

REPUBLIC OF RWANDA

Kigali, ... 01/09/2015  
N° ... 1651/08.25



MINISTRY OF JUSTICE

P.O. BOX 160 KIGALI

Tel: (250) 252586561 Fax: (250) 252586509

E-mail : [mjust@minijust.gov.rw](mailto:mjust@minijust.gov.rw)

**H.E. the Ambassador of the Kingdom of the Netherlands  
KIGALI/RWANDA**

Your Excellence,

**Re: Submission of the narrative and financial report on the first Rwanda-Netherlands Advisory Panel meeting on Justice and Rule of Law**

With reference to Article 12 of the Memorandum of Understanding signed between the Government of the Netherlands and the Government of Rwanda dated 13 November 2014, whose purpose is to cover the costs of the Panel;

In accordance with Article 9 of the Agreement between the Government of the Kingdom of the Netherlands and the Government of Rwanda implementing provisions of the MOU signed between the two parties on 18 May 2015;

I have the pleasure to submit to you attached herewith, the narrative and financial report on the first meeting of the said Advisory Panel which was held in Amsterdam- Netherlands from 17<sup>th</sup> to 19<sup>th</sup> June 2015.

Sincerely,

(10)(2e)

**KALIHANGABO Isabelle**  
Permanent Secretary/Solicitor General

CC:

- Minister of Justice/Attorney General;
- Minister of Finance and Economic Planning.

Website : [www.minijust.gov.rw](http://www.minijust.gov.rw)

## **NARRATIVE AND FINANCIAL REPORT ON THE FIRST MEETING OF THE RWANDA-NETHERLANDS ADVISORY PANEL ON JUSTICE AND RULE OF LAW**

### **Introduction**

With reference to Article 12 of the Memorandum of Understanding signed between the Government of the Netherlands and the Government of Rwanda dated 13 November 2014, whose purpose is to cover the costs of the Panel;

In accordance with Article 9 of the Agreement between the Government of the Netherlands and the Government of Rwanda implementing provisions of the MOU signed between the two parties on 18 May 2015;

The aim of this report is to provide in brief narrative and financial report on the first meeting of the said Advisory Panel that has been organized in Amsterdam- Netherlands from 17<sup>th</sup> to 19<sup>th</sup> June 2015.

### **1. Narrative report**

#### **1.1. Summary**

The visit of Rwanda Minister of Justice to Netherlands marked by the first meeting of the Bilateral Panel on Justice and rule of law (17 – 19 June), that laid the foundation for future meetings and contact between the Panel members.

The Panel meeting confirmed and strengthened the already existing good bilateral dialogue through an exchange of information at expert-level. The first meeting was characterized by sharing of ideas in general through identifying issues that will be covered through their cooperation. In particular, they discussed matters pertaining to access to Justice, alternative dispute resolution mechanisms and Multilateral Treaty on International Crimes.

## 1.2. Comment

This first meeting required a lot of preparation on both sides. Excellent cooperation between the Netherlands Embassy in Kigali, the JRLOS Secretariat, the Ministries in The Hague and Kigali contributed to the success of the meeting.

Regarding the agenda, the panel members from both countries made very well prepared presentations to allow depth discussions.

## 1.3. Report

The meeting and various visits took place in Netherlands on the invitation of the Netherlands Minister for Migration Dijkhoff and it was chaired by Minister Johnston Busingye and co-chaired by Minister Dijkhoff.

Both Ministers emphasized the importance of the Panel in strengthening the existing good relationship between the two countries.

After tour d’horizon by both Countries, several topics relating to access to Justice, Alternative dispute resolution mechanisms, multilateral treaties on International crime extra were presented and discussed through exchange of expertise and technical know-how. The other topics included legal assistance, the role of the ombudsman, the importance of a strong and independent Bar Association were on the agenda. A special focus was put on the functioning of the Abunzi mediation committees in Rwanda. Both countries are faced with increasing costs of the formal justice system and a shift towards more use of mediation and dispute resolution mechanisms. The challenge for both countries is on how to become more efficient and how to introduce and use ICT effectively.

Minister Johnston Busingye invited the Panel members to Rwanda for a next Panel meeting as a follow-up and hopes to have the participation of the Dutch Bar Association. The Dutch Ombudsman would also meet his Rwandan counterpart in the near future to explore other areas of cooperation.

Apart from the Panel meeting, Panel members visited the Dutch Forensic Institute, the Peace Palace, the International Court of Arbitration and the Anne Frank House.

The Agenda and the names of panel members are herewith attached.

## 2. Financial report

The total amount transferred by the Netherland's Ministry of Foreign Affairs to Account number 1000029005 MINIJUST RWANDA NETHERLANDS ADVISO-RWF opened in National Bank of Rwanda is 35 000 Euros, equivalent to **27,985,874 Rwf** which was received on 10<sup>th</sup> June 2015.

Apart from **bank charges** relating to the account management, MINIJUST used the funds for paying **air tickets** and **mission allowances** for the Rwandan delegation from Kigali to Amsterdam.

The Bank statement shows that on 30<sup>th</sup> June 2015 as seen in attachments, the closing balance was **seventeen millions four hundred thirteen thousand five hundred ninety four Rwandan francs (17,413,594 Rwf).**

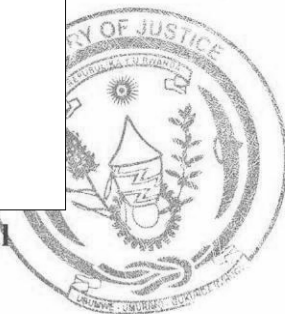
Done at Kigali, 01/09/2015

(10)(2e)

**KALIHANGABO Isabelle**

**Permanent Secretary/Solicitor General**

**Ministry of Justice**







MINIJUST

**BANK RECONCILIATION REPORT**

**AS AT 30-Jun-2015**

BANK ACCOUNT	(10)(2g)	MINIJUST/RNAP JRL	
Balance as Per Bank Statement as	30-Jun-2015		17,413,594
Add Deposit in Transit			0
Less Outstanding Payments / Cheques			0
Adjusted Bank Balance as at	30-Jun-2015		17,413,594
Cash Book Balance as at	30-Jun-2015		17,413,594
Unreconciled Difference			0

Prepared by *Accountant*  
Reviewed by *Director of Finance*  
Approved by .....

Signature  
Signature  
Signature

(10)(2e)



# Cash Book Statement

Entity: 1300000000 MINIJUST

Account: (10)(2g)

MINIJUST/RNAP JRL

01-Sep-2015  
8:30AM

From : 01 May, 2015

To : 30 June, 2015

**Opening Balance: 0.00**

Date	Description	Reference	FCY		RATE	LCY - RWF		BALANCE
			Deposit	Payment		Deposit	Payment	
06/10/2015	ACCT Management fees Netherlands ACCT May 2015	ACCT FEESS 2916	0.00	0.00	0.00	0	1,000	(1,000)
06/10/2015	BANK STATEMENT FEES Netherlands ACCT MAY 2015	10002905 HIST	0.00	0.00	0.00	0	2,000	(3,000)
06/10/2015	Transfer from Netherlands to Support Rwanda Advisory Panel on Justice and Rule of Law	FT151615 HXX	0.00	0.00	0.00	27,985,874	0	27,982,874
06/16/2015	CHEQUE BOOK and OP DEMAND Netherlands ACCT	CHQ DEMD	0.00	0.00	0.00	0	4,500	27,978,374
06/16/2015	CHEQUE BOOK DEMNAD Netherlands ACCT	CHQ BOOK	0.00	0.00	0.00	0	4,500	27,973,874
06/16/2015	PYT Ticket d'Avion of MBABAZI Judith, RUTABINGWA Athanase, HABIMANA J. Damascene, et RUKUNDAKUVUGA Francois Denis from 16-19/06/2015 to Amsterdam/NETHERLANDS	00001	0.00	0.00	0.00	0	5,672	27,968,202
06/16/2015	International Perdiem of MBABAZI Judith from 16-19/06/2015 to Amsterdam/NETHERLANDS	00001	0.00	0.00	0.00	0	1,594,085	26,374,117
06/16/2015	International Perdiem of RUKUNDAKUVUGA Francois from 16-19/06/2015 to Amsterdam/NETHERLANDS	000002	0.00	0.00	0.00	0	1,594,085	24,780,032
06/16/2015	International Perdiem of HABIMANA JEAN Damascene from 16-19/06/2015 to Amsterdam/NETHERLANDS	000004	0.00	0.00	0.00	0	1,594,085	23,185,947
06/16/2015	International Perdiem of RUTABINGWA Athanase from 16-19/06/2015 to Amsterdam/NETHERLANDS	0000003	0.00	0.00	0.00	0	1,594,085	21,591,862
06/16/2015	PYT Ticket d'Avion of MBABAZI Judith, RUTABINGWA Athanase, HABIMANA J. Damascene, et RUKUNDAKUVUGA Francois Denis from 16-19/06/2015 to Amsterdam/NETHERLANDS	00001	0.00	0.00	0.00	0	4,175,268	17,416,594
06/30/2015	ACCT MANAGEMENT FEES Netherlands ACCT JUNE 2015	ACCT MNGT NETH	0.00	0.00	0.00	0	1,000	17,415,594
06/30/2015	BANK STATEMENT FEES Netherlands ACCT JUNE 2015	HIST 1002905	0.00	0.00	0.00	0	2,000	17,413,594

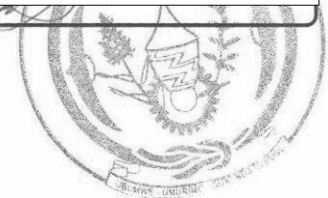
**Closing Balance: 17,413,594.00**

Prepared By:

Verified By:

Approved By: 

(10)(2e)



# Me Kher Land A/c

Run Date: 03/07/2015

Run Time: 07:38:47

STATEMENT OF ACCOUNT PAGE NO. 1

NATIONAL BANK OF RWANDA  
ACCOUNT NUMBER: 1000029005

ACCOUNT TITLE: MINIJUST RWANDA NETHERLANDS ADVISO-RWF

STATEMENT PERIOD: From

01/06/2015

To

30/06/2015

OPENING BALANCE : -3,000.00

NO.

Value Date

Reference No

Details

Debit

Credit

Balance

1

10/06/2015

FT1516157HXX

Transfer

0.00

27,985,874.00 27,982,874.00

FT ORDERED BY  
MIN.FOREIGN AFF./AMT  
35000 TO MINIJUST  
MIN.FOREIGN  
AFFAIRS/NETHERLANDS  
MIN.FOREIGN  
AFFAIRS/NETHERLANDS

2

16/06/2015

CURR.1000029005.0000001

-4,500.00 0.00

27,978,374.00

3

16/06/2015

PAYO.1000029005.0000001

-4,500.00 0.00

27,973,874.00

4

16/06/2015

TT15167TGDJM

Cash Withdrawal

-1,594,085.00 0.00

26,379,789.00

00000004  
HABIMANA JEAN  
DAMASCENE/  
80002982123GASABO

5

16/06/2015

TT1516703X76

Cash Withdrawal

-1,594,085.00 0.00

24,785,704.00

00000001  
MBABAZI JUDITH P S 058315  
KIGALI

6

16/06/2015

TT151675HJLT

Cash Withdrawal

-1,594,085.00 0.00

23,191,619.00

2  
RUKUNDAKUVUGA  
FRANCOIS REGIS  
ID 80076804095 GASABO

7

16/06/2015

TT15167HPFXB

Cash Withdrawal

-1,594,085.00 0.00

21,597,534.00

3  
RUTABINGWA ATHANASE  
ID 80003615016 GASABO

8

18/06/2015

FT15169Z8W4Y

OVR Inward Cheque

-4,180,940.00 0.00

17,416,594.00

PO01RNAPJU  
999999  
National Bank Of Rwanda  
(BNR)  
PO01RNAPJU  
01RNAPJU

9

30/06/2015

1000029005.STMTHIST.20150630

1000029005

-2,000.00 0.00

17,414,594.00

STMT.OF.ACCT.ONLN

file:///C:/Users/MOJ/Documents/RECON JUNE 2015/RECON.MMA

10

30/06/2015

1000029005.ACCTMGTFEE.20150630 1000029005

-1,000.00

0.00

17,413,594.00

CLOSING  
BALANCE : 17,413,594.00

END OF ACCOUNT STATEMENT

## ANNEX V

### RWANDA-NETHERLANDS ADVISORY PANEL ON JUSTICE AND RULE OF LAW

Wednesday 17 June 2015

at the Ministry of Security and Justice, The Hague, Turfmarkt 147

#### Participants

Mr. Johnston BUSINGYE	Minister of Justice
Mr. Francois Regis RUKUNDAKUVUGA	Inspector General of Courts
Mr. Athanase RUTABINGWA	President of Rwanda Bar Association
Mr. Jean Damascene HABIMANA	Secretary General of National Public Prosecution Authority
Ms. Judith MBABAZI	Secretary General of Rwanda Law Reform Commission
Mr. Jean Pierre KARABARANGA	Ambassador of Rwanda in the Netherlands
Mr. Klaas DIJKHOFF	Minister for Migration
Mr. Reinier VAN ZUTPHEN	Ombudsman
(10)(2e)	Prof. Private Law, Tilburg University
	Former President of Supreme Court
	President Board, Training and Study Centre for the Judiciary
	Prof. Constitutional and Administrative Law, Leiden University
	Prof. Victimology and International Law, Tilburg University
	Sr. Public Prosecutor, International Legal Cooperation

#### Coordination at the Ministry Security and Justice

(10)(2e)

#### Coordination at the Embassy of the Netherlands in Kigali

(10)(2e)

	<b>Morning Sessions</b> <i>Z36 Koninkrijk der Nederlanden Zaal</i>
10.45	Arrival at main entrance of the Ministry of Security and Justice, Turfmarkt 147, The Hague  <i>Coffee and thea is being served</i>
11.00-11.20	<b>Start Panel meeting</b>

	<p><i>Opening words by Minister DIJKHOFF</i>  <i>Opening words by Minister BUSINGYE</i></p> <p><i>Short introduction of participants by the Ministers</i>  <i>Short deliberation on the procedures of the Panel (agenda-setting, procedures, reporting)</i></p>
11.20-12.00	<p><b>Roundtable of professional activities of the Panel Members (Part I)</b></p> <p><i>Introduction of the Panel Members on their personal professional activities and focusing on those elements that seem surprising to foreign professionals</i></p> <p><i>Names of the Panel Members in this session: (to be confirmed)</i></p> <p>1) Mr. Rukundakuvuga Inspector General of Courts  2) <span style="border: 1px solid black; padding: 2px;">(10)(2e)</span> President Board, Training and Study Centre for the Judiciary  3) <span style="border: 1px solid black; padding: 2px;">(10)(2e)</span> President of Rwanda Bar Association  4) <span style="border: 1px solid black; padding: 2px;">(10)(2e)</span> Prof. Constitutional and Administrative Law, Leiden University</p> <p><i>Time planning: Max. 5 min per Panel Member and 5 min for asking questions to the Panel Member by others</i></p>
12.00-13.00	<p><b>Alternative dispute resolution (ADR)</b></p> <p>Presentation by <span style="border: 1px solid black; padding: 2px;">(10)(2e)</span> on ADR in the Netherlands  Presentation on Abunzi in Rwanda (<i>speaker to be confirmed</i>)  Discussion</p>
13.00-14.00	<p>Lunch</p> <p>Ministry of Security and Justice, Skylobby Z36</p>
	<p><b>Afternoon Sessions</b></p>
14.00-14.50	<p><b>Roundtable of professional activities of the Panel Members (Part II)</b></p> <p><i>Introduction of the Panel Members on their personal professional activities and focusing on those elements that seem surprising to foreign professionals</i></p> <p><i>Names of the Panel Members in this session: (to be confirmed)</i></p> <p>1 <span style="border: 1px solid black; padding: 2px;">(10)(2e)</span> Senior Public Prosecutor  2 <span style="border: 1px solid black; padding: 2px;">(10)(2e)</span> Secretary General of National Public Prosecution Authority  3 <span style="border: 1px solid black; padding: 2px;">(10)(2e)</span> Ombudsman  4 <span style="border: 1px solid black; padding: 2px;">(10)(2e)</span> Secretary General of Rwanda Law Reform Commission  5 <span style="border: 1px solid black; padding: 2px;">(10)(2e)</span> Professor in victimology, Tilburg University</p> <p><i>Time planning: Max. 5 min per Panel Member and 5 min for asking</i></p>

	<i>questions to the Panel Member by others</i>
14.50-15.30	<p><b>Access to justice</b></p> <p>In this section an important aspect of rule of law will be discussed. How do both countries facilitate that citizens have access to justice? What are the rights of a citizen?</p> <p><i>Presentations:</i></p> <p>Presentation by [ (10)(2e) ]: 'How to involve Society in the Judiciary'</p> <p>Presentation by Rwanda: (<i>speaker to be confirmed</i>)</p> <p>Presentation by [ (10)(2e) ]: Protecting victims in the Netherlands. Implementation of the directive establishing minimum standards on the rights, support and protection of <b>victims</b> of crime: Challenges</p> <p>Discussion</p> <p><i>Time planning: Max. 10 minutes per presentation</i></p>
15.30-15.35	Short break
	Continuation of the discussion
15.50-16.40	<p><b>Quality of justice (legislation and judiciary)</b></p> <p>Conflicts can be prevented if laws and verdicts are public and clear. What are best practices to safeguard the quality of legislation and justice, but also what are best practices on how to measure quality?</p> <p>Presentation by [ (10)(2e) ] 'law making process in the Netherlands'</p> <p>Presentation by [ (10)(2e) ] <i>to be confirmed</i></p> <p>Presentation Rwanda: <i>Speaker to be confirmed. Suggestion: Role of the Inspector General of Courts and relation with the ombudsman</i></p> <p><i>Time planning: Max. 10 minutes per presentation</i></p>
16.40-17.00	<p><b>Multilateral Treaty on International Crimes</b></p> <p>Presentation by guest of the Panel, [ (10)(2e) ] the Ministry of Security and Justice</p> <p><i>Short discussion</i></p> <p><i>Time planning: Max. 10 minutes for the presentation</i></p>
17.00-17.15	<b>Conclusion of the Panel Meeting</b>

	Exchange of gifts between the Ministers
17.15-18.30	<b>Reception</b> at the Ministry of Security and Justice, Skybar N36  External guests have been invited.
18.30-19.00	<b>Transport to the Restaurant</b>
19.00-21.30	<b>Dinner</b>  The Penthouse restaurant - sky bar - business suites  <i>Address: 42nd floor of The Hague Tower Rijswijkseplein 786 2516 LX The Hague</i>



REPUBLIC OF RWANDA



**MINISTRY OF JUSTICE**  
**P.O. BOX 160 KIGALI**

Kigali, .....

N° ...../TJP/JSCS

Her Excellency Ambassador of the Kingdom of the Netherlands Embassy  
**KIGALI**

Your Excellency,

**RE:** Submission of the narrative and financial report on the third Rwanda-Netherlands Advisory Panel meeting on Justice and Rule of Law

With reference to the Article 12 of the Memorandum of Understanding signed between the Government of the Netherlands and the Government of Rwanda dated 13 November 2014 which purpose is to cover the costs of the Panel;

In accordance with Article 9 of the Agreement signed on 18 May 2015, implementing the provisions of the aforementioned MoU;

I have the pleasure to submit to you, attached herewith, the narrative and financial report on the third meeting of the Rwanda-Netherlands Advisory Panel meeting on Justice and Rule of Law.

Sincerely,

**MUKESHIMANA Béata**  
Permanent Secretary/Solicitor General

Cc:

Honorable Minister of Finance and Economic Planning

# NARRATIVE REPORT OF THE THIRD MEETING OF THE RWANDA-NETHERLANDS ADVISORY PANEL ON JUSTICE AND RULE OF LAW HELD AT THE HAGUE-NETHERLANDS FROM JUNE 26 -27 2018

## 1. Introduction

The 3<sup>rd</sup> Rwanda-Netherlands Advisory Panel on Justice and Rule of Law took place as stipulated in the MOU between the Government of Rwanda and the Government of the Kingdom of The Netherlands establishing the Rwanda-Netherlands Advisory Panel on Justice and Rule of Law, to discuss selected topics, identify achievements, good practices, challenges and explore possible areas of future collaboration in improving the Rule of Law in respective countries..

## 2. Participants to the Advisory Panel meeting

**Mr. Siebe RIEDSTRA**, Secretary-General of the Ministry of Justice and Security of the Netherlands

(10)(2e)	Deputy Secretary General of Rwanda Investigation Bureau
(10)(2e)	Prosecutor from National Public Prosecution Authority
(10)(2e)	Rwanda National Police
(10)(2e)	(10)(2e) Rwanda Correctional Service
(10)(2e)	Justice Sector Secretariat Coordinator/ Ministry of Justice
(10)(2e)	Chief Prosecutor, Public Prosecution Service
(10)(2e)	Secretary General, Confederation of European Probation
(10)(2e)	Victim Policy Department, Ministry of Justice and Security
(10)(2e)	Ministry of Justice and Security

**3. Dates of the Advisory Panel:** from 26<sup>th</sup> to 27<sup>th</sup> June ,2018

**4. Place of Mission:** The meeting New Babylon Meeting Center, The Hague The Kingdom of Netherlands

## 5. Key outputs of the third Advisory Panel meeting

The pannel took place at New Babylon meeting Center and was co-chaired by (10)(2e) Secretary General of the Ministry of Justice and Security of the Netherlands and (10)(2e) (10)(2e) Deputy Secretary General, Rwanda Investigation Bureau.

Presentations were made on the following topics:

- **Role of the victims in and after criminal proceedings:** (10)(2e) (10)(2e) Head Victim Policy Department, Ministry of Justice and Security, NL.
- **Alternatives for detention:** by (10)(2e) (10)(2e) Secretary General, Confederation of European Probation, NL.

- **Combating Domestic Violence:** by [redacted] (10)(2e)

[redacted] (10)(2e) Public Prosecution, NL

There was also a field visit to Dutch National Police of Rotterdam where presentations were made on the “Safety houses” and “Safe at Home” system as integrated approaches to combat domestic violence.

## **6. Relevance of the meeting to the individuals, the institutions and Countries**

The mission allowed the pannel members to exchange on the above mentioned subjects and learn from each other on the best practices. Especially for Rwanda, the take home includes the following:

- The establishment of a Violent offences compensation fund for victims which has two roles: (i) to recover from offenders the money for compensation and (ii) to compensate the victims instead of leaving the task of compensation to the victims, as recovery my not be easy for them. This experience can be used to recover Government funds from offenders and debtors.
- The Dutch probation system and the role of private organizations in the probation services. As we embark in reforms aimed at reducing the crime rate and the recidivism, the Dutch system can inspire our criminal justice policy.
- The NL promised to send documents on the (i) Violent offences compensation fund, (ii)the probation service (iii) the ankle bracelets and (iv) legal aid system in the NL.

## **7. How the achievements will be put to use and how it will be monitored**

The Justice Sector will continue analyzing the information shared and will propose how it can contribute to the delivery of justice in Rwanda.

## **8. Observation of the Ministry of Justice and Attorney General’s Office**

The duration of the MOU is coming to an end this year. So far, during the three advisory panel meetings which took place allowed the two countries to improve on delivery of justice in some areas of interest.

During the first advisory panel held in the Netherlands in 2015, the Government of Rwanda learnt about the rehabilitation system in the Netherlands and the information contributed in organising the rehabilitation centers in Rwanda, while during the second panel held in Rwanda in 2016 the Netherlands learnt about our mediation system and have started a similar system adapted into a “victim-offender mediation” system. As above mentioned, outcomes from the third one are important for Rwanda and need appropriate follow up mechanisms, it is important to renew the MOU to continue the established partnership.

## FINANCIAL REPORT

The section 4, point 12 of the Memorandum of understanding establishing RWANDA-NETHERLANDS Advisory Panel on Justice and Rule of Law signed on the 13th November 2015, between the Government of Rwanda and the Government of the Netherlands states that the costs of panel will be covered by the development budget from the Embassy of the Netherlands in Rwanda.

Therefore, the first installment transferred to the MINIJUST account in framework of the MoU was equivalent to 27,985,874,985 Rfw, the second installment transferred on 19/9/2016 to the MINIJUST account was equivalent to 5,450,224 Rfw.

Considering the organization of the second meeting, a disbursement of Ten Million Twenty Eight Thousands and four Hundred (10,028,400 Rwf) was paid.

The closing balance on 11 November 2016 was Twelve Million, Seven Hundred Eighty Seven Thousands, Four Hundred Eighteen (12, 7873,418 Rwf).

The 3<sup>rd</sup> Advisory Panel on Justice and Rule of Law meeting held from 24 to 28 June 2018 at Hague/ Netherlands. Since the balance amount on account in that time of organizing the third meeting was insufficient twelve million, seven hundred thirty three thousands, four hundred eighteen Rwanda Francs (**12,733,418 Frw**) comparing to needed amount of Seventeen million, six hundred seventy three nine hundred twenty six Rwanda Francs (**17,673,926 RWF**). It was necessary for MINIJUST to request additional amount in the letter N°2256/08.2/NJ/JRLOS.

The third installment equivalent to four million, eight hundred thousands, nine hundred ninety two (4,8000,992 RWF) was deposited to the project account on 3/7/2018. And all amount was used to pay 3<sup>rd</sup> meeting expenditure. The balance to date is zero Rwanda Francs as the financial documents such as confirmed by Cash book statements and Bank statement here attached.

Done at Kigali, on 28<sup>th</sup> September 2018

**MUKESHIMANA Béata**  
*Permanent Secretary/Solicitor General*



MINISTRY OF JUSTICE  
P.O. BOX 160 KIGALI

Kigali, .....  
N° ...../XM/JRLOS

**Her Excellence Ambassador of the Netherlands Kingdom**

**Kingdom**

**KIGALI**

Your Excellency Ambassador,

**Re: Submission of the narrative and financial report on the second Rwanda-Netherlands Advisory Panel meeting on Justice and Rule of Law.**

With the reference to Article 12 of the Memorandum of Understanding signed between the Government of the Netherlands and the Government of Rwanda dated 13 November 2014 which purpose is to cover the costs of the Panel;

In accordance with Article 9 of the Agreement signed on 18 May 2015, implementing the provisions of the aforementioned MoU;

I have the pleasure to submit to you, attached herewith, the narrative and financial report on the second meeting of the Rwanda-Netherlands Advisory Panel meeting on Justice and Rule of Law.

Sincerely,

**KALIHANGABO Isabelle**  
**Permanent Secretary/Solicitor General**

CC  
Hon.Minister of Finance and Economic Planning  
**KIGALI**

# REPUBLIC OF RWANDA



MINISTRY OF JUSTICE  
P.O. BOX 160 KIGALI

## REPORT OF THE RWANDA-NETHERLANDS ADVISORY PANEL ON JUSTICE AND RULE OF LAW 2<sup>nd</sup> MEETING

**Date: 28<sup>TH</sup> -29<sup>TH</sup> September 2016**

**Venue: SERENA HOTEL**

### **1. Introduction:**

The Rwanda Netherlands Advisory Panel on justice and rule of law is a result of a Memorandum of Understanding between the Government of Rwanda and the Netherlands signed on **13<sup>th</sup> November 2014**. The aim of the panel is to enhance judicial cooperation, mutual legal assistance and policy dialogue between relevant stakeholders from the Netherlands and in the area of Justice and rule of law. In the framework of that Memorandum of Understanding, the Panel meetings are held on annual basis in either Country (alternate annually) to talk about challenges in justice of both countries, proposing answers using good practices from both countries.

The panel is composed by lawyers in Government institutions, researchers in the academic field as well as private institutions working in the justice field.

The first meeting took place in the Netherlands from **17<sup>th</sup> to 19<sup>th</sup> June 2015**. The second meeting of Rwanda Netherlands Advisory Panel on Justice and Rule of Law took place from Wednesday the 28<sup>th</sup> to 29<sup>th</sup> September 2016 at Kigali Serena Hotel under the theme: ***“Together for a participative and affordable Justice”***.

While opening the meeting, the Honorable Minister of Justice , Attorney General BUSINGYE Johnston welcomed the panelists in Rwanda and appreciated the Kingdom of the Netherlands for their support to Rwanda Justice Sector in the aftermath of 1994 Genocide against Tutsi. “Although the Netherlands engagement before the 1994 Genocide was of limited character, the Kingdom of the Netherlands was nevertheless one of the Countries which made substantial contribution to the humanitarian relief effort in the immediate aftermath of Genocide against Tutsi” Minister BUSINGYE explained. He emphasized the

role of the Netherlands on capacity building of Justice Sector staff and providing modern equipment to help in the delivery of fast justice.

In her opening remark, her excellence Ambassador of the Netherlands in Rwanda underscored the importance of the Partnership and relationship of the Netherlands and Rwanda especially in building the Rwandan Justice sector while the head of the delegation- the Secretary General in the Ministry of Internal Security and Justice of the Netherlands as well as Rwanda Ministry of Justice's Permanent Secretary/Solicitor General mentioned the commitment to strengthen the partnership of the two countries.

## 2. Participants:

On the NL side, the participants are the following:

- MR. SIEBE RIEDSTRA, the Secretary General of the Ministry of Security and Justice
- (10)(2e) Private Law, in Tilburg University
- (10)(2e) the Former President of Supreme Court
- (10)(2e) Training and Study Centre for the Judiciary
- (10)(2e) Victimology and International Law, Tilburg University
- (10)(2e) the Ministry of Security and Justice

On the side of Rwanda,

- Mr. RUKUNDAKUVUGA Francois Regis, the Inspector General of the Judiciary
- Mr. HABIMANA Jean Damascene, the Secretary General of the NPPA
- (10)(2e) General of the RLRC
- (10)(2e) (10)(2e) ILPD
- (10)(2e) the Commercial High Court of Justice
- (10)(2e) (10)(2e) (10)(2e) Rwanda Bar Association
- (10)(2e) the Kigali International Arbitration Centre (KIAC)
- (10)(2e) the Supreme Court

## 3. Agenda:

- Discussion on the constitutional role of judges;
- Discussion on the role of ADR in the legal process;
- Discussion on the role of victims in the legal process;
- Discussion on the Initial Training Model as catalyst for change and visibility of justice in Society;
- Discussion on Rehabilitation Centers.

#### 4. Meeting Proceedings:

The 1<sup>st</sup> topic “Discussion on the constitutional role of judges” was presented by (10)(2e) (10)(2e) the Former President of Supreme Court. In his presentation he emphasized on prerequisites for judges to discharge well their constitutional role.

The second topic was “the role of ADR in the legal process” presented by (10)(2e) (10)(2e) the Professor, and Private Law, in Tilburg University and (10)(2e) (10)(2e) Executive Secretary of Kigali International Arbitration Centre (KIAC).

The discussions were focused to the experience of each country in Alternative disputes Resolutions mechanisms.

The 3<sup>rd</sup> topic was “the role of victims in the legal process” presented by (10)(2e) (10)(2e) the Professor (10)(2e) Tilburg University and **Justice** (10)(2e)

Experiences were shared, including UN Sustainable Development Goals and victims of crime and shared the EU victim’s directive. In relation to Rwandan- Dutch cooperation, it was agreed that Dutch and European experience and tools might be helpful only if portability is carefully assessed.

The presentation on “**the initial training Model as catalyst for change and visibility of justice in Society**” done by (10)(2e) the President Board, Training and Study Centre for the Judiciary and (10)(2e) ILPD. The presentations emphasized on importance of permanent education for judges and other actors in justice system, the need for reviewing programs in accordance with the needs and assessment made and adopting different programs and appropriate methodology for legal practice trainings. The panelists agreed on the need for researches that would inform change for development and sustainable justice and the need for National and international Partnerships to respond to the country needs for capacity development.

The last presentation was on “Rehabilitation Centres”, done by (10)(2e) Executive Director of Legal Aid Forum. From his presentation, members of the panel discussed the Rwandan experience on rehabilitation centers and the Dutch experience, including the involvement of judges in the rehabilitation process and the procedures.

Members agreed that there is a need to have a close supervision in the rehabilitation process and learn from other systems/countries where this matter has been developed.

Furthermore, the panelists carried out field visits to the Rwanda Forensic Laboratory, Bumbogo Mediation Committee to learn from Rwandan home grown solutions and they finally visited the Kigali Genocide Memorial site to honor the victims of 1994 , the Genocide against Tutsis.

The closing took place afterwards at Serena Hotel where the Permanent Secretary/Solicitor General in the Rwandan Ministry of Justice, The Secretary General in the Ministry of Internal Security and Justice of the Netherlands together with Excellence the Ambassador of the Netherlands in Rwanda thanked the panelists for valuable ideas shared throughout the



meeting and informed them that Rwanda and the Netherlands Kingdom will continue to strengthen the cooperation between two countries.

The two days meeting on Rwanda Netherlands Advisory Panel concluded with exchange of gifts and a group photo for Panelists.

## 5. Financial Report

The section 4, point 12 of the Memorandum of understanding establishing RWANDA-NETHERLANDS Advisory Panel on Justice and Rule of Law signed on the 13<sup>th</sup> November 2015, between the Government of Rwanda and the Government of the Netherlands states that the costs of panel will be covered by the development budget from the Embassy of the Netherlands in Rwanda.

Therefore, the first installment transferred to the MINIJUST account in framework of the MoU was equivalent to **27,985,874,985 Rfw**, the second installment transferred on 19/9/2016 to the MINIJUST account was equivalent to **5,450,224 Rfw**.

Considering the organization of the second meeting, a disbursement of **Ten Million Twenty Eight Thousands and four Hundred (10,028,400 Rwf)** was paid.

The closing balance on 11 November 2016 was **Twelve Million, Seven Hundred Eighty Seven Thousands, Four Hundred Eighteen (12,787,418 Rwf)**. The financial documents such as **Cash book statement, Bank statatment, Bank Reconciliation Report and Outstanding Payments** are here attached.

Done at Kigali, on 14<sup>th</sup> November 2016.

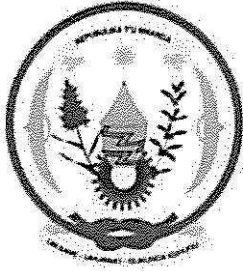
KALIHANGABO Isabelle

Permanent Secretary/Solicitor General

REPUBLIC OF RWANDA

Kigali, 20 JUN 2017

N° 1625/JRLOS



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MINISTRY OF JUSTICE

P.O. BOX 160 KIGALI

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

Dear Sir,

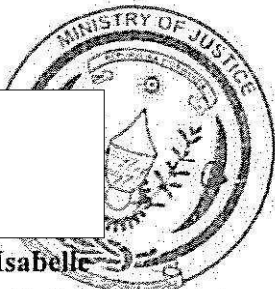
**Re: Submission of the report for the Forward Looking Joint Sector Review 2015/16.**

Reference is made to the Terms of Reference for the preparation of the 2017/18 Forward-Looking Joint Sector Reviews requesting us to lead the exercise and submit a summary report to you;

I have the pleasure to submit the above-mentioned report with its annexes as approved by the JRLOS Joint Sector Working Group meeting that took place on 7<sup>th</sup> June 2017.

Sincerely,

(10)(2e)



**KALIHANGABO Isabelle**  
*Permanent Secretary/Solicitor General*

Received by: (10)(2e)  
22 JUN 2017  
Embassy of the Kingdom  
of the Netherlands

✓ Cc: Head of Development Cooperation, Embassy of the Netherlands, Kigali.  
Members of the JRLO Sector Working Group (all)  
KIGALI.

Handwritten text, possibly bleed-through from the reverse side of the page. The text is faint and difficult to decipher but appears to contain several lines of cursive or semi-cursive script.

**REPUBLIC OF RWANDA**



**The Republic of Rwanda**  
**Justice, Reconciliation, Law & Order Sector**

**FORWARD LOOKING JOINT SECTOR REVIEW FY 2017/2018**

**Final report**

**June 2017**

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## INTRODUCTION

The Rwanda Justice, Reconciliation, Law and Order Sector Strategy is a key component of the Government's EDPRS 2 Governance Flagship Program. Under EDPRS 2, the JRLOS purpose of strengthening the rule of law to promote accountable governance, a culture of peace, and enhanced poverty reduction contributes to the overarching EDPRS 2 goal: *"Accelerating progress to middle income status and better quality of life for all Rwandans through sustained growth of 11.5% and accelerated reduction of poverty to less than 30% of the population"*.

The JRLOS Strategic Plan 2 builds on five outcomes which are the following:

1. Enhanced sector capacity and coordination
2. Strengthened universal access to quality justice
3. Effectively combated impunity for international crimes and genocide ideology; strengthened truth telling and reconciliation;
4. Enhanced rule of law and accountability and business competitiveness;
5. Maintained safety, law & order and enhanced adherence to human right.

Through the Joint Sector Reviews, JRLOS stakeholders are engaged in policy dialogue in order to ensure ownership, accountability and transparency of the EDPRS 2 implementation and monitoring process. The 2017/18 Forward Looking Joint Sector Review for JRLOS has the following main objectives:

1. To present and discuss areas prioritized during the 2017/18 planning and budgeting process;
2. To discuss and validate the 2017/18 sector targets and related policy actions;
3. To select policy related studies to be conducted in 2017/18 fiscal year and briefly report progress on 2016/17 analytical studies;
4. To assess progress towards implementation of the 2016/17 policy actions;
5. To discuss the progress on the elaboration of the JRLO Sector Strategic Plan 2018/19-2023/24.

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6. To Discuss and agree on JRLOS Priorities which will inform Vision 2050, EDPRS 3 and SSP 3

## 1. PRESENTATION OF 2017/18 JRLOS PRIORITIES

The 2015/16 backward looking Joint sector review meeting which took place on the 1<sup>st</sup> November 2016 highlighted the priority areas for 2017/18 which will contribute significantly to the EDPRS 2 and JRLOS Strategic Plan implementation. Those priorities have been considered in planning and budget consultation process for 2016/17. The following table summarizes how priorities proposed in Backward Looking Joint Sector Review 2015/16 have been considered in planning and budget process.

**Table 1: Linkage between priorities agreed upon in 2015/16 Backward Looking JSR and those discussed during 2017/18 Planning & Budget consultations and how they were financed.**

The following table informs about how the JRLOS priorities captured in the 2015/16 Backward Looking Joint Section Review Report and discussed during the planning and budget consultations meetings with MINECOFIN were or were not budgeted for in FY 2017/18 and underlined assumptions for resource allocation.

The budgetary allocation to JRLOS institutions for FY 2017/18 is detailed by sector outcomes, and related institutions' programmes and sub programmes in **Annex 1**. However, some of priorities were not at all covered by the budget allocated to the sector for Financial Year 2017/18 as mentioned in the table above. It is a good opportunity to advocate for the funding of these priorities, especially the IECMS project as it was one of resolutions of the 5<sup>th</sup> & 6<sup>th</sup> JRLOS Peer Review Retreat to jointly mobilize the fund for this Sector's crucial project.

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Priority areas	Intervention for 2017/18	Budget allocated	Actual status & target for 2017/18 Financial Year
Outcome 1. Enhanced sector capacity and coordination	Implement the Sector Integrated Electronic Case Management System (IECMS) phase 2.	400,000,000	IECMS is operational in 83/83(100%) Courts, 78/78(100%) Offices in NPPA, 52/423 (12%) offices in RNP, 14/14 (100%) Prisons + RCS Head Office, 31 Offices MINIJUST (100%) (MAJs & Legal Services Department).  The target of 2017/18 is to implement 10% of expected IECMS improvement: This will include 1.1. Upgrade the system with Court Decision (Judgment) execution Module and 7 more functionalities [Auto save; 1.2. Ensure security of documents in IECMS data; 1.3. Allow litigants and their lawyers to view prosecution cases; 1.4 Civil Litigation Services Access functionality to all penal cases with government involvement, plus the option to the CLS staff for self-adding as a party to the case; Report of the type of sentence (like life imprisonment, 10 years ...); 1.5. RCS Report/search functionality for who and how many entered detainees on a given day or period.  The remaining 90% will be implemented in different phases.
	Implement Sector Need Assessment	No funds allocated	This sector analytical study will be included in the Sector Strategic Plan 3.
	Second phase of ILPD building finalized	900,000,000 RWF was allocated while the remaining works are estimated at 1.5 Billion. Thus a budget gap of 600,000,000 Rwandan Franc.	-The project implementation is now at level of 42%. - The target for 2017/18 is to build it up to the level of 74%.  The sector will continue to mobilize the budget gap in order to respect the terms of the contract.
Outcome 2. Strengthened Universal Access to Quality Justice	Commercial court building;	The amount of 1,400,000,000 frws was allocated to this ongoing project.	-The project implementation is now at 22%. -This budget will allow to implement this budget until the level of 41%  The construction of the Commercial Court building will be in phases based on availability of funds.
	Court Restructuring	The restructuring of the courts is undergoing. Some laws related to this priority were promulgated.	Once this restructuring of courts is implemented, this will contribute significantly to the reduction of the cases backlogs. A small budget 18,781,398 was allocated to Design an architectural study for extension of Court House.
	Justice delivery at local level reinforced by strengthening the Abunzi functioning through training, provision of	954,482,973 Frws out of 3,134,701,170 Frws requested budget were allocated to this priority.	Every year, MINIJUST organizes a one-week training of 17941 Abunzi countrywide, provides Abunzi with materials, Health Insurance and transport means.

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Priority areas	Intervention for 2017/18	Budget allocated	Actual status & target for 2017/18 Financial Year
	materials and relevant incentives for income generation and Legal aid and Children Policies implemented		MINIJUST will continue to mobilize before NGOs working with Abunzi.
	Justice Sector Districts Coordination Committees enhanced by insuring capacity building and providing operational resources	The budget allocated to this priority is 18,000,000 Rwf	30 JRLOS District Committees were established in November 2014; The provision of budget to these committees is done by MINIJUST in this 2016/17. At the end of April 2017, 29 out of 30 created committees were operational. Members of those committees meet regularly in their meeting to discuss and solve issues hindering Justice in their respective districts. They carry out field visits if necessary. MINIJUST will continue to advocate for Justice Sector Districts Committees supports before Sector stakeholders.
Outcome 3. Effectively combated impunity for international crimes and genocide ideology; strengthened truth-telling and reconciliation	Gacaca archive established and operationalized	The amount of 1,300,000,000 out of 2,457,000,000 Rwf which will allow to achieve 87% of cumulative execution of the whole project;	Actual status of the project is evaluated as follow: 27,365,715 pages against 60,000,000 are already digitized. The project is implemented in the phases. The remaining works will be gradually executed based on availability of the budget.
	Reinforce measures to speed up prosecution of genocide fugitives abroad	220,115,145 Rwandan francs will allow to handle 300 cases related to International crimes including genocide	For 2016/17, 250 cases were handled. In 2017/18, 300 cases related to International crimes including genocide will be handled.
	Promote social healing initiatives	104,800,000 Rwandan Francs was allocated to promote the Nation Unit and reconciliation.	The 2017/18 target is to establish a data bank of all institutions/organizations/partners with social healing initiatives. The second target is to conduct social healing sessions and dialogues in prisons.

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Priority areas	Intervention for 2017/18	Budget allocated	Actual status & target for 2017/18 Financial Year
	Build resilience and critical thinking among the young generation through debates		-The 2017/18 target is to hold debates in Universities , Higher Learning Institutions, Secondary and Primary schools.
	Continue to promote Rwandan Identity ( Ndi Umunyarwanda) nationally and within Rwandan community abroad		The target is to disseminate Rwandan identity promotional materials in schools and in general public and continue with dialogues within specific groups.  A study for a unity and reconciliation Gallery conducted in addition, a study for a unity and reconciliation Garden and a study for a unity and reconciliation monument conducted
Outcome 4: Enhanced rule of Law, Accountability and Competitiveness	Rwanda Law Revision project implemented;	The 450,000,000 Rwandan Francs to implement 25% of the Project was financed as requested.	For actual status, feasibility study has done and existing inventory of laws.  The required budget for the phase one of the project was provided.
	Strengthen the mechanisms to speed up the prosecution of economic and financial crimes	82,862,112 Rwandan francs were allocated.	98% of received cases will be handled as usually.
Outcome 5: Maintained safety, law & order and enhanced adherence to Human Rights.	Disaster Management strengthened	300,000,000 Rwf was allocated to acquire two medium trucks.	9 fire trucks acquired by RNP and other 2 fire trucks were acquired by private companies
	Detentions facilities (Prisons and Police Stations) improved, transportation of detainees;	1,288,440,192 Rwandan Francs was allocated to construct 3rd inmates block, a dispensary and 2 Biogaz digester at Mageragere Prison  150,000,000 amount was allocated to construct 2 <sup>nd</sup> inmates block at Rubavu prison.  111,559,808 amount allocated for 4 digesters (Biogas).	The RCS construction projects are at good status.  Other RCS construction projects will be executed in the future based on availability of funds.

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Priority areas	Intervention for 2017/18	Budget allocated	Actual status & target for 2017/18 Financial Year
	Strengthen Muhabura MC Ltd;	534,163,322 Rwanda Francs was allocated to MUHABURA MULTI CHOICE COMPANY.	The law putting MUHABURA MULTI CHOICE COMPANY is in place. Once this company is successfully operational, it will boost RCS self-reliance and productivity since the company will use the Human resources in the Prisons.
	RCS institutional capacity strengthened	271,000,000 Rwandan Francs was allocated to RCS training School.	The allocated budget will be used to complete the project.
	RNP institutional capacity strengthened	1,550,000,000 Rwandan Francs was provided for PTS Gishali and 750,000,000 Rwandan Francs was provided to finalize Phase III of Police Regional Head Quarters and 10 out of 215 Police Stations will be rehabilitated.	Completion by PTS Gishali by constructing accommodations and classes for Cadets and recruits. Completion of Phase III Police HQs by constructing Mess, Accommodation, Kitchen, bathrooms and toilets. <b>The big challenge is a lack of budget to finance the rehabilitation of Police Stations. The sector will continue to advocate for this priority.</b>
	Monitoring the implementation of the National Human Rights Action Plan. Monitoring the implementation of UPR Recommendations	Financed through operational budget.	The allocated budget will be used to monitor the implementation of the National Human Rights Action Plan and the UPR Recommendations.
	Operationalize the National Forensic Laboratory	1,7 billion were allocated to NFL: 1,2 billion is development budget to acquire NFL equipments while 500,000,000 Frws were allocated for operational /salary cost.	The 2017/18 target is to operationalize the National Forensic Laboratory.

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## **2. SECTOR TARGETS AND RELATED POLICY ACTIONS IN 2016/17**

In the 2016/17 forward looking Joint Sector Review, the Justice Sector has identified new JRLOS EDPRS 7 indicators for regular monitoring of EDPRS 2 implementation. Those indicators are "Service Delivery in Justice Sector; Access to Justice; Performance of the Judiciary; Control of corruption; transparency and accountability; reduced serious crimes; % change in accommodation space per inmate; the amount of public fund saved through inmate labour in construction of correctional facilities"

The annex 2 of this report captures targets and prioritized policy actions for each of the above indicators chosen as sector indicators in 2017/18, while Annex 3 informs about targets and policy actions for EDPRS 2 Core Indicator for JRLOS.

## **3. POLICY-RELATED STUDIES IN 2017/18 AND PROGRESS ON 2016/2017 ANALYTICAL WORKS**

### **3.1. Analytical studies for FY2017/18**

The following analytical studies will be conducted for the Financial Year 2017/18:

1. JLOS Change Management Strategy which will be financed by the GoR;
2. JRLOS Gender Strategy which is ongoing and financed by One UN;
3. Research on leading case laws in Civil, Penal and Commercial Matters Phase 2 financed by One UN;
4. Study on the history on Genocide perpetrated against Tutsi in the Ministry of Justice which will be financed by the GoR;
5. Evaluation of the implementation of the National Unity and Reconciliation Policy.

*The details of those studies are provided in the annex 4 of this document.*

### **3.2. Progress on 2016/2017 analytical works**

The 2016/17 Forward Looking Joint Sector Review agreed upon 11 analytical studies to be conducted. Among them, there were 4 (Alternative Dispute Resolution Policy; Access to

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Justice User perception and victimization survey; Impact evaluation of the realized work through the mediation committees; Communication and citizen participation strategy) which is supposed to be financed by European Union Commission under the project "Support to Access to Justice"-EDF 11<sup>th</sup>. Unfortunately, the Program Estimates related to this project is not yet signed.

The progress report against policy related studies conducted in FY 2016/17 is in **Annex 5**.

#### 4. PROGRESS TOWARDS IMPLEMENTATION OF THE 2016/17 POLICY ACTIONS

In 2016/17, JRLOS Institutions selected 15 prioritized policy actions with 26 detailed activities. At the end of March 2017, the following summary was noted but the detailed report on every policy action is given in **Annex No 6**:

On track	On watch	Not yet started	Total
17 (65.3%)	8 (30.8%)	1 (3.8%)	26 (100%)

##### Not yet started activities:

**The law revision project:** The project faced a problem of missing qualified bidder in the first and second tendering processes. As a solution, the management of RLRC has negotiated possibilities of using a less competitive method in order to find a suitable consultant firm. So far, the firm to be single sourced was identified.

#### 5. THE PROGRESS ON THE ELABORATION OF THE JRLO SECTOR STRATEGIC PLAN 2018/19-2023/24

As Rwanda is moving from Vision 2020 to Vision 2050 and in the course of the elaboration of the Economic Development and Poverty Reduction Strategy (EDPRS 3), sectors are required to develop comprehensive strategies that will guide actors in the Sector Working Group over the medium term and long terms.

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In this framework, the JRLOS did not lag behind. Here are some milestones registered in the process of JRLOS SSP III elaboration:

Time	Achieved milestone	Comments/Challenge if any
27/4/2017	98% of Director Generals, Director of Planning and Planning officers attended the workshop organized by MINECOFIN on the urgent briefing session on elaboration of vision 2050, EDPRS3 and Sector Strategic Plans.	
4/5/2017	The JRLO Sector sent to MINECOFIN the JRLO Sector Roadmap for SSP III elaboration.	
5/5/2017	The process of mobilizing funds and hiring the Facilitator started.	<ul style="list-style-type: none"> <li>▪ UNDP agreed on the provision of required funds</li> <li>▪ RPPA authorised the less competitive method</li> <li>▪ A consultant has been identified and his recruitment process is ongoing.</li> </ul>
5/5/2017	Comments from MINECOFIN on JRLO Sector Roadmap for SSP III elaboration.	Comments were included and the Roadmap was resubmitted.
8-12 May 2017	MINIJUST organized technicians workshop to: <ol style="list-style-type: none"> <li>1. Evaluate JRLOS/ SSP2, EDPRS 2 and Vision 2020 related Justice Sector.</li> <li>2. To engage the JRLOS technicians to fully understand the ToRs on 2017/18 Forward Looking Joint Sector Review and draft the 2017/18 FL/JSR report.</li> <li>3. To draft the Justice Sector Imihigo for 2017/18.</li> <li>4. To improve and agree on the JRLO Sector Roadmap for SSP III elaboration.</li> </ol>	This workshop was included in the Roadmap.

## 6. JRLOS PRIORITIES TO INFORM VISION 2050, EDPRS 3 AND SSP 3

The following broad priorities were identified by JRLOS Top Leaders to inform Vision 2050, EDPRS 3 and Sector Strategic Plan 3 elaboration.

Sector priorities	Sub indicators
1. Rule of law	<b>1. Performance of the Judiciary</b> 1.1. Trust in fairness 1.2. Fairness of Law enforcement 1.3. Level of enhancing technology in courts 1.4. Disposal rate (decided cases/pending and filed cases) 1.5. Disposal pace rate (pending cases / judged cases)
	<b>2. Performance of the Prosecution</b> 2.1. Backlogs processed against those existing in previous year 2.2. Gender based violence processed 2.3. Convicted cases against cases submitted to courts
	<b>3. Access to Justice</b>





	3.1. Access to Justice bureaux (MAJ Performance) 3.2. Abunzi performance 3.3. Legal aid services 3.4. JRLOS District Committees
<b>2. Human Rights</b>	1. Respect for Human Rights 2. Core international human rights conventions 3. International Justice
<b>3. Peace, Safety and security</b>	1. Maintaining security 2. National security 3. Personal and property safety 4. Reconciliation social cohesion and Unity 5. RCS performance (to be discussed)
<b>4. Control of corruption , Transparency and accountability</b>	1. Incidence of corruption 2. Control of corruption 3. Transparency and accountability
<b>5. Sector Capacity and Coordination</b>	1. ILPD performance (to set sub indicators) 2. JSCS performance (to set sub indicators)

It is provided in the JRLOS roadmap that all works in term of Justice Sector Strategic Plan elaboration done by JRLOS technicians will be validated by Sector working group. It is paramount that the JRLOS Stakeholders plan as a sector, allocate resources as a sector, monitor and evaluate the activities as a sector and succeed as sector. This requires all stakeholders whether Public, Development Partner or Private to have a strong commitment and ownership in the whole process of Sector Strategic Plan 2018/19-2023/2024 preparation.



**KALIHANGABO Isabelle**

**Permanent secretary /Sollcitor**

**General, Ministry of Justice**

**Chair, JRLO Sector Working Group**

Signed by:

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**Pieter Dorst**

**Head of Development Cooperation**

**Embassy of the Kingdom of the Netherlands**

**Co-Chair, JRLO Sector Working Group**





ANNEXI. LINKING SECTOR OUTCOMES, BUDGET PROGRAMMES AND SUB-PROGRAMMES

		Recurrent Budget	Domestic Finance	External Finance	Total budget 2017/2018
13	MINIJUST	61,485,866,881	6,107,180,262	704,645,635	68,297,692,778
01	ADMINISTRATIVE AND SUPPORT SERVICES	48,677,855,713	0	364,456,747	49,042,312,460
0101	ADMINISTRATIVE AND SUPPORT SERVICES	48,677,855,713	0	364,456,747	49,042,312,460
25	CRIME INTELLIGENCE AND DETECTIVE SERVICES	209,480,000	0	0	209,480,000
2501	CRIME INVESTIGATION	99,500,000	0	0	99,500,000
2502	CRIME INTELLIGENCE AND ANTI-TERRORISM	109,980,000	0	0	109,980,000
26	GENERAL POLICE OPERATIONS	2,178,560,000	2,600,000,000	0	4,778,560,000
2601	PUBLIC ORDER AND SECURITY	1,756,480,000	2,300,000,000	0	4,056,480,000
2602	POLICE STATION ARREST MANAGEMENT	422,080,000	300,000,000	0	722,080,000
27	SPECIALISED POLICE SERVICES	241,519,632	342,680,779	340,188,888	924,389,299
2701	AIRWING	182,640,000	0	0	182,640,000
2703	MARINE SERVICES	4,200,000	0	0	4,200,000
2704	FIRE AND RESCUE	28,000,000	300,000,000	0	328,000,000
2705	CANINE BRIGADE	26,679,632	0	0	26,679,632
2706	COMMUNITY POLICING AND PUBLIC RELATIONS	0	42,680,779	340,188,888	382,869,667
28	POLICE TRAINING SCHOOLS	685,000,000	0	0	685,000,000
2801	POLICE ACADEMY (NPA)	685,000,000	0	0	685,000,000

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The following information is provided for your reference. The data is derived from the records maintained by the Department of Health and Human Services, Office of the Assistant Secretary for Health. The information is provided as a public service and is not intended to be used for any other purpose.

The data is organized into columns representing different categories of information. The columns are:

- Column 1: Name of the individual
- Column 2: Date of birth
- Column 3: Sex
- Column 4: Race
- Column 5: Ethnicity
- Column 6: Education level
- Column 7: Occupation
- Column 8: Income level
- Column 9: Health status
- Column 10: Insurance status
- Column 11: Access to care
- Column 12: Health care utilization
- Column 13: Health care costs
- Column 14: Health care quality
- Column 15: Health care satisfaction

The data is presented in a tabular format. The rows represent individual records. The data is sorted by date of birth in ascending order. The data is presented in a clear and concise manner, making it easy to read and understand.

29	INMATES AND TIGISTES: CORRECTION, REHABILITATION AND SOCIAL WELFARE	6,485,117,780	1,550,000,000	0	8,035,117,780
2901	CIVIC EDUCATION	17,299,420	0	0	17,299,420
2902	VOCATIONAL TRAINING	14,675,460	0	0	14,675,460
2903	INMATES AND TIGISTES SOCIAL WELFARE	6,453,142,900	0	0	6,453,142,900
2904	DETENTION FACILITIES DEVELOPMENT	0	1,550,000,000	0	1,550,000,000
30	PRISONS AND TIG CAMPS MANAGEMENT	975,683,419	93,499,483	0	1,069,182,902
3001	PRISONS MANAGEMENT	966,510,079	93,499,483	0	1,060,009,562
3002	TIG CAMPS MANAGEMENT	9,173,340	0	0	9,173,340
32	RCS TRAINING AND CAPACITY BUILDING	34,083,060	271,000,000	0	305,083,060
3201	RCS TRAINING SCHOOL	34,083,060	271,000,000	0	305,083,060
58	COMMUNITY LEGAL SERVICES AND HUMAN RIGHTS	1,237,869,004	400,000,000	0	1,637,869,004
5801	COMMUNITY PROGRAMMES	0	400,000,000	0	400,000,000
5803	LEGAL AID SERVICES	455,272,464	0	0	455,272,464
5804	ABANDONED PROPERTY MANAGEMENT	20,220,000	0	0	20,220,000
5805	MEDIATION (ABUNZI) COMMITTEES	762,376,540	0	0	762,376,540
59	LEGISLATIVE, LITIGATION AND LEGAL ADVISORY PROCESSES	760,698,273	0	0	760,698,273
5902	LEGAL ADVISORY SERVICES	298,896,662	0	0	298,896,662
5903	CIVIL LITIGATION	461,801,611	0	0	461,801,611
60	PROFESSIONAL LEGAL COURSES AND RESEARCH	0	400,000,000	0	400,000,000

(10)(2e)

