satisfaction evaluation for Session 1 was also high with a rate of 4.61 out of 5. The trainees emphasised the immediate impact this training would have on their day-to-day practice, and their overall satisfaction with the knowledge and skills they were acquiring.

Finally, also the participation rate for Session 1 was very high, with 91.7% attending the full training Session.

OUTPUT 2: TRAINING COMPONENT 2 - INTERNATIONAL CRIMINAL LEGAL RESEARCH AND PRACTICE

Session 2 - International Criminal Law Legal Research and Practice

From 27 May to 7 June 2019, IDLO delivered the second session of the training on ICL entitled the "*International Criminal Law Legal Research and Practice*", targeting the same participants.

Training Content

Session 2 aimed to strengthen the capacity of the Rwandan Judiciary to deal more effectively with criminal law research. The training focused on the following topics:

- Module 1 - Legal Research in international criminal law and application of *stare decisis*;
- Module 2 - Internet Research & Navigating ICTR/MICT judgements and evidence; and
- Module 3 - The Role of Legal Assistants in international criminal law.

The modules centred around a purpose-built website www.droitpenalinternational.com, which provides links to the most relevant ICL websites. The training included practical exercises to allow the trainees to become confident and competent in using key ICL databases. These exercises allowed the trainees to both learn about what resources, namely jurisprudence and evidence, are available online and how to access them, in particular the various tribunals' judgments, decisions, filings, witness statements and videos of courtroom proceedings.

The International experts also selected and invited two guest lecturers to participate in this Session. The first was a legal assistant before the international criminal courts to lead the module on the Role of Legal Assistants in ICL. The trainers invited a Hague-based lawyer who has served as a legal assistant for judges of international tribunals at the International Criminal Tribunal for the former Yugoslavia (ICTY)/ International Criminal Tribunal for Rwanda (ICTR) and for defense teams at the International Criminal Court (ICC). The guest trainer, primarily francophone and fluent in English, co-taught Module 3 to both groups. The International Experts also invited the former lead librarian and researcher from the former ICTR Information Center who is an experienced trainer in general internet legal research. A Rwandan national, he taught the part of Module 2 focusing on general internet legal research in Kinyarwanda to both groups of participants.

Training Evaluation

A pre-training test measuring the participants' knowledge in each of the subject matter areas covered was administered before the Session. The average pre-training score was 5.3 out of 10. At the close of the training, the participants completed a post-training test resulting in an average post-training score of 7.67 out of 10. As such, there was a significant rate of overall progress (45%) as between the pre- and post-training test rankings, demonstrating a marked increase in knowledge in the module topics.

At the end of each module, the participants completed module satisfaction evaluation forms. The evaluation rates were high, ranging between 4.13 and 4.25 out of 5. Finally, at the end of the Session, the participants completed the overall course satisfaction evaluation for Session 2 as a whole. The overall course satisfaction evaluation for Session 2 was 4.46 out of 5. The trainees emphasised the immediate impact the training would have on their day-to-day jurisprudential research, and their overall satisfaction with the knowledge and skills they were acquiring.

The Session 2 participation rates remained very high, with almost complete attendance (95.3%) across the two weeks.

OUTPUT 3: TRAINING COMPONENT 3 – EFFECTIVE MANAGEMENT OF TRIALS AND APPEALS, AND DRAFTING OF DECISIONS AND JUDGMENTS

Session 3 - Effective Management of Trials and Appeals, and Drafting of Decisions and Judgments

Between 16 and 27 September 2019, IDLO presented training Session 3 entitled “*Effective management of trials and appeals, and drafting of decisions and judgments*”.

The International Experts secured the participation of two international judges who had adjudicated cases before the international criminal courts and who provided practical and concrete advice on the many challenges faced by judges in this context. Judge Erik Møse, the former president of the ICTR (and subsequently a judge on the European Court of Human Rights and currently a judge on the Supreme Court of Norway) who has presided over numerous Rwandan genocide cases at the ICTR and the ICC President Judge Chile Eboe-Osuji (former ICTR Prosecutor and Chief of Chambers) (together, the International Judges) were approached by the International Experts and both confirmed their willingness to participate.

Training Content

Session 3 focused on the following topics:

- Module 1: Review of legal research, examination of witnesses and substantive ICL.

- Module 2 - Legal Writing: drafting decisions and orders;
- Module 3 - Legal Writing: drafting judgments
- Module 4 - Courtroom and trial management.

This session focused on the different ways to structure and draft the judgements and decisions the trainees will be regularly producing as part of their work at the HCCIC and Court of Appeals. The trainees reviewed different structures and forms of judicial writing, and numerous exercises where the judges could practice the skills being discussed. At the request of the trainees, it also included a review of legal research, examination of witnesses and the elements of the substantive crimes under the ICL, addressed in Sessions 1 and 2.

Module 4 included the day-long session with the International Judges, with both groups of trainees attending the one-day session together. The International Judges addressed: (i) the particular challenges of adjudicating international criminal trials, and possible means of addressing them and (ii) how to ensure effective international criminal proceedings. The format for each topic was a panel presentation by the Judges, followed by a question and answer session.

Training Evaluation

Given the nature of Session 3 topics, the International Experts decided not to administer the same pre- and post-training tests as in Sessions 1 and 2. Instead, participants each ranked their respective levels of skills and knowledge in each of the Session 3 module topics, before and after the training. Participants reported a 44% increase in their knowledge and skills of topics that were addressed in previous sessions and reviewed during the first Session 3 module, namely legal research, examination of witnesses and substantive ICL. They also reported increases in the new Session 3 module topics: a 28% increase in their Legal Writing knowledge and skills (Modules 2 and 3), a 28% increase in their knowledge and skills of Courtroom and Trial Management, and a 47% increase in the knowledge and skills acquired through the Day with International Judges. On average, the participants reported a 36% increase in their knowledge and skills acquired through the training Session 3.

At the end of the training, the participants completed the overall course satisfaction evaluation for Session 3 as a whole. The satisfaction rate for Session 3 was 4.48 out of 5. The trainees noted having benefited from the practical focus and particularly appreciated the opportunity to have meaningful exchanges on overcoming the challenges presented by complex ICL trials with the two experienced International Judges.

The Session 3 participation rates once again remained very high (91.1%) across the two weeks.

ADDITIONAL OUTPUTS: CLOSING CEREMONY AND TRAINING OF TRAINERS

Closing Ceremony

In collaboration with the Rwandan Judiciary, IDLO organised the Closing Ceremony of the Programme on 26 September 2019, in order to celebrate the completion of the Programme and award certificates. The event marked the conclusion of the Programme for the 45 participants, who were each invited to attend.

The ceremony was officiated by the Chief Justice of Rwanda, the Second Secretary of Justice and Good Governance of the Embassy, and the IDLO Regional Program Manager for Africa. In his remarks, the Chief Justice expressed his gratitude to IDLO for delivering the training and the Kingdom of the Netherlands for having provided the resources to make it possible.

Other speakers included the International Experts, the IDLO Regional Program Manager for Africa, and two participants who spoke on behalf of the group to also express their gratitude to IDLO and the Kingdom of the Netherlands for their support.

IDLO issued certificates of completion (Final Certificates) to participants who completed the three Sessions, being 91.1 %, or 41 out of 45 participants. Following the formal ceremony, which included the presentation of the Final Certificates, a social function was held during which the participants and trainers celebrated the success of the Programme and thanked the Embassy for their support.

Training of Trainers

On 1-4 October 2019, IDLO conducted a Training of Trainers (TOT) on IDLO's participatory training methodology for 12 selected judges. The TOT was delivered by IDLO's Capacity Development Manager and provided trainees with basic knowledge and skills on how to design, organise, deliver and evaluate training activities utilising IDLO's practical, participant-centred training methodology.

Training Participants

The TOT was attended by 12 judges (7 males and 5 females) who had been selected from among the 45 participants who attended the three previous blocks of the Training Programme. The trainees had been selected by the two International Experts on the basis of the following criteria: (i) previous experience as trainers; (ii) post-training test results; (iii) level of participation and diligence exhibited during the training programme.

Training Content

The TOT covered all phases of the training management cycle. It allowed the trainees to improve their knowledge on the organisational and pedagogical aspects of adult education, through the various modules presented, namely:

- Introduction - Specificity of adult education;
- Evaluation of training needs assessment;
- Content design and selection of delivery modes of implementation;
- Implementation of a training delivery;
- Evaluation of the training; and
- Training follow-up activities.

Training Evaluation

At the end of the training, the participants were asked to complete an overall course satisfaction evaluation for the TOT and the satisfaction rate was positive with a rate of 4.73 out of 5. On average, the participants reported a 73% increase in their knowledge and skills acquired through the TOT.

V. CHALLENGES AND LESSONS LEARNED

Several challenges were faced and overcome during the Programme, thus enabling to learn lessons for future training activities:

- *Address different trainees' skill-base levels:* The participants' technical skills and legal research abilities varied greatly. In order to address this, the International Experts delivered the training modules in a way that allowed participants with limited internet legal research experience to follow, paired the participants in groups of at least two for all practical exercises thus

facilitating peer-to-peer learning, and re-emphasised key daily skills throughout the modules. Practical exercises allowed the participants to repeat the newly acquired skills numerous times.

- *Increase internet speed for legal research:* The modules on internet legal research were, as always, greatly affected by the speed of the available internet. To address this, the International Experts, and in particular the local facilitator, worked with the venue staff to ensure that high-speed Wi-Fi connections were consistently available, and taught the participants how to download browsers that facilitated faster connections.
- *Address difference of opinions among trainees:* Trainees had different opinions on the appropriate role of adopting ICTR precedent in domestic criminal cases in Rwanda. The International Experts addressed this divergence of opinion by, firstly, discussing the motivation behind the provisions of the Transfer Law in question; secondly, by facilitating deep discussions between the participants themselves on the appropriate position to be adopted on the value of ICTR jurisprudence; and thirdly, by presenting practical exercises and examples to demonstrate if and how the work of the Rwandan Judiciary could potentially benefit from reliance on legal principles established in another jurisdiction.
- *Ensure equal participation of trainees:* During Session 1, the International Experts found the judges to be more vocal and participative trainees than their legal assistants and registrars. By Session 2, this divide was less pronounced, given that: (i) with Session 1 completed, the participants were generally more relaxed and convivial with each other, leaving their hierarchical professional relationship at the door of the training; (ii) many of the legal researchers are more technologically adept than some of the judges, and as such had the confidence to be more participative; and (iii) the module on *the Role of Legal Assistants in International Criminal Law* led to useful discussions between legal assistants and judges about their respective roles and how to work together efficiently. Legal assistants were very vocal during the Session and both judges and legal assistants gave positive feedback, saying that they found it useful to hear how international tribunals make use of their legal assistants, particularly given the novelty of the role in Rwanda.

VI. CONCLUSION

The Programme can be considered successfully delivered given the high participation rates, the significant increase in knowledge as demonstrated by the pre- and post-training test results, and the high level of trainees' satisfaction. The training sessions were successful, with high participation rates, interactive sessions, high ratings, and most importantly demonstrated knowledge-gain by the trainees. The participation of two International Judges gave the trainees the rare opportunity to exchange with judges who have themselves adjudicated genocide cases and had concrete advice on how to do so effectively and fairly. The Training of Trainers also was successful as it capacitated 12 judges to themselves organize and deliver trainings to their peers. The TOT also received levels of successful feedback among participants, and the Closing Ceremony was well attended and demonstrated the satisfaction of all involved with the Programme. In continued informal contact with members of the Judiciary, judge-trainees have expressed that they now feel empowered to hear Transfer Cases, and legal researchers have said they are using skills gained during the training session on a daily basis.

Based on the positive results achieved by the Programme, the Embassy has agreed to support an additional project through which it will continue its cooperation with IDLO in building capacity of the Rwandan judicial institutions and ensuring fair and efficient adjudication of Transfer cases. This project will run from December 2019 until June 2021.

TRAINING PROGRAMME ON INTERNATIONAL CRIMINAL LAW FOR RWANDAN JUDICIARY

PROGRAMME RESULTS
FEBRUARY 2018– OCTOBER 2019

Result 1: 45 Judiciary members trained on International Criminal Law	
Type	1 - Outcome
Aggregation status	False
Title	Capacity of Selected Rwandan Judiciary Strengthened on Matters Relating to International Criminal Law (ICL)
Indicator	<i># of judiciary trained on International Criminal Law</i>
Baseline	0
Period	February - September 2019
Target	45
Actual	45 (20 men and 25 women)
Result 2: 45 Judiciary members have improved their knowledge and skills on ICL after the training	
Type	1 - Outcome
Aggregation status	False
Title	Capacity of Selected Rwandan Judiciary Strengthened on Matters Relating to International Criminal Law (ICL)
Indicators	<i>% of average improvement in knowledge and skills of the participants</i>
Baseline	0
Period	February - September 2019
Target	N/A
Actual	41% ¹
Result 3: 12 judges trained on IDLO's participatory training methodology	
Type	1 - Output
Aggregation status	False
Title	Training on ICL delivered / Training of Trainers
Indicator	<i># of Judges trained on IDLO's participatory training methodology</i>
Baseline	0 (no participants previously trained on IDLO TOT)
Period	October 2019
Target	12
Actual	12 (7 men and 5 women)

¹ Average improvement in participants' knowledge and skills for the three training sessions.

Result 4: 12 judges have improved their knowledge and skills on IDLO's participatory training methodology

Type	1 - Output
Aggregation status	False
Title	Training on ICL delivered / Training of Trainers
Indicators	<i>% of average improvement in knowledge and skills of the participants</i>
Baseline	0 (no participants previously trained on IDLO's training methodology)
Period	October 2019
Target	N/A
Actual	73%

Activity Appraisal Document ODA

€ 250.000 up to € 1.000.000

Save / Generate

Explanation of the policy data can be found in the [ODA Policy Data Guide](#).

For the **highlighted** subjects in table below the [ODA Policy Data Guide](#) gives further explanation.

Red --> Parts which should not be published in the open data.

[Check here for more information.](#)

Application number	4000004498
Short name application	Support to Justice Sector Coordination Secretariat
Long name application	Enhance capacity and coordination of the justice sector
Description application	Comprehensive justice sector project focused on 1) capacity building and training 2) Strengthen CSO coordination and 3) strengthen sector communication and information sharing
Budget holder	KIG
Number business partner	BP 30023004
Implementing organisation(s)	MINIJUST
Legal relationship	Arrangement/ contribution
Commitment in foreign currency (if applicable)	999.809.337 RwF
Corporate rate	0.00099
Commitment in euros	EUR 989.811,24
Funds centre	1704U03040013
Activity start date	01-12-2020
Activity end date	01-01-2023
Contract start date	01-12-2020
Contract end date	31-07-2022
Aid modality	Other programme aid
Donor role	Single donor

Technical assistance	10<TA<25 Between 10% and 25% of the activity budget		
Beneficiary's country/region	Rwanda		
Countries within the region (if applicable)			
Allocation country information	Rwanda 100%		
Location within the country (be as specific as possible)	Choose an item.	Name of location(s)	
CRS Code	15130		
Policy marker weight is 'principal' (no minimum or maximum amount)	PD/GG, InsOntw,		
Policy marker weight is 'significant' (no minimum or maximum amount)	PubSct, GlkhMV		
Special pledges made by the Minister or State Secretary / and/ or special marks regarding sensitive information	N/A		

II. APPRAISAL OF THE ACTIVITY

2.1 Contribution made by the activity to BZ policy objectives (policy relevance)

2.1.1 Description policy relevance

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

The main objective is to ensure effective delivery of the NST targets and guide its implementation. The strategies herein also domesticate global and regional commitments reflected in the Sustainable Development Goals (SDGs), the Africa Union Agenda 2063, its first 10-Year Implementation Plan, and the East Africa Community (EAC) Vision 2050.

The operationalization of the sector strategy requires an organized institutional framework, appropriate and conducive working environment, effective coordination, well planned and organized implementation plans with proper monitoring system to track progress.

Since 2010, the Justice Sector Coordination Secretariat (JSCS) has been given the mandate to oversee planning, implementation and monitoring of policies and strategies of the sector and to provide technical support to all JRLS members. Today the new restructuring of the Ministry of Justice and Attorney General’s Office set up the Sector Coordination as a Directorate General whose responsibilities go from the sector planning, budgeting, and budget negotiation, Monitoring and Evaluation, legal awareness, oversight of Criminal Justice and ADR Policies implementation as well as ensuring the networking among the Justice Sector Stakeholders.

Within the phase-out of the justice sector the Netherlands has handed over the co-chairmanship of the Justice Sector. However, in order to strengthen the JRLS sector and help support its future sustainability, it is crucial to provide support to the JSCS. The successful implementation of this project will strengthen achievements of previous years while enabling stakeholders improving the sector operations, identifying new opportunities and innovations against new challenges. In addition, building capacities of both new and ancient staff members of the Justice Sector Coordination Directorate General in policy and projects development, in data collection and analysis, in human rights and law enforcement, in information and technology, and in monitoring and evaluation will improve their working, and sustain their productivity and leadership in the Sector.

2.1.2 Appraisal

Appraise the policy relevance of the project, using the appraisal table. If the maximum score is not achieved, explain why. If certain criteria do not apply, please indicate this.

No.	Criteria 2.1 Policy relevance	Indicators (score 0, 1, 2)	Score	EXPLANATION/ REFERENCES
2.1.1	The proposed intervention ties in with the operational objectives in the Explanatory Memorandum and the related policy memorandum (policy theory and intervention logic).	<input type="checkbox"/> <p>The proposed intervention ties in with both the main objective and the secondary objectives.</p>	2	
2.1.2	The proposed intervention	<input type="checkbox"/>	2	

	ties in with the ODA priorities	The proposed intervention ties in with more than one of the result areas of the BH&OS priorities.		
2.1.3	The proposed intervention ties in with the annual plan and the result chain of the MIB/MASP.	<input type="checkbox"/> The intervention is specifically mentioned in the result chain of the MIB/MASP.	2	
2.1.4	The relevance of the proposed intervention to the crosscutting themes of women's rights and gender equality / climate / PSD / coherence and strengthening of civil society organisations	<input type="checkbox"/> The proposed intervention is relevant to more than one of the crosscutting themes.	2	
Total score (maximum 8 out of 8 points)			8	

2.2 Problem analysis and lessons learned

2.2.1 Description

The Justice Sector Coordination Secretariat is established and placed under the administrative authority of the Ministry in charge of Justice, which is the lead Ministry for Justice Sector. According to the Prime Minister's Order establishing the Justice sector, the Justice Sector Coordination Secretariat was established to carry out the following tasks among others:

- Providing the essential backstopping of sectoral policy, planning, budgeting and the operationalization of the strategy on a day to day basis.
- Coordinating the implementation, monitoring and evaluation of the Sector Strategy and annual work plan;
- Establishing clear and logical links between the institutional strategic issues papers, the Medium Term Expenditure Frameworks with the Economic Development and Poverty Reduction Strategy and the Justice Sector priorities.
- Providing overall guidance in the development, implementation and evaluation of institutional plans;
- Reviewing and consolidating institutional planning and budgeting throughout the budget year of the Government of Rwanda, preliminary to the individual submission of plans and budgets to the Minister of Finance and Economic Planning;
- Developing quality assurance tools and systems and monitor their use;
- Analyzing sector policies and plans;
- Organizing meetings of the Justice Sector, including agenda, minutes and reports;
- Assisting the Sector in public expenditure review and development of sector budgetary strategies;

In addition, continuous changes in terms of increase of sector members to serve required more efforts, new development projects, limited resources and equipment, small working environment have led to limited performance of the Justice Sector Coordination Secretariat.

In order to determine the exact needs of the JSCS, the Embassy of the Kingdom of the Netherlands commissioned a needs assessment. The following challenges were highlighted by the report and have been prioritized to be addressed.

- 1) Need for additional skills for JSCS staff to properly respond to individual responsibilities.

The current JSCS staff benefited only basic and short period trainings from the Rwanda Management Institute (RMI), which does not allow them to exhaust their full potentials. This is mainly due to insufficient budget dedicated to the capacity building of staff with gaps in rare skills, which are supposed to be followed outside the country, where the tailor made and / or specialized courses to answer and close the gap in capacity of the Justice Sector staff can be found. There is also a lack of modern training equipment when it comes to hands on skills training. There is a huge need to have advanced training plan for the Justice Sector staff in specialized fields and from the specialized training institutions and best of the best, for a reasonable time period.

- 2) Weak CSOs – Secretariat coordination mechanisms

Since the sector was created, it most of the time had Senior Technical Advisors to carry out secretariat's coordinating role. Being involved in technical work of usual staff prevented them from conducting outreach programs among sector partners even when it felt necessary. Later on, the spirit of employing international experts was changed into staffing the Justice Sector Coordination Secretariat with full time public servants. In addition, during the past 10 years the number of projects of active CSOs and their budgets/results/role in general in the JRLLOS has grown, and that proper cooperation and coordination between CSOs and the government requires more investment.

- 3) Strengthen sector communication and information sharing

The Public budget constraint cannot allow the JSCS to be provided with the adequate office equipment especially communication ones and this impact negatively the JSCS performance and efficient information sharing. The availability of modern equipment such as well-functioning laptops to access connectivity, Camera photo/video to capture quality pictures and videos, recorders to document best practices across the sector, Tablets, 4G Wireless Kits to use while on the field or where there is no enough connectivity to share relevant information, tablets as well as a projector for convenient organization of sector meetings will be very crucial to increase effective service delivery of JSCS vis-à-vis communication management, effective networking, timely information sharing, etc.

- 4) Ensure the existence of a common platform to access Justice Sector news

Usually, the Justice Sector Coordination Secretariat should be a one-stop center for all news, laws and data on all sector institutional achievements and results. However, this milestone has never been achieved because the sector does not have its own website/portal/subdomain on which to collect and keep such information. This would be a good achievement for researchers, the sector and other interested visitors as they will get needed information on the sector in an easy way.

The website will therefore provide a one stop online channel for Justice Reconciliation, Law and Order Sector audience; improve public awareness, information dissemination, debate and feedback from JRLLOS's stakeholders. It has been a complaint from sector partners that they do not have a one-stop centre for all justice related data to easily access information. This was not put in place due to limited financial means. If the Netherlands Embassy develops a multi-language and interactive JRLLOS website and train designated staff to update its content and transfer skills for 3 years, the complaint will be solved forever.

- 5) Obsolete Prime Minister's Order establishing the Justice Sector

The prime Minister's Order establishing Justice Sector is outdated. Some of the institutions, which are mentioned, are no longer in place and there are other new ones, which are not mentioned in the law, and yet their missions fall under governance and justice sector. There is urgent need to update the PMO to increase ownership of sector projects by members and improve data collection from partners. There is a big need to bring on board all stakeholders to draft and update the law as per current requirements from partners and the budget to hold such consultative workshops. Once it is updated and it becomes operational, many issues regarding coordination, will be addressed as there will be a regulating instrument.

- 6) Need for support to the Integrated Electronic Case Management System (IECMS)

The needs assessment carried out by the Netherlands Embassy noted huge progress made in terms of

improving online services in the justice sector with the introduction of Integrated Electronic Case Management System - IECMS. As previously stated this system is paramount for the future of justice service delivery and access to justice. At its actual level of development, it is operational but needs for a local, trained and equipped permanent management team. Concerned and relevant authorities have set up a team small team of 4 staff subject to being gradually increased in number depending on the system evolution. Two are already in place but started facing challenges including the lack of modern equipment to track down IECMS operations, carry out skills transfer to end users and initiate timely corrective measures whenever necessary. The new Ministry of Justice organizational structure has considered the importance of ICT in today is business and service delivery and the key role of IECMS for the Justice Sector performance and has increased the number of the team to 19 staff to sustain this tool. The system is very huge, complex and most sensitive that requires the regular and daily monitoring of the system life and performance. This implies the need for the most sophisticated equipment and skilled staff to achieve this result. That is what justifies the set of activities aimed at equipping the Team members with IT tools and advanced skills in software development to slowly reduce and end the dependence on the system vendor, but ensure the development, system monitoring, support and maintenance are entirely done by Rwanda Local team.

2.2.2 Appraisal

Appraise the contextual analysis of the project proposal using the appraisal table. If the maximum score is not achieved, explain why and how this is dealt with. If certain criteria do not apply, please indicate this.

Nr.	Criteria 2.2 Contextanalyse	Indicators (score 0,1,2)	Score	EXPLANATION/ REFERENCES
2.2.1	The proposal is based on a contextual analysis, from which a logical problem definition and objective are generated.	<input type="checkbox"/> The proposal is based on a analysis and results in a logical problem definition and objective.	2	
2.2.2	The proposal describes how the results of evaluations and/or studies feed into formulation of the proposal.	<input type="checkbox"/> The proposal clearly sets out how results from evaluations and/or studies contributed to formulation of the proposal.	2	
Total score (maximum ⁴ out of 4 punten)			4	

2.3 Objectives (outcomes), results (outputs), activities and resources, based on the SMART principle

2.3.1 Description

Activities link in to the problem analysis as described above (under 2.2.1 Problem Description).

For more information see the attachment of the logical framework.

Activity 1: Train the Justice Sector Coordination Secretariat Coordinator in Leadership Management

Activity 2: Train the E-justice Specialist in Diploma in software engineering/Computer Application.

Activity 3: Train the Justice Sector Policy, Research and Strategy Specialist in public policy

Activity 4: Train the two (2) Monitoring and Evaluation Specialists and one (1) new statistician in Project Management and data collection and management.

Activity 5: Train the Legal Awareness and ADR Specialist in Mediation Skills, integrated Communication, social media and online visibility.

Activity 6: Train the one (1) Operations Oversight, Crime Prevention and Parole Specialist and the one (1) Security and Law Enforcement Specialist in Human Rights and Law enforcement.

Activity 7: Procure 9 computers - Laptops for 9 JSCS staff

Activity 8: Procure 1 Camera photo/video

Activity 9: Procure 1 high quality recorder (Kit)

Activity 10.1: Procure nine 4G Wireless Kits

Activity 10.2: 4G annual subscription costs

Activity 11: Procure (31) Tablets including 30 for JRLOS top leaders for easy preparation during meetings and 1 Tablet of the Public Relations or quality pictures to be used on institutional social media platforms

Activity 12: Procure 1 Projector for the Secretariat for convenient organization of meetings

2.3.2 Appraisal

Appraise the logical framework using the appraisal table. If the maximum score is not achieved, explain why and how this is dealt with. If certain criteria do not apply, please indicate this.

No.	Criteria 2.3 Outcomes, outputs, activities and resources, based on the SMART principle	Explanation score (1 point per indicator)	Score	EXPLANATION/ REFERENCES
2.3.1	The objectives at outcome level are clearly formulated, fall within the	<input checked="" type="checkbox"/> The outcomes are specifically formulated.	5	Additional appreciation gender indicator 3: The objectives include a

				gender specific performance indicators formulated; Baseline, targets and verification methods are put on to collect gender specific information. Please explain.
		<input checked="" type="checkbox"/> The objectives follow logically from the problem formulated.		
		<input checked="" type="checkbox"/> The objectives fall within the proposal's span of influence and are realistic (taking account of its duration and local circumstances).		
		<input checked="" type="checkbox"/> The objectives are acceptable to the target group and other stakeholders.		
		<input checked="" type="checkbox"/> The objectives formulated are realistic bearing in mind the scope of the activities and the capacity of the (local) organisation(s).		
2.3.2	Progress in achieving the outcomes can be determined objectively on the basis of measurable performance indicators.	<input checked="" type="checkbox"/> Relevant performance indicators have been formulated for each outcome.	2	

		<input checked="" type="checkbox"/> A baseline measurement and a measurable target (quantitative and/or qualitative) have been formulated for each performance indicator.		
2.3.3	<p>The outputs formulated are concrete and fall within the proposal's span of control. The outputs follow logically from the outcomes formulated.</p>	<input checked="" type="checkbox"/> There is a clear link between the outputs and the outcomes, i.e. the outputs can be expected to contribute to achievement of the outcomes.	2	
		<input checked="" type="checkbox"/> The outputs formulated are realistic bearing in mind the scope of the activities and the capacity of the (local) organisation(s) .		
2.3.4	<p>Progress in achieving the outputs can be determined objectively on the basis of measurable performance indicators.</p>	<input checked="" type="checkbox"/> Relevant performance indicators have been formulated for each output.	2	

		<input checked="" type="checkbox"/> A baseline and a measurable target (quantitative and/or qualitative) have been formulated for each performance indicator.		
2.3.5	When the activity ends, its envisaged outputs will have a lasting effect for the ultimate target group.	<input checked="" type="checkbox"/> The proposal contains a clear vision (with objectives) as to how the activities will be continued when the intervention comes to an end.	2	
		<input checked="" type="checkbox"/> The proposal contains suitable criteria against which progress in continuing the activities can be measured.		
2.3.6	At the end of the activity, the envisaged outputs will have a lasting effect on the local partners.	<input checked="" type="checkbox"/> The proposal contains a clear vision (with objectives) as to how the quality of the activities and/or the financial independence of the local partner will be enhanced.	2	
		<input checked="" type="checkbox"/> The proposal sets out suitable criteria against which progress in regard to institutional sustainability can be measured.		

Total score (maximum score 15 points)	15	
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2.4 **Cooperation, harmonisation and added value**

The activity fits in with the general activities in the Justice Sector. Many CSOs and NGOs supported by the Netherlands Embassy and through strategic partnership are active in the JRLOS. This activity is aimed to improve the coordination of the sector which will directly benefit all CSOs and NGOs and indirectly benefit all other donors in the JRLOS as well.

REPUBLIC OF RWANDA



MINISTRY OF JUSTICE

PROJECT PROPOSAL

SUPPORT TO THE JUSTICE SECTOR COORDINATION SECRETARIAT

PROJECT PROFILE

Project Title	Support to the Justice Sector Coordination Secretariat
Supporting Agency	Embassy of the Kingdom of the Netherlands in Rwanda
Overall Objective	Enhance Sector capacity and coordination
Beneficiaries	Justice Sector Coordination Secretariat staff
Implementing Agency	Ministry of Justice
Period of Utilization	1 July 2020-30 June 2022
Estimated cost	1,000,000,000 RwF
Requested amount from the Embassy of the Kingdom of Netherlands	1,000,000,000 RwF

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1. Background

1.1 Background of the Justice Sector Coordination Secretariat (JSCS)

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

Thus, the operationalization of the National Strategy for Transformation passes through the Justice, Reconciliation, Law and Order Strategic Plan developed for the period of (2018/19-2023/24).

The main objective is to ensure effective delivery of the NST targets and guide its implementation. The strategies herein also domesticate global and regional commitments reflected in the Sustainable Development Goals (SDGs), the Africa Union Agenda 2063, its first 10-Year Implementation Plan, and the East Africa Community (EAC) Vision 2050.

The operationalization of the sector strategy requires an organized institutional framework, appropriate and conducive working environment, effective coordination, well planed and organized implementation plans with proper monitoring system to track progress.

To ensure coordination of the justice sector, the Government of Rwanda established a legal framework in 2010. The Prime Minister's Order N° 123/03 of 13/10/2010 establishing the Justice sector and determining its mandate, structure and functioning, and defining role and responsibilities of Justice Sector Coordination Secretariat (JSCS), was approved by the Cabinet in its session of 16/12/2009. Thereafter, coordination secretariat was operational and given the mandate to oversee planning, implementation and monitoring of policies and strategies of the sector and provide technical support to all JRLOS members.

According to the PM's Order, the purpose of the JSCS structure is to enable institutions in the Sector to work together effectively towards common objectives, without compromising their operational, legal or constitutional independence.

The JSCS has been working officially since 2010 with technical support and few permanent staff with offices at the Ministry of Justice. Today the new restructuring of the Ministry of Justice and Attorney General's Office set up the Sector Coordination as a Directorate General whose responsibilities go from the sector planning, budgeting, and budget negotiation, Monitoring and Evaluation, legal awareness, oversight of Criminal Justice and ADR Policies implementation as well as ensuring the networking among the Justice Sector Stakeholders.

1.2 Important previous developments and achievements

As per the Prime Minister's Order establishing the JRLOS, the Justice Sector coordination Secretariat coordinates and facilitates the collaboration and consultations of public institutions, CSOs, Private Sector members and Development Partners active in the Justice Sector through various fora and using various channels. The Justice Sector Coordination Secretariat recorded many achievements as results of its coordinating role including the development of a series of new policies, strategies, strategic plans, studies, etc.

Every year, the Justice Sector Coordination Secretariat provides key targets to sector institutions and spare heads the planning, budgeting, budget negotiation, process as well the implementation, monitoring and evaluation.

Furthermore, the secretariat initiates and convenes different strategic meetings and prepares related documents including reports, implementation plans of decisions from various fora and it has prepared sector strategies like Sector Strategy I, II and III, the Sector Gender Mainstreaming strategy, the Access to Justice Strategic Plan for People with Disabilities inclusion, the sector communication strategy, the JRLOS ICT Strategic Plan, etc.

In 2014, the Ministry of Justice in collaboration with partners established the Justice Reconciliation, Law and Order Sector District Committees across the country and it continues to support them whereby every secretariat staff has 5 District Committees under daily supervision, support and follow up.

Since the beginning of 2016, the Justice Sector launched an Integrated Electronic Case Management System– Rwanda IECMS, an automated judicial case processing and management system designed and implemented to modernize Rwanda Justice Chain.

This Justice Sector IT system for cases processing, administration and management, comprising the entire judicial chain from the investigation to prosecution, adjudication and court decision implementation. The IECMS speeds up proceedings, eliminates duplication of effort across agencies, and reduces the time required to transmit documents between institutions. It increases transparency, equality before the law, and accountability. It enforces compliance with procedures across institutions, so that one cannot jump the queue, and permits easy access to precedent for judges to ensure quick, fair, and consistent decisions.

The effective implementation of an automated Case Management System has also been the source and reason of international recognition to the Justice Sector including “Top Ten Court Technology Solutions Award” at the joint conference of the National Association of Court Administrators and the International Association of Court Administrators on July 13, 2017, in Washington, DC, USA.

It also received an International gold trophy for most innovative technology for development” awarded by AAPAM (African Association for Public Administration and Management) in March 2016, in Lusaka, Zambia

This great achievement and success stories needs a sustainable managerial approach and the idea of having a local capacity to take charge of system development, management, support and maintenance is paramount.

With the current Ministry of Justice structure, there is a team of four (10) specialized staff in software development and will be in charge of the IECMS management. For this team to be

more productive and meets the Ministry of justice expectation, it does not need only the training and effective capacity development plan, but also advanced computers for programing and other software development tools..

1.3 Relationship with Netherlands Embassy

The Justice Sector Coordination Secretariat has been enjoying the benefits of collaborating with the Embassy of the Kingdom of the Netherlands (EKN) especially in coordination matters whereby the Embassy has been designated as the co-chair of the Sector Working Group forum. This forum brings together all Justice Sector institutions, Private Sector, Civil Society Organisations, development partners in justice related matters with the aim of improving effectiveness and efficiency of the Justice Sector and aligning development partners to the Government of Rwanda's strategy. Throughout the entire process of preparing regulatory backward looking and forward looking reports, staff from the Embassy of the Kingdom of the Netherlands (EKN) support every step.

On 13 November 2014, a Memorandum of Understanding establishing Rwanda-Netherlands Advisory Panel on Justice and Rule of Law was signed between the Government of Rwanda and the Government of Netherlands. This Rwanda –Netherlands Advisory Panel meeting aimed at enhancing judicial cooperation, mutual legal assistance and policy dialogues between relevant stakeholders from the Netherlands and Rwanda in the area of Justice and Rule of Law.

2. Problem analysis

The Justice Sector Coordination Secretariat is established and placed under the administrative authority of the Ministry in charge of Justice, which is the lead Ministry for Justice Sector. According to the Prime Minister's Order establishing the Justice sector, the Justice Sector Coordination Secretariat was established to carry out the following tasks among others:

- Providing the essential backstopping of sectoral policy, planning, budgeting and the operationalization of the strategy on a day to day basis.
- Coordinating the implementation, monitoring and evaluation of the Sector Strategy and annual work plan;
- Establishing clear and logical links between the institutional strategic issues papers, the Medium Term Expenditure Frameworks with the Economic Development and Poverty Reduction Strategy and the Justice Sector priorities.
- Providing overall guidance in the development, implementation and evaluation of institutional plans;
- Reviewing and consolidating institutional planning and budgeting throughout the budget year of the Government of Rwanda, preliminary to the individual submission of plans and budgets to the Minister of Finance and Economic Planning;
- Developing quality assurance tools and systems and monitor their use;
- Analyzing sector policies and plans;
- Organizing meetings of the Justice Sector, including agenda, minutes and reports;
- Assisting the Sector in public expenditure review and development of sector budgetary strategies;

In addition, continuous changes in terms of increase of sector members to serve required more efforts, new development projects, limited resources and equipment, small working environment have led to limited performance of the Justice Sector Coordination Secretariat.

In order to determine the exact needs of the JSCS, the Embassy of the Kingdom of the Netherlands commissioned a needs assessment. The following challenges were highlighted by the report and have been prioritized to be addressed.

2.1 Priority area 1: Need for additional skills for JSCS staff to properly respond to individual responsibilities

Capacity development is a crosscutting area in implementing National Strategy for Transformation (NST1). One of the priorities of NST1, is to reinforce the capacity of public servants in terms of specialized and professional courses in order to reach global, regional and country's set goals especially meeting global competitiveness requirements.

The assessment conducted by the Embassy of the Kingdom of the Netherlands (EKN) highlighted the positive change brought by the introduction of the Justice Sector Coordination Secretariat, especially its contribution towards bringing together Sector institutions and partners in a sector wide approach. This is evident during joint sector review meetings aimed at setting together sector priorities, planning and budget consultations and while negotiating with the Ministry of Finance and Economic Planning and sector partners about public investment and external funding projects. Performing this coordination role requires some specialized skills mostly not available in Rwanda which justifies training of staff members of the Secretariat in well chosen and specific skills.

The needs assessment carried out by EKN showed that the current JSCS staff benefited only basic and short period trainings from the Rwanda Management Institute (RMI), which does not allow them to exhaust their full potentials. This is mainly due to insufficient budget dedicated to the capacity building of staff with gaps in rare skills, which are supposed to be followed outside the country, where the tailor made and / or specialized courses to answer and close the gap in capacity of the Justice Sector staff can be found. There is also a lack of modern training equipment when it comes to hands on skills training. There is a huge need to have advanced training plan for the Justice Sector staff in specialized fields and from the specialized training institutions and best of the best, for a reasonable time period.

Project objective: Carry out capacity building for 8 existing staff in terms of specialized trainings tailored to individual responsibilities. In order to strengthen the above, the activities in this project are aimed at upgrading the capacities of the existing staff in their respective areas through specialized trainings in order to make them more performant vis-à-vis the Sector mandate and missions.

Activity 1: Train the Justice Sector Coordination Secretariat Coordinator in Leadership Management

Activity 2: Train the E-justice Specialist in Diploma in software engineering/Computer Application.

Activity 3: Train the Justice Sector Policy, Research and Strategy Specialist in public policy

Activity 4: Train the two (2) Monitoring and Evaluation Specialists and one (1) new statistician in Project Management and data collection and management.

Activity 5: Train the Legal Awareness and ADR Specialist in Mediation Skills, integrated Communication, social media and online visibility.

Activity 6: Train the one (1) Operations Oversight, Crime Prevention and Parole Specialist and the one (1) Security and Law Enforcement Specialist in Human Rights and Law enforcement.

2.2 Priority area 2: Understaffed Secretariat for a continuously growing Sector

According to the assessment, one of some of the challenges which hindered the justice sector coordination secretariat to perform at high level is because it has been understaffed for long time even during the time when the sector was growing with new institutions and increased partners which necessitated maximum operating mechanisms. From the beginning, this was mainly due to the limited budget and non-availability of technical assistance on contractual basis. When restructuring took place in 2014, two vacancies were not put on the JSCS structure. The size of the Justice Sector is increasing because a number of public, private and CSOs have joined the sector. The same assessment highlighted that this situation had increased the workload of the JSCS which would justify the recommendation to increase the number of staff in the JSCS from 6 to 9. Aware of this growth, the rationalization of the public service looked at it and provided for a durable solution, because the new Directorate General in charge of the Justice Sector Coordination's staff number is exactly 8.

In this regard, the initial project objective of providing for additional staff to the JSCS is no longer relevant, and the budget that should be allocated to that activity can be used for other purposes.

2.3 Priority area 3: Weak CSOs – Secretariat coordination mechanisms

Since the sector was created, it most of the time had Senior Technical Advisors to carry out secretariat's coordinating role. Being involved in technical work of usual staff prevented them from conducting outreach programs among sector partners even when it felt necessary.

Later on, the spirit of employing international experts was changed into staffing the Justice Sector Coordination Secretariat with full time public servants. In addition, during the past 10 years the number of projects of active CSOs and their budgets/results/role in general in the JRLOS has grown, and that proper cooperation and coordination between CSOs and the government requires more investment.

To address such an issue, the new Ministry of Justice structure tasked the Legal Awareness and ADR Specialist to support the Director General of the Justice Sector Coordination to continue systematically collecting data and information about existing, ensuring a smooth collaborative climate between them and other Justice Sector stakeholders and improving Monitoring and evaluation while strengthening their reporting mechanisms.

2.4 Priority area 4: Strengthen sector communication and information sharing

The Public budget constraint cannot allow the JSCS to be provided with the adequate office equipment especially communication ones and this impact negatively the JSCS performance and efficient information sharing. The availability of modern equipment such as well-functioning laptops to access connectivity, Camera photo/video to capture quality pictures and videos, recorders to document best practices across the sector, Tablets, 4G Wireless Kits to use while on the field or where there is no enough connectivity to share relevant information, tablets as well as a projector for convenient organization of sector meetings will be very crucial to increase effective service delivery of JSCS vis-à-vis communication management, effective networking, timely information sharing, etc.

Project objective: Equip the JSCS with modern equipment for JSCS staff to allow them share quality and timely information to stakeholders.

Activity 7: Procure 9 computers - Laptops for 9 JSCS staff

Activity 8: Procure 1 Camera photo/video

Activity 9: Procure 1 high quality recorder (Kit)

Activity 10.1: Procure nine 4G Wireless Kits

Activity 10.2: 4G annual subscription costs

Activity 11: Procure (31) Tablets including 30 for JRLOS top leaders for easy preparation during meetings and 1 Tablet of the Public Relations or quality pictures to be used on institutional social media platforms

Activity 12: Procure 1 Projector for the Secretariat for convenient organization of meetings

2.5 Priority area 5: Ensure the existence of a common platform to access Justice Sector news

The website is nowadays a powerful communication tool serving any institution as one of the major vehicles of information, by providing resources and information to all targeted audiences with a particular focus on main stakeholders, researchers, media and the public. The website is one of the main medium through which the public and stakeholders have to interact with Justice, Reconciliation, Law and Order Sector on the activities of member institutions, stakeholders and the public it serves.

Usually, the Justice Sector Coordination Secretariat should be a one-stop center for all news, laws and data on all sector institutional achievements and results. However, this milestone has never been achieved because the sector does not have its own website/portal/subdomain on which to collect and keep such information. This would be a good achievement for researchers, the sector and other interested visitors as they will get needed information on the sector in an easy way.

The website will therefore provide a one stop online channel for Justice Reconciliation, Law and Order Sector audience; improve public awareness, information dissemination, debate and feedback from JRLOS's stakeholders. It has been a complaint from sector partners that they do not have a one-stop centre for all justice related data to easily access information. This was not put in place due to limited financial means. If the Netherlands Embassy develops a multi-language and interactive JRLOS website and train designated staff to update its content and transfer skills for 3 years, the complaint will be solved forever.

Project objective: Provide a platform for the Sector to create awareness, enhance among others; information dissemination about justice related policy documents, objectives, performance reports, on-going and planned activities, interventions, implementation arrangements, events and all other justice related news.

Activity 14: Design and build a JRLOS common platform / web-portal to publish news, achievements, data for the sector and public audience.

2.6 Priority area 6: Obsolete Prime Minister's Order establishing the Justice Sector.

The prime Minister's Order establishing Justice Sector is outdated. Some of the institutions, which are mentioned, are no longer in place and there are other new ones, which are not

mentioned in the law, and yet their missions fall under governance and justice sector. There is urgent need to update the PMO to increase ownership of sector projects by members and improve data collection from partners. There is a big need to bring on board all stakeholders to draft and update the law as per current requirements from partners and the budget to hold such consultative workshops. Once it is updated and it becomes operational, many issues regarding coordination, will be addressed as there will be a regulating instrument.

Project objective: Support the revision of the PMO establishing the Justice Sector

Activity 15: Support four Sector stakeholders' workshops to review the PMO. The PMO establishing Justice Sector needs to be revised to meet the current need and realities as many changes and institution restructuring and sector reforms have been taking place since the first day of this PMO.

In line with the sector spirit of leaving no one behind, it is very important that the review of the PMO take into account not only the views of all stakeholders but also make sure that all of them contribute to debates at defining and polishing new trends and operational aspects.

In facts, the Justice Sector counts now a big number of public institutions working within it without being mentioned as full members. The same applies for a series of CSOs that initially were not operating or yet created and need for being incorporated and consulted to make sure that the legal framework governing the sector is a result of a consultative and participatory exercise. For that purpose, a series of workshops will be organized to ensure full participation of all stakeholders.

2.7 Priority area 7: Need for support to the Integrated Electronic Case Management System (IECMS)

The needs assessment carried out by the Netherlands Embassy noted huge progress made in terms of improving online services in the justice sector with the introduction of Integrated Electronic Case Management System - IECMS. As previously stated this system is paramount for the future of justice service delivery and access to justice. At its actual level of development, it is operational but needs for a local, trained and equipped permanent management team. Concerned and relevant authorities have set up a team small team of 4 staff subject to being gradually increased in number depending on the system evolution. Two are already in place but started facing challenges including the lack of modern equipment to track down IECMS operations, carry out skills transfer to end users and initiate timely corrective measures whenever necessary. The new Ministry of Justice organizational structure has considered the importance of ICT in today is business and service delivery and the key role of IECMS for the Justice Sector performance and has increased the number of the team to 19 staff to sustain this tool. The system is very huge, complex and most sensitive that requires the regular and daily monitoring of the system life and performance. This implies the need for the most sophisticated equipment and skilled staff to achieve this result. That is what justifies the set of activities aimed at equipping the Team members with IT tools and advanced skills in software development to slowly reduce and end the dependence on the system vendor, but ensure the development, system monitoring, support and maintenance are entirely done by Rwanda Local team.

Project objective: Support the management of IECMS

To ensure the effective management and technology transfer and ownership by the local team, there is a need of the smooth and effective transition plan before the development, management and support of the system responsibilities be handed to the Rwanda Local technical team.

The support of this activity is fundamental, as it brings answer to the critical question of how ensuring the local ownership of huge and sensitive system of the kind that serves the entire Rwanda Justice System.

Activity 15: Procure 19 laptops for the IECMS Management Team

Activity 16: Procure 19 Software development tools for IECMS Management Team

Activity 17.1: IECMS Knowledge transfer: Core application development training

Activity 17.2: IECMS Knowledge transfer: Code review

Activity 17.3: IECMS Knowledge transfer: Participants hosting and logistics

3. Result Framework

3.1 Objectives (outcomes), results (outputs), activities and resources, based on the SMART principle

See annex 1

3.2 Sustainability

As previously stated, the Justice Sector Secretariat is operational from 2005. The coordination of the Justice Sector is led by policies, laws, regulations based on clear mandate, missions and core values including smooth collaboration and partnership, institutional independence, dialogue, ownership, complementarity, better citizens' service centeredness and accountability.

This goes with the ability of Justice Sector stakeholders to adapt its structure, systems and personnel to new trends, needs and environment.

The successful implementation of this project will strengthen achievements of previous years while enabling stakeholders improving the sector operations, identifying new opportunities and innovations against new challenges.

In line with these statements, the sustainability of this project is based on the existence of several instruments including policies, laws, strategies, regulations and instructions governing staff retention, public assets management, public servants management and accountability, monitoring and evaluation mechanisms, public financial management, internal and external audits, etc.

The ongoing public service rationalization took already into consideration the recommendations of the needs assessment in terms of the Justice Sector Secretariat staffing and it is worth to notice that six (6) member staff are in place while two other are under the recruitment process. Furthermore, the Ministry of Justice shall comply with the Public Servants recruitment procedures encouraging competitiveness during that process.

In addition, building capacities of both new and ancient staff members of the Justice Sector Coordination Directorate General in policy and projects development, in data collection and analysis, in human rights and law enforcement, in information and technology, and in

monitoring and evaluation will improve their working, and sustain their productivity and leadership in the Sector.

Streamlining the sector main governing instruments will ensure all stakeholders' participation, ownership and cement the programs' sustainability.

4. Managing/implementing organization

The Justice Sector Coordination Directorate General will be the implementing organ of the project's activities as the direct beneficiary, while other key Ministry's services will support in regards to financial and procedural aspects to ensure its successful implementation.

The Rwanda Ministry of Justice is well structured and equipped with skilled financial and procurement management staff. In the 5 previous financial years, the Ministry of Justice got clean audit Reports. This was made possible by putting in place an Inspectorate Unit and Internal Auditor Officer whose role is to conduct regular verification to financial operations done by financial management staff and advise accordingly on respect of financial management procedures. The Ministry organization will be seconded not only by the SPIU but also by the following set of initiatives in order to ascertain a strong and effective management of this project:

1. A Project Manager under the Ministry of Justice SPIU will keep in touch with the Justice Sector Coordination Directorate General that will directly execute all planned activities;
2. Good will and ownership of MINIJUST leaders who will continuously advise the managing team when needed;
3. Good collaboration with NL embassy through the submission of required information on the project implementation in due time;
4. Availability of planning skills in order to define who does what and when towards the implementation of the project;
5. Availability of staff in charge of finance and budget to ensure proper allocation of finances to appropriate activities ;
6. Proper monitoring, evaluation and time report to ensure that identified issues are timely resolved;
7. The capacity building of JSCS and the IECMS Team members will lead to the success of JRLOS policies and strategies that benefit more women, people with disabilities and other people in need.

5. Risk analysis

5.1 Contextual risks

Rwanda has for the second year running ranked third least corrupt country in Africa, according to the latest Corruption Perception Index, 2017, released by Transparency International. Globally, Rwanda ranked 48th least corrupt nation among 180 countries assessed, improving two places from 2016. The aim of this project's risk analysis is to increase the probabilities and impact of opportunities and to decrease the probability and impact of threats. We are committed to address prospective risks of this project proactively throughout the project cycle.

5.2 Program risks

Priority area	Risks	Influence on results of activity	Mitigating measures
	Corruption in recruitment of public servants	This may prevent MINIJUST to obtain skilled and enough experienced staff	MIFOTRA and Public Service Commission conduct a close monitoring of recruitment of public servants
	Corruption in some public procurements	Acquired irrelevant materials and tools	RPPA and OAG conduct audits on errors that may happen in public procurement
Carry out capacity building for 9 JSC staff in terms of specialized trainings tailored to individual responsibilities	All requested courses are obtained in the same period	Under performance due to time to time absences for training	Prior planning for JSCS staff to be trained in separate periods
Procure modern equipment for JSCS staff to help them share information in due time	Procured equipment are not regularly maintained	Early depreciation of equipment	Ensure regular maintenance of equipment and plan for purchasing new ones through the ordinary budget once they are depreciated.
Design/build a website/portal for JRLOS to collect news, upload data on achievements and results	Lack of hosting and maintenance fees	The created website is stopped working consequently, JRLOS information not gathered and shared	This website site may be linked to IECMS of which sustainability is ensured
Support the Integrated	Procured equipment are not	Early depreciation of equipment	Ensure regular maintenance of equipment