REPUBLIC OF RWANDA



JUSTICE, RECONCILIATION, LAW & ORDER SECTOR STRATEGIC PLAN 2024/25-2028/29

October 2024

CONTENTS

EXECUTIVE SUMMARY 2
CHAPTER 1: INTRODUCTION 3
Process and Methodology used for developing the Sector Strategic Plan 3
2.1. Overview of the JRLOS 4
2.2. Justice, Reconciliation, Law and Order Sector achievements and challenges 4
2.2.1. Achievements towards Access to Justice 4
2.2.2. Achievements towards Safety and Security 4
2.2.3. Achievements towards Unity and Reconciliation 5
2.2.4. Achievements towards fighting corruption 5
2.2.5. Achievements towards the promotion of human rights 5
CHAPTER 3: STRATEGIC FRAMEWORK 6
3.1. Priorities and Innovations 6
3.2. Alignment with Vision 2050 and SDGs 8
3.3. Alignment with NST2 and Other Sector Strategies 8
3.4. Mainstreaming Crosscutting Areas (CCAs) 15
CHAPTER 4: MONITORING AND EVALUATION FRAMEWORK 16
4.1. Monitoring and Evaluation Approach 16
4.2. Monitoring and Reporting Systems 16
4.2.2. Reporting Systems 17
4.3. Evaluation mechanisms of the Justice, Reconciliation, Law and Order Sector Strategic Plan 2024/25 – 2028/29 17
4.4. Cost and financing of JRLO SSP IV 17
CHAPTER 5: CONCLUSION 18
ANNEX 1: THEORY OF CHANGE 19
ANNEX 2. MONITORING AND EVALUATION MATRIX 22
ANNEX 3. IMPLEMENTATION PLAN 50
ANNEX 4: COSTING 99

EXECUTIVE SUMMARY

Rwanda embarks on its ambitious journey towards achieving the Vision 2050. The JRLOS Strategic Plan 2024/25 – 2028/29, so called JRLOS IV aligns itself with the National Strategy for Transformation (NST2) to play a pivotal role in this transformative agenda. The Justice, Reconciliation, Law and Order Sector Strategic Plan (2024/25 – 2028/29) builds upon the achievements of the previous Sector Strategic Plan (2018/19 – 2023/24) and accommodates new thinkings and policy directions that will support Rwanda's aspirations for transformational Governance. In the spirit of both strategic plans, the JRLOS commits to enhancing the ***rule of law to promote accountable governance, a culture of peace for poverty reduction".***

The focus will be on strengthening universal access to quality justice using innovative technologies such as Artificial Intelligence to reduce case backlogs by half. To achieve its ambitious target, the justice system will be strengthened and ADR as well as Criminal Justice Policies will be effectively implemented, upgraded E-Justice systems such as IECMS and E-notary and upgraded Rwanda Forensic Institute to improve the quality of services and make them more accessible to the public. Additionally, Legal aid will be expended to vulnerable people.

The Sector will continue preserving peace safety and security through enhancing and sustaining Crime prevention and response, public order, safety, security, and territorial integrity by continuing to professionalize and enhance the capacity of security organs, while continuously engaging and working with communities to contribute to Rwanda's socio-economic development thus to increase the proportion of the population that is confident in both personal and property safety and security to over 90%. JLROs will also ensure the continuity of Rwandan contribution to peace and security through bilateral, regional, and international cooperation.

National unity, resilience and community-based healing will be strengthened by continuing to institutionalize Rwandan culture and values into civic education (Ndi Umunyarwanda, Itorero, etc) and national development programs. The prevention and fight against genocide ideology and all forms of discrimination will be reinforced. The sense of shared national identity will increase from 92% in 2023/24 to 93.5% in 2026/2027 and 95% in 2028/29. The levels of expressing genocide ideology will reduce from 8.6% in 2019/2020 to 6.5% in 2024/2025, to 5.5% in 2026/27 and to 4.5% in 2028/2029.

The JRLOS will continue to promote human rights principles by introducing and implementing the National Action Plan on Business and Human Rights, ensuring that businesses operate in compliance with human rights standards, fostering accountability, and creating an environment where Correctional Services promote the respect and protection of the dignity and rights of inmates by a ensuring their well-being and preparing their future reintegration in the society. Thus, citizen satisfaction with respect of human rights will be increased from 87.40% to 95%.

Fighting corruption will continue to be one of mandate of JRLOS by strengthening the integrity and efficiency of justice, enhances public trust and fosters a transparent environment where national development is accelerated targeting increase of proportion of population with confidence of control corruption, transparency and accountability from 88.97% to 92%.

CHAPTER 1: INTRODUCTION

Justice, Reconciliation, Law and Order are fundamental to Rwanda's economic, social and Governance transformation enshrined in Vision 2050. The Justice, Reconciliation, Law and Order Strategic Plan (2024/25-2028/29) main purpose is to ensure effective delivery of the NST 2 targets and guide its implementation. The strategies herein also domesticate global and regional commitments reflected in the Sustainable Development Goals (SDGs 2030), the Africa Union Agenda 2063 as well as its first 10-Year Implementation Plan and the East African Community (EAC) Vision 2050.

Process and Methodology used for developing the Sector Strategic Plan

The elaboration of the Justice Sector Strategic Plan was undertaken through a highly participative approach, ensuring comprehensive stakeholders' engagement and collaboration. This inclusive process was fundamental to creating a strategic plan that reflects the diverse needs and aspirations of all segments of society. Extensive consultations were conducted with key stakeholders, including representatives from government agencies, civil society organizations, the private sector, and international partners. These consultations provided valuable insights and fostered a sense of ownership among participants.

Multiple workshops engaging all JRLO Sector stakeholders were organized. The technical team met in their workshop held from 25th to 26th March 2024 to discuss and elaborate on sector situational analysis and identify JRLOS priority areas. The second workshop was organized from 15th to 19th April 2024, engaging all stakeholders at technical level to define interventions in line with priority areas and set outcomes targets to allow the monitoring of progress in implementing JRLOS Strategic Plan IV. The 3rd workshop, held from 13th to 17th May 2024, was dedicated to the setting outputs as well as related indicators. These sessions facilitated in-depth dialogues on the challenges and opportunities within the justice sector, allowing diverse perspectives to be considered. Different institutions were engaged in the development of JRLO Sector Strategic Plan and in the validation of different milestones.

Through the development of JRLOS Strategic Plan IV, a collaborative effort was made to engage the Sector Working Group members in the process. Thus 16 public institutions, 17 Civil Society Organization and 3 Private Partners working in the justice sector as well as 9 Development Partners from International Organizations, UN agencies and Embassies have participated actively in the process of elaboration of this Sector Strategic Plan in line with the NST 2.

CHAPTER 2: THE SECTOR SITUATIONAL ANALYSIS

2.1. Overview of the JRLOS

The Justice, Reconciliation, Law and Order Sector (JRLOS) is a comprehensive framework established to coordinate efforts in delivering justice, promoting reconciliation, and ensuring the rule of law.

The Justice Sector Strategic Plan is built on global and regional agenda such as SDGs and AU agenda 63 and on other Justice Sector policies like ADR and Criminal Justice Policies to name a few. It is a robust policy framework designed to guide its implementation and ensure alignment with the broader national objectives outlined in the National Strategy for Transformation (NST 2). This framework is structured around key policy pillars that emphasize justice, human rights, and good governance, providing a comprehensive approach to addressing the challenges and leveraging opportunities within the Justice Sector.

2.2. Justice, Reconciliation, Law and Order Sector achievements and challenges

2.2.1. Achievements towards Access to Justice

- The level of rule of law is evaluated at **88.89%** (RGS 10th edition) from a baseline of **74 %** set in 2017/18, consecutive to the level of access to justice that has improved, increasing from 79.68% to a current level of 85.81%, the citizens' perception of the independence of Judiciary that increased from 67.40% to 95.5% and the Citizen's trust in the judicial system that is at the level of 90.70% beyond the target set in NST 1.
- The establishment of RFI for fair justice and towards its ambition of being internationally accredited and globally competitive, the RFI was progressively reinforced to provide timely scientific evidence.
- E-Justice service delivery was promoted. The implementation of Integrated Electronic Case Management Systems (IECMS) has streamlined court processes, allowing for more efficient case handling and improved courts accessibility and effective justice. Abunzi and MAJ Management Information System and Sobanuza Inkiko and ISANGE for GBVs cases systems were also developed.
- An Interpol coordination centre was constructed, and dashboard installed at RIB Headquarters that controls all movements at all Gazetted borders.
- Abunzi were strengthened and continue to contribute to limitation of cases entering courts by annually handling 98% of complaints under their jurisdiction.
- Alternative Dispute Resolution Policy and Criminal justice Policy were developed, and they are in their implementation process.

2.2.2. Achievements towards Safety and Security

- Population with confidence in safety and security increased from 92.62% in 2018 to 93.63% in 2023. Road fatalities were reduced from 7 to 5.9 per 100,000 people by 2023, and the average intervention time was reduced from 25 minutes to 13.69 minutes by 2023.
- The Automated Driving Centre was constructed, and it is now operational.

- Countrywide Road Safety Reinforcement Cameras were installed to reduce road injuries. Furthermore, the local structures responsible for security and safety help in empowering communities to take ownership of their security and contribute to crime prevention.
- A number of police officers participated in different training sessions and games in the country and beyond as well as in bilateral and international Peace Operations.
- In area of community engagement 1,074,282 Community policing actors were trained and sensitized on crime prevention, detection and reporting.
- Firefighting engines were increased up to 23 to strengthen firefighting and rescue capabilities.
- In addition to Remera and mobile Automobile Inspection Centres (AIC); Rwamagana, Musanze and Huye AICs, were established for effective service delivery in automobile inspection services.

2.2.3. Achievements towards Unity and Reconciliation

- Reconciliation among Rwandans increased from 92.5% in 2015 to 94.6%by 2020; this contributed to an increased sense of Rwandan spirit at 99 % that are proud of being Rwandans. The International recognition of the 1994 Genocide against the Tutsi and the inscription of 4 Genocide Memorials on the list of the World Heritage by UNESCO.
- The Rwandan identity was reinforced through Ndi Umunyarwanda dialogues among different groups: youth, local and national level leaders, Faith Based Organisations and in civil society organizations.
- Gacaca records were conserved and digitized: The **3,541,343** pages of Gacaca documents were case-filed and this enabled **163,542** files being indexed. By the end of June 2023, the overall status of Gacaca project was **65%**.
- Preservation of Genocide proofs: bodies, cloths and different items was conducted in 6 Genocide Memorial Sites as planned**: Murambi, Bisesero, Nyarubuye, Nyange, Nyamata and Ntarama.**

2.2.4. Achievements towards fighting corruption

- The percentage of citizens' satisfaction with efforts to fight corruption and injustice has significantly increased, moving from 83.5% to a current level of 88.97%.
- Rwanda is among 49 countries least corrupt as per CPI 2023.

2.2.5. Achievements towards the promotion of human rights

- The respect for Human Rights is evaluated at 88.46% (RGS, 2023).
- The Rwanda Correctional Service (RCS) has introduced various programs aimed at rehabilitating inmates. These include vocational training, education programs, and psychological support to help inmates reintegrate into society successfully upon release.
- JRLOS has invested in the construction and renovation of correctional facilities to reduce overcrowding and improve living conditions. This has included the development of modern prison infrastructure that supports the humane treatment of inmates.

- The RCS has adopted technological solutions to improve access to courts by inmates. Supported by UNDP, 8 courts rooms are operational in each follow correctional services: Rwamagana, Nyarugenge, Nyamagabe, Rubavu, Huye Correctional Services.
- Early Childhood Development (ECD) centres were established in RCS facilities.
- 7 TVET in correctional facilities accredited by RTB and 11.014 of inmates trained in various technical and vocational trades.

CHAPTER 3: STRATEGIC FRAMEWORK

3.1. Priorities and Innovations

For the JRLO Sector to achieve the transformational plan under the National Strategy for Transformation (NST2 2024/25-2028/29), clear objectives, strategic interventions with measurable targets were set. **Under this strategic plan, four (4) goals were pointed out including** enhanced Universal access to quality justice, Enhanced transparency and accountability, United, resilient and actively engaged Rwandan Nation, Preserving Peace, safety and security. To realize those aspirations **(5) priority areas were outlined with 28 key strategic interventions.**

Priority area 1: Improve service delivery and reduce case backlogs
Under priority area 1, thirteen (13) interventions were set including:
SI1.1. Enhance the efficiency and effectiveness of existing Alternative Dispute Resolution (ADR) and Criminal Justice Policies (to increase cases settled through mediation and plea-bargaining from 10% to 30% of all cases)
SI1.2. Implement Judicial Career Development Policy (to increase processed cases from 60% to 80%)
SI. 1.3. Expand Legal aid provision to vulnerable people through semestrial legal aid week (8 Legal Aid Weeks
SI1.4. Reinforce judgement execution both in civil matters and administrative matters
SI1.5. Upgrade the Forensic Institute to increase cases timely handled from 95.5% to 98%
SI1.6. Leverage innovative technologies to enhance justice service delivery
SI1.7. Enhance the promotion, protection and monitoring of the respect of human rights for all at all levels
SI1.8. Forster partnerships with other countries to share best practices with the aim of improving judicial standards.
SI1.9. Enhance Capacity development of justice system (special chamber for GBV victims, children Legal framework, decentralized entities, Restructuring and revisit courts' material jurisdiction, establish MAJ offices at lower level, Skills and knowledge ....ect)
SI1.10. Create a robust and holistic approach to preventing, investigating, and prosecuting GBV and child abuse at all levels
SI1.11. Create a safer and more secure environment by proactively preventing and effectively investigating newly emerging criminal activities, ultimately reducing their prevalence and impact on society.
SI1.12. Harmonize laws and regulations with international treaties signed by Rwanda

Priority area 2: Strengthen transparency and accountability
Under this priority area, four (4) key strategic interventions were set as follows:

SI2.1. Conduct anti-corruption and anti-injustice dialogues, trainings and awareness campaigns among various categories of Rwandans (to increase level of citizen satisfaction with fighting corruption and injustice from 81% to 86%)
SI2.2. Conduct corruption risk assessment, legal and compliance analysis (to raise level of citizen satisfaction with performance of institutions in fighting corruption from 72.70% to 77%)
SI2.3. Monitor the implementation of Anti-corruption Policy and strategies (to raise level of citizen satisfaction with government commitment to fight corruption from 70.20% to 75.20%)
SI2.4. Conduct Annual Corruption Barometer

Priority area 3: To promote and uphold Rwandan identity and social healing: Under this priority area, three (3) key strategic interventions were pointed out as follow:

SI3.1. Promote Ndi Umunyarwanda values in different groups in Rwanda and Rwandan community abroad

SI3.2. Coordinate social healing and social reintegration programs at community level (establish guidelines and structures)

SI3.3. Conduct 5 studies on National unity, genocide and community resilience

Priority 4: Prevention and fight against genocide ideology: Under this priority area, five (5) key following strategic interventions were stated:
SI4.1. Enhance regional and international cooperation in genocide ideology prevention and prosecution
SI4.2. Strengthen legal awareness on denial and revisionism of the Genocide against the Tutsi
SI4.3. Develop and maintain genocide memorial sites (equipping them with educational materials and enhancing preservation using technology)
SI4.4. Organize annual Commemorations of Genocide against the Tutsi
SI4.5. Collect and preserve archives on Rwandan History

Priority 5: Sustain Peace and Security
Under this priority area, four (4) key Strategic interventions were aligned as follow:

SI5.1. Strengthen capacity and capabilities of security organs to preserve territorial integrity and protect people and their property
SI5.2. Strengthening public order and crime prevention programs through community policing
SI5.3. Ensure effective correction, rehabilitation and reintegration services
SI5.4. Continue Contributing to peace and security through bilateral, regional and international Cooperation

As part of its commitment to enhancing service delivery and ensuring a more efficient, inclusive justice system, JRLOS has introduced a range of innovative interventions. These include the integration of Artificial Intelligence (AI) within the justice sector to streamline case management and legal processes, significantly reducing delays and improving access to justice. Additionally, the adoption of restorative justice approaches is transforming how justice is delivered by emphasizing rehabilitation and reconciliation, fostering stronger community ties. Moreover, digital-driven solutions in security service delivery are enhancing real-time decision-making, improving public safety, and advancing Rwanda's law enforcement capabilities. These forward-thinking measures underscore the sector's dedication to modernizing and strengthening justice, law, and order in Rwanda

3.2. Alignment with Vision 2050 and SDGs

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

Undoubtedly, the SDG goals are interconnected and the success of one will involve tackling issues more commonly associated with another. This means that the Justice, Reconciliation, Law and Order Sector will play a role in delivering all of the goals by setting up a sound legal and justice system. But, specifically, the JRLO Sector focuses on SDG 16 highlighted above.

The JRLOS contributes to a couple of SDGs indicators. In order to eradicate intentional homicide and reduce incidence of human trafficking by increasing the proportion that feel safe walking alone in the area they live, the JRLO Sector will continue to engage community through CPCs, Youth Volunteers, Anti-crime clubs, Imboni z'impinduka and Imboni z' iterambere, etc) in crime detection, prevention, reporting and response. Moreover, JRLOS will continue to reduce Death rate due to road traffic injuries by establishing Smart police services, implementing Traffic Enforcement Camera Project and raise awareness campaigns on traffic laws through community outreach programs and media houses.

The access to justice will be furthered through the implementation of ADR and Criminal Justice Policies, thus, to reduce case backlogs which impact substantially the increase of un-sentenced detainees. In line with fighting GBV especially SGBV, JRLOS will continue to scale up the capacity of Isange One Stop Centres in terms of staff and equipment, implement advanced forensic techniques and technologies to gather evidence in GBV and child abuse cases and create protocols for the rapid and exhaustive investigation of reported GBV and child abuse cases.

Corruption undermines the integrity of institutions and erodes public trust, posing a significant threat to social and economic development. In this Strategic Plan, the JRLOS set intervention to respond to commitments in the SDGs on the fight against corruption.

3.3. Alignment with NST2 and Other Sector Strategies

In line with NST2, Transformational Governance aims to continue ensuring the Rule of Law and good governance for achieving the ambitious goals of Vision 2050 under the Accountable and Capable State Institutions pillar. The JRLOS IV respond to Priority areas 5: (1) Strengthen universal access to quality justice, (2) Strengthen transparency and accountability, (3) Promote and uphold Rwandan identity and social healing, (4) Prevent and fight against genocide ideology, (5) Sustain Peace and Security.

Table 1. NST-2 Alignment with JRLO SSP IV: Transformation Governance

NST-2 Priority Area	SSP IV Priority area	NST 2 Strategic Intervention	JRLO-SSP Strategic Intervention (SI)
Improve service delivery and reduce case backlogs	**Improve service delivery and**	**SI1.** Upgrade the Forensic Institute to increase cases timely handled from 95.5% to 98% **SI2.** Implement Alternative Dispute Resolution (ADR) and Criminal Justice Policies (to increase cases settled through mediation and plea-bargaining from 10% to 30% of all cases) **SI3.** Implemented Judicial Career Development Policy to increase processed cases from 60% to 80% **SI4.** Expand Legal aid provision to vulnerable people through semestrial legal aid week (8 Legal aid weeks) **SI5.**Leverage innovative technologies to improve justice service delivery from 81.8% to 90%	***SI1.1.*** Enhance the efficiency and effectiveness of existing Alternative Dispute Resolution (ADR) and Criminal Justice Policies (to increase cases settled through mediation and plea-bargaining from 10% to 30% of all cases) ***SI1.2***. Implement Judicial Career Development Policy (to increase processed cases from 60% to 80%) **SI. 1.3**. Expand Legal aid provision to vulnerable people through semestrial legal aid week (8 Legal Aid Weeks **SI1.4**. Reinforce judgement execution both in civil matters and administrative matters **SI1.5**. Upgrade the Forensic Institute to increase cases timely handled from 95.5% to 98% **SI1.6.** Leverage innovative technologies to enhance justice service delivery **SI1.7**. Enhance the promotion, protection and monitoring of the respect of human rights for all at all levels

NST-2 Priority Area	SSP IV Priority area	NST 2 Strategic Intervention	JRLO-SSP Strategic Intervention (SI)
			SI1.8. Forster partnerships with other countries to share best practices with the aim of improving judicial standards. **SI1.9.** Enhance Capacity development of justice system (special chamber for GBV victims, children Legal framework, decentralized entities, Restructuring and revisit courts' material jurisdiction, establish MAJ offices at lower level, Skills and knowledge ....ect) **SI1.10.** Create a robust and holistic approach to preventing, investigating, and prosecuting GBV and child abuse at all levels **SI1.11.** Create a safer and more secure environment by proactively preventing and effectively investigating newly emerging criminal activities, ultimately reducing their prevalence and impact on society. **SI1.12.** Harmonize laws and regulations with international treaties signed by Rwanda
Strengthen transparency and accountability	Strengthen transparency and accountability	***SI2.1.*** Conduct anti-corruption and anti-injustice dialogues, trainings and awareness campaigns among various categories of Rwandans (to increase level of citizen satisfaction with fighting corruption and injustice from 81% to 86%) ***SI2.2***. Conduct corruption risk assessment, legal and compliance analysis (to raise level of citizen satisfaction with performance of institutions in fighting corruption from 72.70% to 77%)	***SI2.1.*** Conduct anti-corruption and anti-injustice dialogues, trainings and awareness campaigns among various categories of Rwandans (to increase level of citizen satisfaction with fighting corruption and injustice from 81% to 86%) ***SI2.2***. Conduct corruption risk assessment, legal and compliance analysis (to raise level of citizen satisfaction with performance of

NST-2 Priority Area	SSP IV Priority area	NST 2 Strategic Intervention	JRLO-SSP Strategic Intervention (SI)
		SI2.3. Monitor the implementation of Anti-corruption Policy and strategies (to raise level of citizen satisfaction with government commitment to fight corruption from 70.20% to 75.20%) **SI2.4**. Conduct Annual Corruption Barometer	institutions in fighting corruption from 72.70% to 77%) **SI2.3**. Monitor the implementation of Anti-corruption Policy and strategies (to raise level of citizen satisfaction with government commitment to fight corruption from 70.20% to 75.20%) **SI2.4**. Conduct Annual Corruption Barometer
Promote and uphold Rwandan identity and social healing	Strengthened National Unity and community resilience	***SI3.1.*** Promote Ndi Umunyarwanda values in different groups in Rwanda and Rwandan community abroad ***SI3.2***. Coordinate social healing and social reintegration programs at community level (establish guidelines and structures) **SI3.3**. Conduct 5 studies on National unity, genocide and community resilience	***SI3.1.*** Promote Ndi Umunyarwanda values in different groups in Rwanda and Rwandan community abroad ***SI3.2***. Coordinate social healing and social reintegration programs at community level (establish guidelines and structures) **SI3.3**. Conduct 5 studies on National unity, genocide and community resilience
Prevent and fight against genocide ideology	Reduced divisionism and genocide ideology	***SI4.1.*** Enhance regional and international cooperation in genocide ideology prevention and prosecution ***SI4.2***. Strengthen legal awareness on denial and revisionism of the Genocide against the Tutsi **SI4.3**. Develop and maintain genocide memorial sites (equipping them with educational materials and enhancing preservation using technology) **SI4.4**. Organize annual Commemorations of Genocide against the Tutsi	***SI4.1.*** Enhance regional and international cooperation in genocide ideology prevention and prosecution ***SI4.2***. Strengthen legal awareness on denial and revisionism of the Genocide against the Tutsi **SI4.3**. Develop and maintain genocide memorial sites (equipping them with educational materials and enhancing preservation using technology)

NST-2 Priority Area	SSP IV Priority area	NST 2 Strategic Intervention	JRLO-SSP Strategic Intervention (SI)
		SI4.5. Collect and preserve archives on Rwandan History	**SI4.4**. Organize annual Commemorations of Genocide against the Tutsi **SI4.5**. Collect and preserve archives on Rwandan History
Sustain Peace and Security.	Sustain Peace and Security.	***SI5.1.*** Strengthen capacity and capabilities of security organs to preserve territorial integrity and protect people and their property ***SI5.2***. Strengthening public order and crime prevention programs through community policing **SI5.3**. Ensure effective correction, rehabilitation and reintegration services **SI5.4**. Continue Contributing to peace and security through bilateral, regional and international Cooperation	***SI5.1.*** Strengthen capacity and capabilities of security organs to preserve territorial integrity and protect people and their property ***SI5.2***. Strengthening public order and crime prevention programs through community policing **SI5.3**. Ensure effective correction, rehabilitation and reintegration services **SI5.4**. Continue Contributing to peace and security through bilateral, regional and international Cooperation

The section 3.3 outlines goals responding to overall objective of the JRLOS "Rule of law", key priority areas and respective strategic interventions.

In line with NST2, the Justice, Reconciliation, Law and Order Sector strategic plan (2024/2025-2028/29) has the following goals:

1. Enhance Universal access to quality justice
2. Enhance Transparency and accountability and compliance of national laws
3. United, resilient and actively engaged Rwandan Nation
4. Preserving Peace, safety and security

The above goals will be achieved through a set of 5 priorities areas and a couple of interventions to be implemented towards target headlines. The following are JRLOS priority areas as well as aligned strategic interventions and activities to be implemented.

1. Improve justice service delivery and reduce case backlogs

1.1. Upgrade the Forensic Institute to increase cases timely handled from 95.5% to 98%
1.2. Implement Alternative Dispute Resolution (ADR) and Criminal Justice Policies (to increase cases settled through mediation and plea-bargaining from 10% to 30% of all cases)
1.3. Implemented Judicial Career Development Policy to increase processed cases from 60% to 80%
1.4. Expand Legal aid provision to vulnerable people through semestrial legal aid week (8 Legal aid weeks)
1.5. Leverage innovative technologies to improve justice service delivery from 81.8% to 90%

2. Strengthen transparency and accountability

2.1. Conduct anti-corruption dialogues, trainings and awareness campaigns among various categories
2.2. of Rwandans (to increase level of citizen satisfaction with fighting corruption and injustice from 81% to 86%)
2.3. Conduct corruption risk assessment, legal and compliance analysis (to raise level of citizen satisfaction with performance of institutions in fighting corruption from 72.70% to 77%)
2.4. Monitor the implementation of Anti-corruption Policy and strategies (to raise level of citizen satisfaction with government commitment to fight corruption from 70.20% to 75.20%)
2.5. Conduct Annual Corruption Barometer

3. Promote and uphold Rwandan identity and social healing

4.1. Promote Ndi Umunyarwanda values in different groups in Rwanda and Rwandan community abroad.
4.2. Coordinate social healing and social reintegration programs at community level (establish guidelines and structures)
4.3. Conduct 5 studies on National Unity, genocide and community resilience

4. Prevention and fight against genocide ideology

4.4. Enhance regional and international cooperation in genocide ideology prevention and prosecution
4.5. Develop and maintain Genocide memorial sites (equipping them with educational materials and enhancing preservation using technology)
4.6. Collect and preserve archives on Rwandan History
4.7. Strengthen legal awareness on denial and revisionism of the Genocide against the Tutsi

5. Sustain Peace and Security

1.1 Strengthen capacity and capabilities of security organs to preserve territorial integrity and protect people and their property,
1.2 Strengthen crime prevention and public order programs through community policing,
1.3 Ensure effective correction, rehabilitation and reintegration services
1.4 Continue contributing to peace and security through bilateral, regional and international Cooperation

3.4. Mainstreaming Crosscutting Areas (CCAs)

The Justice, Reconciliation, Law, and Order Sector (JRLOS) has made significant efforts to integrate crosscutting areas such as gender equality, capacity building, disability inclusion, and regional integration into its Sector Strategic Plan for 2024/25-2028/29. Here is an overview of how these areas have been addressed:

JRLOS has incorporated gender-sensitive interventions in relation to all forms of GBV prevention and fighting, with the focus to Sexual gender-based violence. Moreover, all SDGs indicators in line with anti-GBV were considered.

JRLOS included in its Strategic Plan in line with NST 2 the interventions focusing on continuous professional development programs for its staff, and carrier development programs to enhance the skills of judicial officers and law enforcement personnel.

In terms of regional integration, efforts will be made to harmonize laws and regulations with international treaties signed by Rwanda. Again, JRLOS will actively participate in regional forums and frameworks to share best practices and collaborate on common challenges such as security issues, human trafficking and cross-border crimes.

All interventions set in this JRLO Strategic Plan consider disability dimensions. The Strategic plan includes measures to make all JRLOS facilities accessible to people with disabilities, including ramps, Braille signage, and assistive technologies. The capacity building of judicial officers and law enforcement personnel to deal with PWDs issues are well included. The laws will be harmonized to fully accommodate the UNCRPD.

CHAPTER 4: MONITORING AND EVALUATION FRAMEWORK

The chapter 4 provides an overview of how the implementation of the Justice, Reconciliation, Law and Order SSP (2024/25-2028/29) will be monitored and evaluated to ensure accountability and timely evidence-based decision-making.

4.1. Monitoring and Evaluation Approach

The JRLOS Strategic plan includes a comprehensive Strategy Monitoring & Evaluation matrix in **annex 2** which is the basis for monitoring progresses of the implementation of the JRLOS IV Strategy. The M&E framework constitutes a single set of indicators. Both outcome and output indicators are envisaged. These have been identified as a means through which all Sector institutions and the Sector as a whole can be held accountable, and their contribution to NST2 can be assessed. The M&E framework includes a logical framework that links outcomes and outputs and related indicators. The achievements will be monitored and verified by means of verification.

4.2. Monitoring and Reporting Systems

To support implementation and reporting on progress as well as coordination, communication and co-operation, JRLOS has in place the following mechanisms:

- Thematic working groups are formed at the operational level to support and coordinate the implementation of the strategy. The TWG in charge of Planning, Budgeting, Monitoring and Evaluation will be in charge of monitoring on a daily basis the implementation of JRLO Sector Strategic plan implementation. The Members of this TWG will report on semestrial bases on progress towards implementation.
- Joint Sector Review, Backward Looking is held in September/October. This forum engages the JRLO Sector Working Groups members in policy dialogue towards the implementation status of NST and SSP. This meeting assesses progress and looks at achievements during the past strategic plan and discusses the areas lagging behind and proposes remedies to foster the SSP IV Implementation.
- Joint Sector Review, Forward Looking, is held in May/June. The forum engages JRLO Sector Working group members in policy dialogue of mid-term achievements based on an assessment of progress of the on-going financial year. This meeting is also used to forecast for next year and sometimes adapt indicators, targets, etc. for the next Financial Year accordingly.
- Annual Peer Review (PRR) and UPR Retreats. This is a mechanism aimed at providing a forum for a free debate on critical issues that affect the whole Sector. It is an opportunity to create the conditions for a genuine self-evaluation of the strengths and weaknesses of the JRLOS institutions in the presence of their peers. It brings together representatives from the highest levels of the JRLOS structure.

4.2.2. Reporting Systems

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

- Online systems like Integrated Electronic Case Management System (IECMS); Abunzi and MAJ MIS, UPR Recommendations implementation online system.
- Government Command Centre (GCC). JRLOs Key Performance Indicators will be reported on annual periodical basis.
- Rwanda Governance Scorecard.
- Rwanda Reconciliation Barometer.
- Citizen Report Card.
- Joint and individual annual performance contracts (Imihigo);
- Corruption Bribery index and corruption barometer.
- Justice Sector user perceptions Survey among others.

4.3. Evaluation mechanisms of the Justice, Reconciliation, Law and Order Sector Strategic Plan 2024/25 – 2028/29

The evaluation of the sector performance will be carried out on annual basis in addition to regular monitoring activities. This will result in semestrial briefs to highlight successes and make suggestions to improve any areas lagging. Mid-year evaluation exercises will be carried out to better inform the Sector Working Group Joint Sector Reviews (Backward and Forward Looking JSR). The Justice Sector Coordination Directorate General will assist in this exercise.

A medium-term assessment of the Justice, Reconciliation, Law and Order Sector Strategic Plan (2024/25-2028/29) will be carried to timely identify areas lagging behind and come up with required catch up plans. Finally, the end year Sector Strategic Plan performance review will be conducted to inform future strategic planning phases.

4.4. Cost and financing of JRLO SSP IV

The required investments for the JRLO SSP IV implementation between 2024/25 and 2028/29 are estimated at **RWF 921,113,918,316**. This is allocated among the JRLOS institutions in line with the outcomes and strategic interventions that will contribute to the intended outcomes of the Sector Strategic Plan as per annex 4.

CHAPTER 5: CONCLUSION

The JRLOS Strategic Plan aligns closely with the goals and transformational pillar of NST2 by emphasizing quality justice for all and maintaining public safety. As the Sector moves forward, the JRLOS will continue to strengthen its institutional capacity, promote accountability, and ensure equitable access to justice. This strategic alignment will drive towards realizing Vision 2050, with an emphasis on sustainable development, human rights, and a secure environment for all Rwandans.

This Strategic Plan comprises 4 annexes as follows:

1. Theory of change
2. Monitoring and Evaluation
3. Implementation Plan
4. Costing table

ANNEX 1: THEORY OF CHANGE

Justice Reconciliation, Law and Order (JRLO) Sector	
1. Enhanced Rule of Law	
Goal 1.1: Enhanced Universal access to quality justice	
PA-1.1.1: Improve service delivery and reduce case backlogs	
Outcome 1.1.1.1: Reduced case backlogs from 62% to 30%	
	Enhance the efficiency and effectiveness of existing Alternative Dispute Resolution (ADR) and Criminal Justice Policies (to increase cases settled through mediation and plea-bargaining from 10% to 30% of all cases)
	Implement Judicial Career Development Policy (to increase processed cases from 60% to 80%)
	Expand Legal aid provision to vulnerable people through semestrial legal aid week (8 Legal Aid Weeks)
	Reinforce judgement execution both in civil matters and administrative matters
Outcome 1.1.1.2: Improved justice service delivery from 81.8% to 90%	
	Upgrade the Forensic Institute to increase cases timely handled from 95.5% to 98%
	Leverage innovative technologies to enhance justice service delivery
	Enhance the promotion, protection and monitoring of the respect of human rights for all at all levels
	Forster partnerships with other countries to share best practices with the aim of improving judicial standards.
	Enhance Capacity development of justice system (special chamber for GBV victims, children Legal framework, decentralized entities, Restructuring and revisit courts' material jurisdiction, establish MAJ offices at lower level, Skills and knowledge ....ect)
	Reinforce judgement execution both in civil matters and administrative matters

	Create a robust and holistic approach to preventing, investigating, and prosecuting GBV and child abuse at all levels
	Create a safer and more secure environment by proactively preventing and effectively investigating newly emerging criminal activities, ultimately reducing their prevalence and impact on society.
	Harmonize laws and regulations with international treaties signed by Rwanda
2. Strengthen Accountability	
Goal 2.1: Enhance Transparency and accountability and compliance of national laws	
PA-2.1.1: Strengthen transparency and accountability	
Outcome 2.1.1.1: Reduced corruption in all its forms	
	Conduct anti-corruption and anti-injustice dialogues, trainings and awareness campaigns among various categories of Rwandans (to increase level of citizen satisfaction with fighting corruption and injustice from 81% to 86%)
	Conduct corruption risk assessment, legal and compliance analysis (to raise level of citizen satisfaction with performance of institutions in fighting corruption from 72.70% to 77%)
	Monitor the implementation of Anti-corruption Policy and strategies (to raise level of citizen satisfaction with government commitment to fight corruption from 70.20% to 75.20%)
	Conduct Annual Corruption Barometer
3. National Unity, Resilience, culture and values	
Goal 3.1: United, resilient and actively engaged Rwandan Nation	
PA 3.1.1: To promote and uphold Rwandan identity and social healing	
Outcome 3.1.1.1: Strengthened National unity and community resilience	
	Promote Ndi Umunyarwanda values in different groups in Rwanda and Rwandan community abroad;

	Coordinate social healing and social reintegration programs at community level (establish guidelines and structures)
	Conduct 5 studies on National unity, genocide and community resilience
PA 3.1.2: Prevention and fight against genocide ideology	
Outcome 3.1.2.1: Combatted genocide ideology and revisionism	
	Enhance regional and international cooperation in genocide ideology prevention and prosecution
	Strengthen legal awareness on denial and revisionism of the Genocide against the Tutsi
	Develop and maintain genocide memorial sites (equipping them with educational materials and enhancing preservation using technology)
	Organize annual Commemorations of Genocide against the Tutsi
	Collect and preserve archives on Rwandan History
4. Sustained Peace and Security	
Goal 4.1. Preserving Peace, safety and security	
PA-4.1.1: To sustain Peace and Security	
Outcome 4.1.1.1: Increased confidence in peace, personal and property security	
	Strengthen capacity and capabilities of security organs to preserve territorial integrity and protect people and their property
	Strengthen public order and crime prevention programs through community policing
	Ensure effective correction, rehabilitation and reintegration services
	Continue Contributing to peace and security through bilateral, regional and international Cooperation

ANNEX 2. MONITORING AND EVALUATION MATRIX

INDICATOR	Unit of Measurement	BASELINE (2022/23)	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Responsibility for reporting	Means of verification
GOAL/IMPACT: Enhanced rule of law to promote accountable governance and a culture of peace									
The level of Rule of Law	%	89.89%	90%	91.%	91.5%	92%	92.5%	JRLOS	RGS
OUTCOME 1: Reduced case backlogs from 62% to 30%									
% of case backlogs	%	62%	59.0%	54.0%	47%	39%	30%	Judiciary	Annual Report
Level of access to Justice	%	85.81% (2022/23)	86.6%	87.4%	88.4%	89.2%	90%	MINIJUST	RGS
Output 1.1 Alternative Dispute Resolution (ADR) and Criminal Justice Policies implemented									
Reduced % of unsentenced detainees (SDGs)	%	13.60%	12%	10%	8%	6%	4%	RCS	Annual Report
% of cases received and settled through	%	10%	12%	15%	20%	25%	30%	MINIJUST Judiciary	Annual reports

INDICATOR	Unit of Measurement	BASELINE (2022/23)	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Responsibility for reporting	Means of verification
Alternative mechanisms and plea bargaining								NPPA RIB	
% of Disputes handled by Abunzi Committees against total received	%	99.4%	100%	100%	100%	100%	100%	MINIJUST	MIS Abunzi
Output 1.2 Inclusive Institutional capacity development of justice sector enhanced									
Independence of courts (AU Agenda 63)	%	95.50%	96%	96.50%	97%	97.50%	98%	JRLOS	RGS/CRC
Judge cases ratio per month (Cases to number of Judges)	Ratio	58	50	45	40	35	30	JUDICIARY	Annual Report
Performance of the prosecution	%	94%	94.5%	95%	95.%	96%	96.5%	NPPA	RGS

INDICATOR	Unit of Measurement	BASELINE (2022/23)	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Responsibility for reporting	Means of verification
Rate of cases closed by NPPA due to the lack of evidence against those submitted by RIB	%	TBD	2% decreased	2% decreased	2% decreased	2% decreased	2% decreased	NPPA	Annual Report
% of gender-based violence cases prosecuted	%	96.7% of GBV cases were handled by the Prosecution (March 2024)	98%	98%	98%	98%	98%	NPPA Report	NPPA strengthened
5.2.1 Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual	%	% of women and girls subjected to physical violence is at 19.7% in 2023					10%	NISR	DHS

INDICATOR	Unit of Measurement	BASELINE (2022/23)	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Responsibility for reporting	Means of verification
or psychological violence by a current or former intimate partner in the DHS previous 12 months, by form of violence and by age (SDG 5.2.1)		% of women and girls subjected to sexual violence from 10.3% by 2023 to 5% by 2029					5%	NSR	
		% of women and girls subjected to psychological violence from 23.6% by 2023 to 13% by 2029					10%	NSR	
Number of staff trained on sign language to facilitate persons with	Number	0	0	600	600	600	600	MINIJUST, RIB, NPPA, RCS, RNP, NCHR, ILPD,	Annual Reports

INDICATOR	Unit of Measurement	BASELINE (2022/23)	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Responsibility for reporting	Means of verification
deaf impairments to fully access justice.								MINUBUMWE, Judiciary.	
Human trafficking cases investigated (Report on Number of victims of human trafficking per 100,000 population, by sex, age and form of exploitation) (SDG 16.2.2.)	Nbre	0.40	0.36	0.20	0.18	0.16	0.14	RIB	Annual Report
Output 1.3 Coordination of Legal aid Strengthened and Legal Aid Provision expanded									
Level of Citizen satisfaction with legal aid services	%	81.4% ((CRC, 2023)	83.4%	85.4%	87.4%	89.4%	91.4%	MINIJUST	CRC Report

INDICATOR	Unit of Measurement	BASELINE (2022/23)	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Responsibility for reporting	Means of verification
Level of citizen satisfaction with MAJ effectiveness	%	72.70% (CRC, 2023)	75%	77%	79%	81%	83%	MINIJUST	CRC Report
Number of Legal Aid week organized for vulnerable people including PWDs, Children, Pregnant women, Refugees…	Number	0	0	2	2	2	2	MINJUST, CSOs	Annual report
Number of MAJs at Sector Level	Number	0	0	36	36	36	36	MINIJUST	Annual report
Increase of cases (disaggregated by gender, disability, age	Number	21,405 F: 12840 M: 7775 C: 800	Increase 5%	Increase 5%	Increase 5%	Increase 5%	Increase 5%	MINIJUST	MIS Abunzi and MAJ

INDICATOR	Unit of Measurement	BASELINE (2022/23)	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Responsibility for reporting	Means of verification
and type) received by MAJ									
Client satisfaction with legal Assistance provided by RBA, MAJ and CSOs	%	TBD	TBD	TBD	TBD	TBD	TBD	JRLOS Report	User satisfaction survey conducted
Output 1.4 Alternative to imprisonment and courts mechanism implemented									
Perception on detention and release procedures	%	72.80% (CRC,2023)	75%	77%	79%	81%	83%	JRLOS	CRC Report
% offenders sentenced with alternative to the imprisonment (focus on children)	%	0.00%	5.0%	15.0%	50.0%	60.0%	70%	Judiciary, NPPA, RIB, MINIJUST	Annual Reports

INDICATOR	Unit of Measurement	BASELINE (2022/23)	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Responsibility for reporting	Means of verification
Pretrial detention rate	%	42%	39%	36%	33%	31%	30%	NPPA, RIB,	Annual reports
Output 1.5 International justice cooperation enhanced									
Increase of Genocide fugitives' cases handled.	Number	4457	2%	2%	2%	2%	2%	NPPA, MINIJUST	Annual reports
Number of indictments submitted	Number	TBD	80	120	150	150	150	NPPA, MINIJUST	Annual reports
Level of implementation of Counter Trafficking in person policy	%	0%	5%	30%	40%	50%	60%	MINIJUST	Annual report
Number of International Conference in	0	1	1	1	1	1	1	MINIJUST	Annual Report

INDICATOR	Unit of Measurement	BASELINE (2022/23)	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Responsibility for reporting	Means of verification
area of Justice organized									
Output 1.6. Rwandan laws harmonized with International legal instruments ratified by Rwanda									
Number of International legal instruments analyzed to identify obligations and harmonization status (Regional integration Cross cutting area)	Number	57 international legal instruments	2	20	34	38	62	RLRC, MINIJUST	Annual Report
OUTCOME 2: Improved justice service delivery through innovative technologies from 81.8% to 90%									
Level of justice service delivery	%	81.8%	82%	83%	85%	87%	90%	JRLOS	Reports
Output 2.1: RFI upgraded towards ISO accreditations									
Forensic Laboratories	%	65%	70%	78%	88%	95%	100%	RFI	Annual Report

INDICATOR	Unit of Measurement	BASELINE (2022/23)	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Responsibility for reporting	Means of verification
operationalized towards ISO accreditation Project									
Forensic cases handled and timely Services delivered to citizens	%	95.50%	96%	96.5%	97.5%	97.5%	98%	RFI	Annual report
Output 2.2: Digital transformation and innovations in the justice sector enhanced (interoperable and harmonized eg. Artificial Intelligence (AI) applications, virtual court, e-braclets, etc)									
% of transformative digital solutions implemented	%	40%	44%	48%	52%	56%	60%	Minijust Report	Minijust Report
Level of Artificial Intelligence (AI) applications integrated in the justice systems	%	2%	5%	8%	12%	15%	20%	Minijust Report	Minijust Report
Output 2.3: Capacity development of the justice sector in existing and emerging technologies strengthened									

INDICATOR	Unit of Measurement	BASELINE (2022/23)	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Responsibility for reporting	Means of verification
Number of justice sector workforce in existing and emerging technologies upskilled	Number	400	500	800	1,200	1,600	2,000	MINIJUST	Minijust Report
Number of certified IT personnel to support and maintain existing and new systems	Number	3	5	7	10	12	15	MINIJUST	Minijust Report
Output 2.4: Sustainability mechanisms of existing ICT infrastructure and operational systems used in justice delivery ensured									
Level of Justice sector institutions fully equipped with modern ICT infrastructure	%	40%	44%	48%	52%	56%	60%	MINIJUST and all JRLOS Institutions	Minijust reports

INDICATOR	Unit of Measurement	BASELINE (2022/23)	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Responsibility for reporting	Means of verification
% of systems fully operationalized (Supported, maintained, hosted and upgraded)	%	40%	44%	48%	52%	56%	60%	MINIJUST and all JRLOS Institutions	Minijust reports
Compliance rate with established cyber security, data governance and key ICT standards and regulations	%	10%	15%	25%	35%	45%	50%	MINIJUST and all JRLOS Institutions	Minijust reports
OUTCOME 3: Increased confidence in peace, personal and property security									
Population with confidence in safety and security	%	93.63%	94.33%	95.03%	95.73%	96.46%	97.2%	MININTER Justice Sector	RGS reports

INDICATOR	Unit of Measurement	BASELINE (2022/23)	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Responsibility for reporting	Means of verification
Level of citizen satisfaction with property security	%	69.8%	74.26%	78.72%	83.18%	87.64%	92.1%	MININTER Justice Sector	RGS reports
Level of citizen satisfaction with personal security	%	90.8%	92.38%	93.96%	95.54%	97.12%	98.7%	MININTER Justice Sector	RGS reports
Output 3.1: Crime prevention and public order through community policing strengthened									
Number of Community Policing actors trained including youth volunteers	Number	1,074,282	404,128	404,128	404,128	404,128	404,130	MININTER, RNP	Quarterly and annual reports
Number of major community security engagement campaigns conducted	Number	12	3	3	3	3	3	MININTER, RNP	Quarterly and annual reports

INDICATOR	Unit of Measurement	BASELINE (2022/23)	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Responsibility for reporting	Means of verification
across the country									
Level of violent and serious crimes reduced	%	19,779	5%	5%	5%	5%	5%	MININTER, RNP	Quarterly and annual reports
Death rate due to road traffic injuries reduced (SDG indicator 3.6.1)	Number	5.9 per 100,000 population	5.5 per 100,000 population	5.1 per 100,000 population	4.7 per 100,000 population	4.3 per 100,000 population	3.9 per 100,000 population	RNP	Quarterly and annual reports
Number of victims of intentional homicide per 100,000 population, by sex and age (SDG 16.1.1.)	Number	3 per 100,000population	2.8 per 100,000population	2.6 per 100,000population	2.4 per 100,000population	2.2 per 100,000population	2 per 100,000 population	RIB	Quarterly and annual reports
Proportion of population that feel safe walking	%	80.30%	80%	81%	82%	83%	85%	RNP	Quarterly and annual reports

INDICATOR	Unit of Measurement	BASELINE (2022/23)	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Responsibility for reporting	Means of verification
alone around the area they live (**SDG 16.4.1**)									
Output 3.2: Capacity and capabilities of security organs to preserve territorial integrity and protect people and their property strengthened									
Number of District Police Units (DPUs) and Police Stations (P/STNs) constructed	Number	33	2 DPUs and 3 P/STNs	2 DPUs and 3 P/STNs	2 DPUs and 3 P/STNs	2 DPUs and 3 P/STNs	2 DPUs and 3 P/STNs	MININTER, RNP	Quarterly and annual reports
Number of fire engines acquired	Number	23	2	2	2	2	2	MININTER, RNP	Quarterly and annual reports
Level of implementing Traffic Enforcement Camera Project (Cumulative)	%	54%	59%	64%	69%	74%	79%	MININTER, RNP	Quarterly and annual reports

INDICATOR	Unit of Measurement	BASELINE (2022/23)	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Responsibility for reporting	Means of verification
Number of Kiosks of Smart Police Services established	Number	0	1	3	4	3	4	MININTER, RNP	Quarterly and annual reports
Level of implementation of gender, equality and women empowerment initiatives in security organs	%	18.6	19.48	20.36	21.24	22.12	23	RNP	Quarterly and annual reports
Output 3.3: Contributing to peace and security through bilateral, regional and international Cooperation continued									
Number of Formed Police Units (FPUs) deployed in UN peace operations	Number	6	7	7	7	7	7	MININTER, RNP	Quarterly and annual reports
Number of Police	Number	1	1	1	1	1	1	MININTER, RNP	Quarterly and annual reports

INDICATOR	Unit of Measurement	BASELINE (2022/23)	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Responsibility for reporting	Means of verification
Contingents deployed under bilateral peace missions									
Number of security cooperation MoUs/agreements initiated and/or signed	Number	76 MoUs Signed Including 4 MoUs for MININTER 60 MoUs for RNP and 12 MoUs for RCS	17 (3 for MININTER, 11 for RNP and 3 for RCS)	17 (3 for MININTER, 11 for RNP and 3 for RCS)	17 (3 for MININTER, 11 for RNP and 3 for RCS)	17 (3 for MININTER, 11 for RNP and 3 for RCS)	17 (3 for MININTER, 11 for RNP and 3 for RCS)	MININTER, RNP, RCS	Quarterly and annual reports
Output 3.4: Effective correction, rehabilitation and reintegration services									
Number of half way homes' infrastructure constructed and operationalized	Number	1 (under construction)	Operationalization of the Half way home under construction	N/A	1 half way homes infrastructure constructed and operationalized	N/A	1 half way homes infrastructure constructed and	MININTER, RCS	Quarterly and annual reports

INDICATOR	Unit of Measurement	BASELINE (2022/23)	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Responsibility for reporting	Means of verification
							operationalized		
Number of TVET correctional facilities accredited by RTB	Number	7	2	1	1	1	1	MININTER, RCS	Quarterly and annual reports
Number of inmates trained in RCS curriculum on rehabilitation, reintegration and Civic education (Cumulative)	Number	2,346	10,746	19,146	27,546	35,946	44,346	MININTER, RCS	Quarterly and annual reports
Number of inmates trained in various technical and vocational	Number	11,014	15,418	19,826	24,230	28,634	33,038	MININTER, RCS	Quarterly and annual reports

INDICATOR	Unit of Measurement	BASELINE (2022/23)	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Responsibility for reporting	Means of verification
trades (Cumulative)									
Number of Correctional Facilities (CF) constructed and/or renovated	Number	3 CFs rehabilitated 1 CF fully constructed, 1CF (Nyamasheke) constructed at 28% RCS training school constructed	1(Gicumbi CF rehablitated at 80%) 2. Nyamasheke CF constructed at 46%	5 (Gicumbi CF rehabilitated at 100%; Bugesera CF rehabilitated at 40%; Huye CF rehabilitated at 25%;Ngoma CF rehabilitated at 100%;Rwamagana CF	5 (Bugesera rehabilitated at 70%;Muhanga CF rehabilitated at 70%; Huye CF rehabilitated at 50%;Rwamagana CF rehabilitated at 70%;Rubavu CF rehabilitated at	6(Bugesera rehabilitated at 100%; Muhanga CF rehabilitated at 100%; Huye CF rehabilitated at 75%; Nyagatare CF rehabilitated at 50%; Rwamagana CF rehabilitated at 100%; Rubavu CF rehabilitated at 100%)	2 (Huye CF rehabilitated at 100%; Nyagatare CF rehabilitated at 100%)	MININTER, RCS	Quarterly and annual reports

INDICATOR	Unit of Measurement	BASELINE (2022/23)	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Responsibility for reporting	Means of verification
				rehabilitated at 40%; Nyamasheke CF constructed at 80%	50%), Nyamasheke CF constructed at 100%				
OUTCOME 4 Strengthened National unity and community resilience									
Level of shared sense of national identity and values	%	92%	92%	92%	93.5%	93.5%	95%	MINUBUMWE	Unity and Reconciliation Barometer
Output 4.2 : National Identity among Rwandans enhanced									
Number of groups reached out with interventions on promotion of national identity	Number	0	TBD	**6 targeted groups**	**6 targeted groups**	6 targeted groups	6 targeted groups	MINUBUMWE	Partnership with stakeholders ensured
OUTCOME 5. Combatted genocide ideology and revisionism									

INDICATOR	Unit of Measurement	BASELINE (2022/23)	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Responsibility for reporting	Means of verification
Level of genocide ideology reduction	%	8.6	6.5	6.5	5.5	5.5	4.5	MINUBUMWE	Reports
Output 5.1: Strategies to preserve memory and fight genocide ideology reinforced									
Level of construction of genocide prevention center	%	0%	20%	50%	100%			MINUBUMWE RHA	Annual Report
Percentage of Gacaca Court Archives digitalized and accessible	%	68.70%	72%	78%	85%	90%	100%	MINUBUMWE	Annual reports
Number of secondary schools sensitized on law LAW Nº 59/2018 OF	Number	17	60	60	60	60	60	MINUBUMWE, MINIJUST	Annual reports

INDICATOR	Unit of Measurement	BASELINE (2022/23)	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Responsibility for reporting	Means of verification
22/8/2018 on the crime of genocide and ideology and related crimes									
Number of teachers equipped on history of the Genocide against the Tutsi	Number	411 (2023)	2949	3000	3000	3000	1000	MINUBUMWE	Annual reports
OUTCOME 6 : Promotion and protection of human rights enhanced									
The level of citizen satisfaction with respect of human rights	%	87.40% (2023)	88%	90%	92%	94%	95%	NCHR	RGS
Output 6.1 : Promotion, protection and monitoring of the respect of human rights for all at all levels enhanced									
Percentage of cases of human rights violation	%		92%	92%	92%	92%	92%	NCHR	NCHR Report

INDICATOR	Unit of Measurement	BASELINE (2022/23)	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Responsibility for reporting	Means of verification
processed and investigated against those reported									
Number of places of deprivation of liberty monitored	Number	0	120	130	140	150	162	NCHR	
Number of monitoring sessions conducted on the respect of rights of specific categories	Number		7	36	43	43	43	NCHR	
Number of surveys conducted on the respect of human rights	Number	2	2	2	2	2	2	NCHR	

INDICATOR	Unit of Measurement	BASELINE (2022/23)	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Responsibility for reporting	Means of verification
Number of RIB, RNP, NPPA, Judiciary, RCS and DASSO staff trained on the respect of human rights in general and on the rights of specific categories in particular.	Number	0	600	600	600	600	600	NCHR, MINIJUST, MININTER, MIGEPROF	
Number of persons reached out by the awareness campaigns, disaggregated by sex.	Number	0	9600	9600	9600	9600	9600	NCHR, MINIJUST, CSOs	
Level of implementing the National	%	0%		20%	50%	75%	100%	NCHR, MINIJUST	

INDICATOR	Unit of Measurement	BASELINE (2022/23)	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Responsibility for reporting	Means of verification
Action Plan on Business and Human Rights									
Level of implementing the National Human Rights Action Plan	%	%		20%	50%	75%	100%	NCHR	
Number of international human rights conventions ratified	Number	0	0	1 ILO	0	0	0	MINIJUST	
Number of assessments/evaluations of implementation of 3rd Cycle UPR recommendations	Number	0	1 assessment	1 final evaluation	0	0	0	MINIJUST, NCHR	
Output 6.3. NCHR sub-offices established at Provincial level to ensure the geographical accessibility of its services									

INDICATOR	Unit of Measurement	BASELINE (2022/23)	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Responsibility for reporting	Means of verification
Number of NCHR sub-offices established at provincial level	Number	0	0	4	0	0	0	NCHR, MIFOTRA, MINECOFIN	Annual report of NCHR
OUTCOME 7. Reduced corruption in all its forms									
Level of control of corruption, transparency and accountability	%	88.97% (2022/23)	88.99%	89%	90%	91%	92%	RGS	
Output 7.1. increased level of citizen satisfaction with fighting corruption and injustice from 81% to 86%									
Number of people reached in anti-corruption and anti-injustice dialogues	Number	33.270	33.270	33.270	33.270	33.270	33.270	Ombudsman Office	OoO Report
Anti-corruption committees in public and	Number	0	800	900	1000	1100	1200	Ombudsman Office	OoO Report

INDICATOR	Unit of Measurement	BASELINE (2022/23)	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Responsibility for reporting	Means of verification
private institution trained									
Anti-corruption week	Number	1	1	1	1	1	1	Ombudsman Office	OoO Report
Percentage of corruption related cases processed	%	94% (NPPA 2021/22)	95%%	96%	97%	99%	100%	NPPA	NPPA Report
Conviction rate	%	79.5% (NPPA 2021/22)	82%	84%	86%	88%	90%	NPPA	NPPA Report
Amount of Asset Recovery Increased	%	65.5% (2022/23 BWL-JSR)	70%	75%	80%	85%	90%	MINIJUST, NPPA, OoO	Minijust report
Output 7.3. Increased citizen satisfaction with performance of institutions in fighting corruption from 72.70% to 78%									
Number of Institution inspected on legal compliance	Number	12	15	20	25	30	30	OoO	OoO Report

INDICATOR	Unit of Measurement	BASELINE (2022/23)	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Responsibility for reporting	Means of verification
and corruption risk assessment									
Number of Anti-Corruption conference	Number	0	1			1		OoO	OoO Report
Annual Corruption Barometer	Number	1	1	1	1	1	1	OoO	OoO Report

ANNEX 3. IMPLEMENTATION PLAN

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
Overall goal of the sector **Enhanced rule of law to promote accountable governance and a culture of peace**						***Key Interventions, Projects and Programs***					
Enhanced Rule of Law and Justice for all											
Enhanced Universal access to quality justice	**Increased access to quality justice**	**Level of Access to Justice**	**%**	**85.8**	**90**	**86%**	**87%**	**88%**	**89%**	**90%**	RFI
		Reduced case backlogs from 62% to 30%	**%**	**62.0**	**30**	59%	54%	47%	39%	30%	JUDICIARY ,MINIJUST, RIB,NPPA

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
		Cases settled through mediation and plea-bargaining	**%**	**10.0**	**30**	12%	15%	20%	25%	30%	JUDICIARY ,MINIJUST, RIB,NPPA
						Elaboration and revising laws implementing ADR and Criminal Justice Policies (EU Project)	Elaboration and revising laws implementing ADR and Criminal Justice Policies (EU Project)				MINIJUST, RLRC EUC

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
						Establishment regulatory framework of child Justice in line with the National Legal Aid Policy	Establishment regulatory framework of child Justice in line with the National Legal Aid Policy		Conduct user perception survey on legal representation		MINIJUST UNICEF
						Fully Operationalize Kigali ADR Centre	Decentralize ADR Centre from National level to	Decentralize ADR Centre from National level to	Decentralize ADR Centre from National level to	Decentralize ADR Centre from National level to	MINIJUST, Judiciary UNDP
							the Eastern Province	the Southern Province	the western Province	the Northen Province	

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
						Conduct research on root causes of case backlogs	Conduct research on root causes of case backlogs				MINIJUST SDC
						Disseminate the Criminal Justice and Alternative Dispute Resolution Policy	Disseminate the Criminal Justice and Alternative Dispute Resolution Policy	Disseminate the Criminal Justice and Alternative Dispute Resolution Policy	Disseminate the Criminal Justice and Alternative Dispute Resolution Policy	Disseminate the Criminal Justice and Alternative Dispute Resolution Policy	MINIJUST DPs CSOs

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
						Develop and pilot a diversion programme for categories of people identified in the Criminal Justice Policy, with a pilot programme for child offenders	Develop and pilot a diversion programme for categories of people identified in the Criminal Justice Policy, with a pilot programme for child offenders	Develop and pilot a diversion programme for categories of people identified in the Criminal Justice Policy, with a pilot programme for child offenders			MINIJUST UNICEF

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
							Organize learning and sharing fora or workshops among ADRs actors and stakeholders	Organize learning and sharing fora or workshops among ADRs actors and stakeholders	Organize learning and sharing fora or workshops among ADRs actors and stakeholders	Organize learning and sharing fora or workshops among ADRs actors and stakeholders	MINIJUST
							Develop and implement ADR and CJ policies" actors capacity building plan	Conduct periodic impact evaluation of ADR and CJ policies implementation		Conduct periodic impact evaluation of ADR and CJ policies implementation	MINIJUST

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
						Train 17.927 Abunzi on mediation mechanisms (SDC Project)	Train 17.927 Abunzi on mediation mechanisms (SDC Project)	Train 17.927 Abunzi on mediation mechanisms (SDC Project)	Train 17.927 Abunzi on mediation mechanisms (SDC Project)	Train 17.927 Abunzi on mediation mechanisms (SDC Project)	MINIJUST SDC
						Skilled 50 ADR Actors in mediation mechanisms through Support (EU and SDC Projects)	Skilled 150 ADR Actors in mediation mechanisms (EU and SDC Projects)	Skilled 150 ADR Actors in mediation mechanisms (EU and SDC Projects)	Skilled 150 ADR Actors in mediation mechanisms (EU and SDC Projects)	Skilled 150 ADR Actors in mediation mechanisms (EU and SDC Projects)	MINIJUST SDC

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
						Organize Semestrial Joint Legal Aid Week to seep up cases of vulnerable groups (focusing on SGBV victims, Children PWDs, poor inmates, children, elderlies, refugees …)	Organize Semestrial Joint Legal Aid Week to seep up cases of vulnerable groups (focusing on SGBV victims, Children PWDs, poor inmates, children, elderlies, refugees …)	Organize Semestrial Joint Legal Aid Week to seep up cases of vulnerable groups (focusing on SGBV victims, Children PWDs, poor inmates, children, elderlies, refugees …)	Organize Annual Joint Legal Aid Week to seep up cases of vulnerable groups (focusing on SGBV victims, Children PWDs, poor inmates, children, elderlies, refugees …)	Organize Semestrial Joint Legal Aid Week to seep up cases of vulnerable groups (focusing on SGBV victims, Children PWDs, poor inmates, children, elderlies, refugees …)	MINIJUST, RIB,NPPA

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
							Decentralize 36 MAJs office at Sector Level	Decentralize 36 MAJs office at Sector Level	Decentralize 36 MAJs office at Sector Level	Decentralize 36 MAJs office at Sector Level	MINIJUST
							600 of staff trained on sign language to facilitate persons with deaf impairments to fully access justice.	600 of staff trained on sign language to facilitate persons with deaf impairments to fully access justice.	600 of staff trained on sign language to facilitate persons with deaf impairments to fully access justice.	600 of staff trained on sign language to facilitate persons with deaf impairments to fully access justice.	MINIJUST, RIB, NPPA, Judiciary, RCS

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
						Provide technical & financial support to the second intake of Child Justice diploma program	Establish a baseline survey on child justice using international Indicators for juvenile justice				MINIJUST UNICEF
					1421		Recruit 355 investigators to be deployed at station and post level	Recruit 355 investigators to be deployed at station and post level	Recruit 355 investigators to be deployed at station and post level	Recruit 356 investigators to be deployed at station and post level	RIB

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
					3000		Train 750 investigators in mediation process	Train 750 investigators in mediation process	Train 750 investigators in mediation process	Train 750 investigators in mediation process	RIB
						100% of criminal cases in such need settled through mediation mechanisms	100% of criminal cases in such need settled through mediation mechanisms	100% of criminal cases in such need settled through mediation mechanisms	100% of criminal cases in such need settled through mediation mechanisms	100% of criminal cases in such need settled through mediation mechanisms	RIB
		Processed cases to total cases	**%**	**60.0**	**80**	**62%**	**65%**	**70%**	**75%**	**80%**	Judiciary
						Enact 6 laws and regulatio	Implement judiciary career	Implement judiciary career	Implement judiciary career	Implement judiciary career	MINIJUST, RLRC

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
						ns implementing carrier development policy	development policy (phase 1). Recruitment of 83 additional Judges and 299 Registrars	development policy (phase 2)	development policy (phase 2)	development policy (phase 3)	
							Recruit 40 Prosecutors to speed up crime cases processed	Recruit 40 Prosecutors to speed up crime cases processed	Recruit 37 Prosecutors to speed up crime cases processed		NPPA
						Provide Professional courses and continuin	Provide Professional courses and continuing legal	Provide Professional courses and continuin	Provide Professional courses and continuing legal	Provide Professional courses and continuing legal education for Judges	JUDICIARY

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
						g legal education for 5 Judges and registrars	education for Judges	g legal education for Judges	education for Judges		
							Construct modernized 2 Primary Court buildings	construct modernized 2 court buildings	Construct modernized 2 court buildings	Construct modernized 2 court buildings	JUDICIARY
							Construct a modernized Judiciary Headquarters at level of 25%	Construct a modernized Judiciary Headquarters at level of 50%	Construct a modernized Judiciary Headquarters at level of 75%	Construct a modernized Judiciary Headquarters at level of 100%	JUDICIARY

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
							Renovate and expand old and small court buildings allow the court to smoothly conduct their operations	Renovate and expand old and small court buildings allow the court to smoothly conduct their operations	Renovate and expand old and small court buildings allow the court to smoothly conduct their operations	Renovate and expand old and small court buildings allow the court to smoothly conduct their operations	JUDICIARY
							Specialize 250 judicial officials in ADR mechanisms (Mediation, Negotiation	Specialize 250 judicial officials in ADR mechanisms (Mediatio	Specialize 250 judicial officials in ADR mechanisms (Mediation, negotiation, Arbitration	Specialize 250 judicial officials in ADR mechanisms (Mediation, negotiation, Arbitration and Reconciliation	JRLOS Institutions

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
							, Arbitration and Reconciliation	n, negotiation, Arbitration and Reconciliation	and Reconciliation		
						Resolve 90% of injustice complaints trough anti-injustice campaigns in 7 Districts	Resolve 90% of injustice complaints trough anti-injustice campaigns in 8 Districts	Resolve 90% of injustice complaints trough anti-injustice campaigns in 9 Districts	Resolve 90% of injustice complaints trough anti-injustice campaigns in 10 Districts	Resolve 90% of injustice complaints trough anti-injustice campaigns in 10 Districts	Ombudsman Office
		Improved justice service delivery from	**%**	**81.8**	**90**	**82%**	**83%**	**85%**	**87%**	**90%**	

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
		81.8% to 90%									
		Forensic cases handled and timely Services delivered to citizens	**%**	**95.5**	**98**	**96%**	**97%**	**97%**	**98%**	**98%**	RFI
						Upgrade Forensic Institute at 70% towards accreditation (Project Operationalize Forensic	Upgrade Forensic Institute at 78% towards accreditation (Project Operationalize Forensic Institute)	upgrade Forensic Institute at 88% towards accreditation (Project Operationalize	Upgrade Forensic Institute at 95% towards accreditation (Project Operationalize Forensic Institute)	Upgrade Forensic Institute at 100% towards accreditation (Project Operationalize Forensic Institute)	RFI

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
						Institutes)		Forensic Institute)			
							Decentralize Forensic services in southern province (CHUB)	Decentralize Forensic services in Northern Province (Ruhengeri Hospital)	Decentralize Forensic services in Eastern Province (Rwamagana Hospital and Bugesera Airport)		RFI
		level of installation GPS) in all RIB operation vehicles	%	NA	100%	Install Global positioning system (GPS) in all RIB operation vehicles	Install Global positioning system (GPS) in all RIB operation vehicles	Install Global positioning system (GPS) in all RIB operation vehicles	Install Global positioning system (GPS) in all RIB operation vehicles	Install Global positioning system (GPS) in all RIB operation vehicles	RIB

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
		% of services provided by RIB Through IREMBO	%	75%	100%	Provide online services in such need through Irembo at 100% in such need	Update IECMS by introducing E. signature and online complaint.				RIB
						100% of IECMS upgraded and operationalized	IECMS hosted and well maintained	IECMS hosted and well maintained	IECMS hosted and well maintained	IECMS hosted and well maintained	MINIJUST
						TOT of 200 IECMS end users and Training of 3000	New staff and IECMS end users are trained	New staff and IECMS end users are trained	New staff and IECMS end users are trained a	New staff and IECMS end users are trained	MINIJUST

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
						IECMS end Users					
						5% of Artificial Intelligence (AI) applications integrated in the justice systems	8% of Artificial Intelligence (AI) applications integrated in the justice systems	12% of Artificial Intelligence (AI) applications integrated in the justice systems	15% of Artificial Intelligence (AI) applications integrated in the justice systems	20% of Artificial Intelligence (AI) applications integrated in the justice systems	MINIJUST
						500 Justice sector workforce in existing and emerging technolog	800 Justice sector workforce in existing and emerging technologies upskilled	1200 Justice sector workforce in existing and emerging technolog	1600Justice sector workforce in existing and emerging technologies upskilled	2000 Justice sector workforce in existing and emerging technologies upskilled	MINIJUST

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
						ies upskilled		ies upskilled			
							3 Justice Sector IT personnel certified to support and maintain existing and new systems (IECMS, E-Notary, E-Court, Gana Ubutabera)	4 Justice Sector IT personnel certified to support and maintain existing and new systems (IECMS, E-Notary, E-Court, Gana Ubutabera)	4 Justice Sector IT personnel certified to support and maintain existing and new systems (IECMS, E-Notary, E-Court, Gana Ubutabera)	4 Justice Sector IT personnel certified to support and maintain existing and new systems (IECMS, E-Notary, E-Court, Gana Ubutabera)	MINIJUST

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
							22 International legal instruments analysed to identify obligations and harmonization status	34 International legal instruments analysed to identify obligations and harmonization status	38 International legal instruments analysed to identify obligations and harmonization status	62 International legal instruments analysed to identify obligations and harmonization status	RLRC
						Train JRLOS TWG in charge of Planning and M&E in disability and gender mainstreaming	Train JRLOS TWG in charge of Planning and M&E in disability and gender mainstreaming	Train JRLOS TWG in charge of Planning and M&E in disability and gender mainstreaming	Train JRLOS TWG in charge of Planning and M&E in disability and gender mainstreaming	Train JRLOS TWG in charge of Planning and M&E in disability and gender mainstreaming	MINIJUST

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
						mainstreaming		mainstreaming			
							Decentralize RIB services at stations within 30 sectors and posts will remain 124	Decentralize RIB services at stations within 30 sectors and 90 posts	Decentralize RIB services at stations within 30 sectors and 70 Posts	Decentralize RIB services at stations within 30 sectors and post will remain 50	RIB
						30 awareness campaigns on GBVs and emerging crimes (Human Trafficking, Drug traffickin	30 awareness campaigns on GBVs and emerging crimes (Human Trafficking, Drug trafficking and abuse,	30 awareness campaigns on GBVs and emerging crimes (Human Trafficking, Drug traffickin	30 awareness campaigns on GBVs and emerging crimes (Human Trafficking, Drug trafficking and abuse, Cybercrimes	30 awareness campaigns on GBVs and emerging crimes (Human Trafficking, Drug trafficking and abuse, Cybercrimes	RIB

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
						g and abuse, Cybercrimes	Cybercrimes	g and abuse, Cybercrimes			
Strengthen Accountability											
Enhance Transparency and accountability and compliance of national laws	**Reduced corruption in all its forms**	**Proportion of Population with confidence of control corruption, transparency and accountability**	**%**	**88.97% (2022/23)**	**92%**	88.99%	89%	90%	91%	92%	
		Increase level of	%	81	86%	82%	83%	84%	85%	86%	Ombudsman Office

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
		citizen satisfaction with fighting corruption and injustice									
						Conduct anti-corruption and anti-injustice dialogues within 33.270 people	Conduct anti-corruption and anti-injustice dialogues within 33.270 people	Conduct anti-corruption and anti-injustice dialogues within 33.270 people	Conduct anti-corruption and anti-injustice dialogues within 33.270 people	Conduct anti-corruption and anti-injustice dialogues within 33.270 people	Ombudsman Office
						Conduct Annual joint Anti-corruption week	Conduct Annual joint Anti-corruption week	Conduct Annual joint Anti-corruption week	Conduct Annual joint Anti-corruption week	Conduct Annual joint Anti-corruption week	Ombudsman Office

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
						Train 800 anti-corruption committees in public and private institution	Train 900 anti-corruption committees in public and private institution	Train 1000 anti-corruption committees in public and private institution	Train 1100 anti-corruption committees in public and private institution	Train 1200 anti-corruption committees in public and private institution	Ombudsman Office
		Level of citizen satisfaction with performance of institutions in fighting corruption from	%	72.7	78%	74	75	76	77	78	

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
		72.70% to 77%									
			%			Conduct legal and compliance analysis, corruption risk assessment in 15 Institutions	Conduct legal and compliance analysis, corruption risk assessment in 20 Institutions	Conduct legal and compliance analysis, corruption risk assessment in 25 Institutions	Conduct legal and compliance analysis, corruption risk assessment in 30 Institutions	Conduct legal and compliance analysis, corruption risk assessment in 30 Institutions	Ombudsman Office
		Level of citizen satisfaction with government commitment to fight	%	70.2	75%	71	72	73	74	75	Ombudsman Office

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
		corruption									
						Train 800 anti-corruption committees' members in public and private institution	Train 900 anti-corruption committees' members in public and private institution	Train 1000 anti-corruption committees' members in public and private institution	Train 1200 anti-corruption committees' members in public and private institution	Train 1300 anti-corruption committees' members in public and private institution	Ombudsman Office
						Conduct Annual corruption Barometer	Conduct Annual corruption Barometer	Conduct Annual corruption Barometer	Conduct Annual corruption Barometer	Conduct Annual corruption Barometer	Ombudsman Office

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
							Annual Anti-corruption international conference		Annual Anti-corruption international conference		Ombudsman Office
PEACE AND SECURITY											
Preserving Peace, safety and security	***Increased confidence in peace, personal and prope***	***1. Level of Population with confidence in safety and security***	***%***	***93.63***	***97.2***	***94.33***	***95.03***	***95.73***	***96.46***	***97.2***	MININTER,RNP,RCS
		2. Level of citizen satisfaction with	***%***	***69.8***	***92.1***	***74.26***	***78.72***	***83.18***	***87.64***	***92.1***	MININTER,RNP,RCS

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
	rty security	***property security***									
		3. Level of citizen satisfaction on with personal security	***%***	***90.8***	***98.7***	***92.38***	***93.96***	***95.54***	***97.12***	***98.7***	MININTER ,RNP,RCS
		Level of violent and serious crimes reduced	*%*	*19,779*	*14,834*	*5%*	*5%*	*5%*	*5%*	*5%*	MININTER , RNP
		Number of Community Policing actors trained	*Number*	*1,074,282*	*2,020,642*	404,128 Community Policing	404,128 Community Policing actors trained	404,128 Community Policing	404,128 Community Policing actors trained	404,130 Community Policing actors trained	MININTER , RNP

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
						actors trained		actors trained			
		Number of major community security engagement campaigns conducted across the country	*Number*	*12*	*15*	03 major community security engagement campaigns conducted	03 major community security engagement campaigns conducted	03 major community security engagement campaigns conducted	03 major community security engagement campaigns conducted	03 major community security engagement campaigns conducted	MININTER, RNP
		Number of police months conducted	*Number*	*3*	*5*	1 police month conducted	1 police month conducted	1 police month conducted	1 police month conducted	1 police month conducted	MININTER, RNP
		MININTER HEADQUA	*Percentage*	*0*	*45%*	*0%*	*0%*	*Construction of the 15% of*	*Construction of the 30% of MININTER*	*Construction of the 45% of MININTER*	MININTER, RNP

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
		RTER shared with RNP will be constructed						*MININTER HEADQUARTER shared with RNP*	*HEADQUARTER shared with RNP*	*HEADQUARTER shared with RNP*	
		Number of District Police Units (DPUs) and Police Stations (P/STNs) constructed	*Number*	*33*	*58*	2 DPUs and 3 P/STNs constructed Project: Construction and Rehabilitation of Police Stations	2 DPUs and 3 P/STNs constructed Project: Construction and Rehabilitation of Police Stations	2 DPUs and 3 P/STNs constructed Project: Construction and Rehabilitation of Police Stations	2 DPUs and 3 P/STNs constructed Project: Construction and Rehabilitation of Police Stations	2 DPUs and 3 P/STNs constructed Project: Construction and Rehabilitation of Police Stations	MININTER, RNP
		Number of fire engines acquired	*Number*	*23*	*33*	2 Fire engines acquired	2 Fire engines acquired	2 Fire engines acquired	2 Fire engines acquired	2 Fire engines acquired	MININTER, RNP

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
		Level of implementing Traffic Enforcement Camera Project *(Cumulative)*	*%*	*54%*	*79%*	59% of implementing Traffic Enforcement Camera Project	64% of implementing Traffic Enforcement Camera Project	69% of implementing Traffic Enforcement Camera Project	74% of implementing Traffic Enforcement Camera Project	79% of implementing Traffic Enforcement Camera Project	MININTER, RNP
		Number of Kiosks of Smart Police Services established	*Number*	*0*	*15*	1 Kiosk of Smart Police Services established	3 Kiosks of Smart Police Services established	4 Kiosks of Smart Police Services established	3 Kiosks of Smart Police Services established	4 Kiosks of Smart Police Services established	MININTER, RNP

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
		Number of Formed Police Units (FPUs) deployed in UN peace operations	*Number*	*6*	*7*	7 Formed Police Units (FPUs) deployed deployed in UN peace operations	7 Formed Police Units (FPUs) deployed deployed in UN peace operations	7 Formed Police Units (FPUs) deployed deployed in UN peace operations	7 Formed Police Units (FPUs) deployed deployed in UN peace operations	7 Formed Police Units (FPUs) deployed deployed in UN peace operations	MININTER, RNP
		Number of Police Contingents deployed under bilateral peace missions	*Number*	*1*	*1*	1 Police Contingent deployed under bilateral peace missions	1 Police Contingent deployed under bilateral peace missions	1 Police Contingent deployed under bilateral peace missions	1 Police Contingent deployed under bilateral peace missions	1 Police Contingent deployed under bilateral peace missions	MININTER, RNP

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
		Number of security cooperation MoUs/agreements initiated and/or signed	*Number*	*76 MoUs Signed Including 4 MoUs for MININTER 60 MoUs for RNP and 12 MoUs for RCS*	*85 MoUs will be initiated and/or signed including 15 MoUs for MININTER, 55 MoUs for RNP and 15 MoUs for RCS.*	17 MoUs Security/ Correction cooperation MoUs/agreements initiated and/or signed including 3 MoUs for MININTER , 11 MoUs for RNP and 3 MoUs for RCS.	17 MoUs Security/Correction cooperation MoUs/agreements initiated and/or signed including 3 MoUs for MININTER , 11 MoUs for RNP and 3 MoUs for RCS.	17 MoUs Security/ Correction cooperation MoUs/agreements initiated and/or signed including 3 MoUs for MININTER , 11 MoUs for RNP and 3 MoUs for RCS.	17 MoUs Security/Correction cooperation MoUs/agreements initiated and/or signed including 3 MoUs for MININTER , 11 MoUs for RNP and 3 MoUs for RCS.	17 MoUs Security/Correction cooperation MoUs/agreements initiated and/or signed including 3 MoUs for MININTER , 11 MoUs for RNP and 3 MoUs for RCS.	MININTER , RNP

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
		Number of half way homes' infrastructure constructed and operationalized	*Number*	*1 (under construction)*	*3*	Operationalization of the Half way home under construction	N/A	1 half way homes infrastructure constructed and operationalized	N/A	1 half way homes infrastructure constructed and operationalized	MININTER, RCS
		Number of TVET correctional facilities accredited by RTB	*Number*	*7*	*13*	2 Correctional facilities accredited by RTB	1 Correctional facilities accredited by RTB	1 Correctional facilities accredited by RTB	1 Correctional facilities accredited by RTB	1 Correctional facilities accredited by RTB	MININTER, RCS
		Number of inmates trained in RCS curriculu	Number	2,346	44,346	10,746 Inmates trained in RCS curriculum on	19,146 Inmates trained in RCS curriculum on	27,546 Inmates trained in RCS curriculum on	35,946 Inmates trained in RCS curriculum on rehabilitation, reintegration	44,346 Inmates trained in RCS curriculum on rehabilitation, reintegration	MININTER, RCS

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
		m on rehabilitation, reintegration and Civic education (Cumulative)				rehabilitation, reintegration and Civic education	rehabilitation, reintegration and Civic education	rehabilitation, reintegration and Civic education	and Civic education	and Civic education	
		Number of inmates trained in various technical and vocational trades (Cumulative)	Number	11,014	33,038	15,418 Inmates trained in formal and informal education (Moto vehicle, Leather craft, Carpentry, Plumbing	19,826 Inmates trained in formal and informal education (Moto vehicle, Leather craft, Carpentry, Plumbing, Electricity, Welding,	24,230 Inmates trained in formal and informal education (Moto vehicle, Leather craft, Carpentry, Plumbing,	28,634 Inmates trained in formal and informal education (Moto vehicle, Leather craft, Carpentry, Plumbing, Electricity, Welding, Hair dressing, Tailoring,	33,038 Inmates trained in formal and informal education (Moto vehicle, Leather craft, Carpentry, Plumbing, Electricity, Welding, Hair dressing, Tailoring,	MININTER, RCS

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
						, Electricity, Welding, Hair dressing, Tailoring, Computer literacy)	Hair dressing, Tailoring, Computer literacy)	Electricity, Welding, Hair dressing, Tailoring, Computer literacy)	Computer literacy)	Computer literacy)	
		Number of cooperatives of ex-inmates supported	Number	0	30			10 cooperatives of ex-inmates supported	10 cooperatives of ex-inmates supported	10 cooperatives of ex-inmates supported	MININTER, RCS
		Number of awareness campaign	Number	30	150	30 awareness campaign on anti-environm	30 awareness campaign on anti-environmental crimes,	30 awareness campaign on anti-environm	30 awareness campaign on anti-environmental crimes, campaigns on	30 awareness campaign on anti-environmental crimes, campaigns on	RIB

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
		conducted				ental crimes, campaigns on GBV& child abuse and emerging crimes (Human Trafficking, Drug trafficking and abuse, Cybercrimes, and other crimes	campaigns on GBV& child abuse and emerging crimes (Human Trafficking, Drug trafficking and abuse, Cybercrimes, and other crimes	ental crimes, campaigns on GBV& child abuse and emerging crimes (Human Trafficking, Drug trafficking and abuse, cybercrimes, and other crimes	GBV& child abuse and emerging crimes (Human Trafficking, Drug trafficking and abuse, cybercrimes, and other crimes	GBV& child abuse and emerging crimes (Human Trafficking, Drug trafficking and abuse, cybercrimes, and other crimes	
		Level of construction of RIB	%	NA	100%		Construct RIB Headquarter building	Construct RIB Headquar	Construct RIB Headquarter	Construct RIB Headquarter	RIB

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
		HQs building					phase one 25%	ter building phase at 25%	building phase at 25%	building phase at 25%	
		Number of investigators trained	number	779	3,000	Train 600 Investigators career Courses and generic courses	Train 600 Investigators career Courses and generic courses	Train 600 Investigators career Courses and generic courses	Train 600 Investigators career Courses and generic courses	Train 600 Investigators career Courses and generic courses	RIB
		Solar energy hybrid systems (Nyamagabe, Rwamagana, Nyarugenge and	Percentage	0	100%	50% Solar energy hybrid systems (Nyamagabe, Rwamagana, Nyarugen	30% Solar energy hybrid systems (Nyamagabe, Rwamagana, Nyarugenge and	20% Solar energy hybrid systems (Nyamagabe, Rwamagana, Nyarugenge and			MININTER, RCS

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
		Musanze) installed				ge and Musanze) installed	Musanze) installed	Musanze) installed			
		Number of Correctional Facilities (CF) constructed and/or renovated	Number	3 CFs rehabilitated 1 CF fully constructed, 1CF (Nyamasheke) constructed at 28% RCS training school constructed	8 CFs rehabilitated 1 CF constructed	1(Gicumbi CF rehabilitated at 80%) 2. Nyamasheke CF constructed at 46%	5 (Gicumbi CF rehabilitated at 100%; Bugesera CF rehabilitated at 40%; Huye CF rehabilitated at 25%;Ngoma CF rehabilitated at 100%;Rwamagana CF rehabilitated at 40%; Nyamashek	5 (Bugesera rehabilitated at 70%;Muhanga CF rehabilitated at 70%; Huye CF rehabilitated at 50%;Rwamagana CF rehabilitated at 70%;Rubavu CF rehabilita	6(Bugesera rehabilitated at 100%; Muhanga CF rehabilitated at 100%; Huye CF rehabilitated at 75%; Nyagatare CF rehabilitated at 50%; Rwamagana CF rehabilitated at 100%; Rubavu CF rehabilitated at 100%)	2 (Huye CF rehabilitated at 100%; Nyagatare CF rehabilitated at 100%)	MININTER, RCS

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
							e CF constructed at 80%	ted at 50%), Nyamasheke CF constructed at 100%			
NATIONAL UNITY, RESILIENCE, CULTURE AND VALUES											
National Unity, Resilience, culture and values	*Strengthened National unity and community resilience*	Level of shared sense of national identity and values	%	92%	95%	**92%**	**92%**	**93.5 0%**	**93.5%**	**95%**	MINUBUMWE, MINIJUST, MINEDUC

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
						Content on Ndi Umunyarwanda for 6 specific groups developed (children, Youth, parents, institutional employees, Faith based leaders & Rwandan Community Abroad) - Guideline	6 specific groups trained on content of Ndi Umunyarwanda; - Structures for implementation of social healing and social reintegration initiatives established in 208 Sectors ;	Mainstreaming of Ndi Umunyarwanda values monitored in 6 specific groups ; - Structures for implementation of social healing and social reintegration initiatives established in 208	Mainstreaming of Ndi Umunyarwanda values monitored in 6 specific groups; - Implementation of social healing and social reintegration initiatives in community monitored;	Mainstreaming of Ndi Umunyarwanda values monitored in 6 specific groups; - Implementation of social healing and social reintegration initiatives in community monitored; - Conduct the National Unity Barometer	MINUBUMWE, MINIJUST, MINEDUC

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
						s on social healing and social reintegration disseminated and implementation structures established at District level; - Conduct the National Unity Barometer		Sectors ; - Conduct the National Unity Barometer			

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
	Divisionism and genocide ideology reduced	Reduction levels of genocide ideology	Percentage	**8.60%**	**4.50%**	**6.5%** - Genocide prevention Centre developed at 20% - Ntarama Memorial sited developed - 2949 teachers trainned on history of Genocide; - Digitalization of Gacaca archives	**6.5%** - Genocide prevention Centre developed at 50%; - Nyange Memorial sited developed; - 3000 teachers trainned on history of Genocide; - Digitalization of Gacaca archives (project) is at 78%; - Organize	**5.5%** - Genocide prevention Centre developed at 100%; - Bisesero Memorial sited developed; - 3000 teachers trainned on history of Genocide; - Digitalization of Gacaca	**5.5%** - Murambi Memorial sited developed; - 3000 teachers trainned on history of Genocide; - Digitalization of Gacaca archives (project)is at 90%; - Organize Kwibuka 34	**4.5%** -Rebero Memorial sited developed; - 1000 teachers trainned on history of Genocide; - Digitalization of Gacaca archives (project) is at 100%; - Organize Kwibuka 35	MINUBUMWE, MINIJUST, MINEDUC

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
						(project) is at 72%; - Organize Kwibuka 31; - Collect Historical Archives on genocide against Tutsi	Kwibuka 32; -Prepare the physical archive of collected documents on History of Genocide - Conduct a research on History of Genocide against Tutsi in former Byumba prefecture- Conduct a study on Role of Burgomast	archives (project) is at 85%; - Digitalise Historical Archives on Genocide - Organize Kwibuka 33- Conduct a study on the Role of Foreigners in the Genocide against the Tutsi			

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
							ers, Prefects and Sub-prefects in the Genocide against the Tutsi				

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
HUMAN RIGHTS											
Enhance the Promotion and protection of human rights	Promotion and protection of human rights enhanced	Level of citizen satisfaction with respect to human rights increased	%	87.40% (2022/23)	95%	88%	90%	92%	94%	95%	NCHR
						85% of cases of human rights violation processed and investigated against	87% of cases of human rights violation processed and investigated against	89% of cases of human rights violation processed and investigated against	91% of cases of human rights violation processed and investigated against those reported	92% of cases of human rights violation processed and investigated against those reported	NHRC

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
						those reported	those reported	those reported			
						The respect of human rights monitored in 120 places of deprivation of liberty	The respect of human rights monitored in 130 places of deprivation of liberty	The respect of human rights monitored in 140 places of deprivation of liberty	The respect of human rights monitored in 150 places of deprivation of liberty	The respect of human rights monitored in 162 places of deprivation of liberty	NCHR
						600 criminal justice staff (RIB, RNP, NPPA, Judiciary, RCS) and DASSO staff	600 criminal justice staff (RIB, RNP, NPPA, Judiciary, RCS) and DASSO staff trained on the respect	600 criminal justice staff (RIB, RNP, NPPA, Judiciary, RCS) and DASSO staff	600 criminal justice staff (RIB, RNP, NPPA, Judiciary, RCS) and DASSO staff trained on the respect of human rights	600 criminal justice staff (RIB, RNP, NPPA, Judiciary, RCS) and DASSO staff trained on the respect of human rights in general and on	NCHR, MINIJUST, MININTER, MIGEPROF

Objective aligned to Strategic doc (NST, V2050, SSP)	Outcome	Indicator	Units	Baseline (latest)	End period target (2028/29)	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Responsible Institutions
						trained on the respect of human rights in general and on the rights of specific categories in particular	of human rights in general and on the rights of specific categories in particular.	trained on the respect of human rights in general and on the rights of specific categories in particular	in general and on the rights of specific categories in particular.	the rights of specific categories in particular.	
						9600 persons reached out by awareness campaigns, disaggregated by sex.	9600 persons reached out by awareness campaigns, disaggregated by sex.	9600 persons reached out by awareness campaigns, disaggregated by sex.	9600 persons reached out by awareness campaigns, disaggregated by sex.	9600 persons reached out by awareness campaigns, disaggregated by sex.	NCHR, MINIJUST, CSOs

ANNEX 4: COSTING

Outcome	2024/25	2025/26	2026/27	2027/28	2028/29	Total cost
Reduced case backlogs from 62% to 30%	24,414,000,000	58,792,500,000	59,332,500,000	58725000000	58725000000	**259,989,000,000**
Improved justice service delivery through innovative technologies from 81.8% to 90%	1,540,323,310	22,741,723,650	25,779,364,793	15,818,652,500	19,745,000,000	**85,625,064,253**
Increased confidence in peace, personal and property security	101,926,000,000	103,286,000,000	107,648,000,000	104,370,000,000	109,041,000,000	**526,271,000,000**
Strengthened National unity and community resilience	2,572,000,000	5,389,000,000	6,058,000,000	4,420,000,000	5,050,000,000	**23,489,000,000**
Combatted genocide ideology and revisionism						
Promotion and protection of human rights enhanced	1,751,965,138	6,844,874,502	6,207,864,615	6,181,487,404	4,102,662,404	**25,088,854,063**
Reduced corruption in all its forms	130,200,000	130,200,000	130,200,000	130,200,000	130,200,000	**651,000,000**
TOTAL COST SSP IV						**921,113,918,316**