



**USAID**  
FROM THE AMERICAN PEOPLE



# DUTEZE IMBERE UBUTABERA FINAL REPORT

“LET’S PROMOTE ACCESS TO JUSTICE”

# DUTEZE IMBERE UBUTABERA FINAL REPORT

“LET’S PROMOTE ACCESS TO JUSTICE”

Contract No. AID-OAA-I-13-00032 Task Order No. 72069618F00002

Cover photo: Community members engaged in participatory theater in Nyamasheke. This approach was used to discuss sensitive and complex topics in an interactive manner.

## DISCLAIMER

The authors’ views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States government.

# CONTENTS

<b>Acronyms</b> .....	ii
<b>Executive Summary</b> .....	1
Overview and background.....	1
Activities that would benefit from Future Support.....	2
<b>Activity Impact</b> .....	1
<i>Component 1: Improved Judicial Effectiveness</i> .....	1
Community Justice Strengthened.....	1
Legal Aid Provided.....	3
Justice Sector Actors' Capacity Strengthened .....	4
IECMS Operationalized .....	7
<i>Component 2: Increased Public Understanding of the Judicial Process</i> .....	8
Citizen Engagement Increased .....	8
Reconciliation and Reintegration Facilitated.....	9
Prisoner's Rights Strengthened.....	11
<b>Evaluation of Justice Institutions connected with DIU</b> .....	13
<b>Problems encountered, lessons learned, and Recommendations</b> .....	17
<b>Legacy and sustainability</b> .....	19
<b>Annex A. Subawards</b> .....	21
<b>Annex B. Monitoring, Evaluation, and learning data summary</b> .....	23
<b>Annex C. Index of all reports and information products</b> .....	27

# ACRONYMS

ACL	adolescents in conflict with the law
ADR	alternative dispute resolution
CLA	collaborating, learning, and adapting
COP	Chief of Party
CDCS	Country Development Cooperation Strategy
CSO	civil society organization
DC	District Committees
DIS	Development Information System
DRG	Democracy, Rights, and Governance
DiDé	Fondation Dignité en Détention
DIU	USAID-funded Duteze Imbere Ubutabera activity
EAC	East African Community
EACJ	East African Court of Justice
EGA	E-Governance Academy
EU	European Union
FAA	fixed amount award
GBV	gender-based violence
GESI	gender equality and social inclusion
GOR	government of Rwanda
GUC	grants under contract
HICD	Human and Institutional Capacity Development
ICNL	International Center for Not-for-Profit Law
ICT	Information and communications technology
IEC	Information, education, and communication
IECMS	Integrated electronic case-management system
ILPD	Institute of Legal Practice and Development
IOM	International Organization for Migration
IR	Intermediate Result
JPMS	Judiciary Performance Management System
JRLOS	Justice Reconciliation Law and Order Sector
JRLOSIII	Justice Reconciliation Law and Order Sector Strategy III
JSP II	Judiciary of Rwanda Strategic Plan (2013-2018)
KIAC	Kigali International Arbitration Center
LAF	Legal Aid Forum
LAPS	Legal Aid Performance Standards
LASC	Legal Aid Steering Committee
LOH	Network of Lawyers of Hope in Rwanda
LOP	Life of project
M&E	Monitoring and evaluation
MAJ	Maison d'Accès à la Justice/Access to Justice Bureau
MEL	Monitoring, evaluation, and learning
MINIJUST	Ministry of Justice
MOU	Memorandum of Understanding
NGO	non-governmental organization
NLAP	Rwanda National Legal Aid Policy
NUDOR	National Union of Disability Organizations of Rwanda

NURC	National Unity and Reconciliation Commission
OCA	Organizational Capacity Assessment
PBA	Professional Bailiffs Association
PMU	Project management unit
PWD	Persons with disabilities
RBA	Rwanda Bar Association
RCS	Rwanda Correctional Services
RFL	Rwanda Forensics Laboratory
RGB	Rwanda Governance Board
RIB	Rwanda Investigations Bureau
RLRC	Rwanda Law Reform Commission
RRLI	Rwanda Religious Leaders Initiative
SDG	Sustainable Development Goals
SMART	Specific, measurable, attainable, relevant, and time-bound
SRAJ	Strengthening Rwandan Administrative Justice
STTA	Short-term technical assistance
SWG	Sector working group
TOR	Terms of Reference
TOT	Training of trainers
TWG	Technical Working Group
UOK	University of Kigali
ULK	Kigali Independent University
UNDP	United Nations Development Program
UNILAK	University of Lay Adventists of Kigali
USAID	United States Agency for International Development
USG	U.S. Government



# EXECUTIVE SUMMARY

## OVERVIEW AND BACKGROUND

Under the Rule of Law Indefinite Delivery Indefinite Quantity Contract, DIU aimed to increase access to justice and enhance the rule of law in Rwanda through Component 1 — improving judicial effectiveness in both formal court mechanisms and community justice (Abunzi) — and Component 2 — improving public understanding of judicial system processes and legal rights. As described in this report, DIU worked to achieve the following results:

- Abunzi (local mediators) are well trained and equipped to serve their communities, and communities report increased levels of satisfaction with outcomes of cases heard by Abunzi;
- Increased quality of legal aid services are available to indigent and vulnerable people;
- Improved outcomes for vulnerable people engaged in land disputes;
- Case backlog is reduced through a more widely accessible integrated electronic case-management system (IECMS);
- Professionalism of Rwandan judges is increased;
- Improved citizen engagement in the justice process by increasing public awareness of legal rights and processes; and
- Prisoners and communities are reconciled.

The activity's period of performance spanned from February 1, 2018 to January 31, 2021 and focused on five districts — Gasabo, Nyaruguru, Musanze, Bugesera, and Nyamasheke — connecting local and national government representatives, non-governmental organizations, citizens, and community leaders through activities that will enhance access to justice and improve both the formal and the community justice systems.

Exhibit I. Map of DIU Target Districts



USAID, in partnership with the government of Rwanda, designed DIU to support Rwanda's justice sector in achieving their shared vision for increased and improved services for all Rwandans. Focused on very specific inventions, DIU ensured all activities were aligned to the results framework.

## Exhibit 2. DIU Results Framework



DIU worked with and through the Rwandan and international organizations to achieve the following results:

- **2,836** Abunzi trained from the Nyaruguru, Nyamasheke, Musanze, Bugesera and Gasabo
- **1,179** justice and legal actors (including judges and court registrars, prosecutors, lawyers/advocates, Maison d'Accès à la Justice/Access to Justice Bureau (MAJ) legal officers, legal aid providers, professional bailiffs, and non-professional bailiffs) were trained on the IECMS
- **3,768** justice sector institutions staff, members of the civil society organizations (CSOs), and community actors were trained on other topics, such as provision of quality legal aid services (training on legal aid standards); communications; monitoring, evaluation and learning; gender and disability inclusion; strategic advocacy; and on some key laws
- **768,759** people from the general public were reached by awareness-raising activities about legal rights and judicial processes
- **539,890** were reached through awareness campaigns on the Abunzi system
- **25,611** people in prisons and communities were reached by DIU reconciliation and reintegration activities
- **48,838** people were supported with legal aid services, including legal assistance and representation in courts of law and
- Validated legal policies and standards established including the legal aid provision standards.

### ACTIVITIES THAT WOULD BENEFIT FROM FUTURE SUPPORT

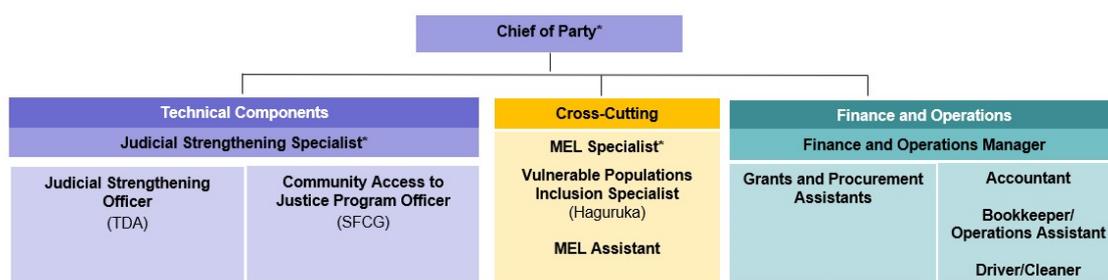
- DIU's technical reach was focused on five target districts. Given the impact of the project, there is high demand for rolling DIU interventions out to other districts. DIU worked in close coordination with the government of Rwanda (GOR). The GOR partnership and contribution enabled DIU to achieve meaningful results.
- The impact of the activities in the five districts created demand from other district leadership. There is a need to expand DIU-supported interventions was stressed by the Honorable Minister of Justice Johnston Busingye in his speech at the DIU final closeout. "[T]oday we celebrate the impressive achievements of the Duteze Imbere Ubutabera Project, but we also recognize that despite the commendable work done, more needs to be done. The need for capacity building never stops

and new challenges and developments arise that warrant new solutions. The support for the Abunzi focused in five target districts and its success should be replicated to other districts,” Minister Busingye stated. The minister also stressed the need for continued support in other areas, like the IECMS, and reconciliation and reintegration.

- The IECMS is a model for ensuring transparency and accountability across the justice sector. Currently the costs related to managing and maintaining the IECMS and the JPMS are not fully covered by GOR funds. Through allocating the necessary resources for hosting and maintenance, the GOR should make efforts to take ownership of the system through training and system management.
- Additionally, Abunzi participants noted that the style and intensity of training provided by DIU was effective. DIU a form of training whereby trainers presented case-studies and scenarios and had Abunzi discuss and debate solutions. In the future, it is recommended to do multi-day training for Abunzi to build their peer-to-peer network and also to use real-life examples as a format for discussion and learning. Additionally, given the need for Abunzi to coordinate with the executive secretariat at the cell level, where possible, it is recommended to include both the cell level government staff and Abunzi together in trainings in order to build their collective skills and understanding of the Abunzi role.
- Lastly, to build a stronger learning network whereby lessons learned and tools can be shared, there is a need for more formalized networks among Abunzi, paralegals, prison-based paralegals, and others that can benefit from peer-to-peer linkages.

DIU’s lean team was organized around the activity’s objectives. The project’s organizational chart is as follows:

**Exhibit 3. DIU Activity Organizational Chart**



\* Key Personnel

DIU implementors included these consortium members:

- Chemonics International Inc. (prime)
- Search for Common Ground (subcontractor),
- Transnational Development Associates, Inc. (subcontractor),
- EDF Consulting Inc. (subcontractor), and
- Haguruka (subcontractor).

DIU also engaged these partners through grants and subcontracts:

- The Institute for Legal Practice and Development (ILPD),
- Initiatives for Peace and Human Rights (iPeace),
- Fondation Dignité en Détention (DiDé),
- Prison Fellowship Rwanda (PFR),
- Professional Bailiffs Association (PBA),
- Rwanda Bar Association (RBA),

- Legal Aid Forum (LAF),
- National Union of Disability Organizations of Rwanda (NUDOR),
- The Network of Lawyers of Hope (LOH), and
- Rwanda Religious Leaders Initiative (RRLI).

## STRUCTURE OF THIS REPORT

**Section 1** addresses the activity’s impact as compared to baseline conditions and highlights achievements for each objective and the significance of those achievements. **Section 2** evaluates the capacity of justice sector institutions and organizations involved in DIU’s scope. **Section 3** summarizes the project’s challenges and lessons learned and makes recommendations for future programming. Annex A includes a summary of subawards. Annex B presents the life-of-project summary of the Monitoring, Evaluation, and Learning (MEL) Plan and achievement of indicators. Annex C includes the full list of deliverables developed during implementation. We have included select success stories in between sections.

### IMPACT OF COVID-19 PANDEMIC ON DIU PROJECT ACTIVITIES

Due to the global COVID-19 pandemic, some activities envisioned for the final year of DIU were revised or eliminated. The affected activities were mainly ones that required convening large groups of people, such as community dialogues, reconciliation events and trainings, and prisoner engagement. For each of the challenges that DIU confronted, the program team swiftly altered implementation plans to meet program objectives given the pandemic context. As the DIU team developed new approaches, we reflected on methods that would still be impactful without putting project staff or beneficiaries at risk. Some of the adaptive management approaches included conducting virtual trainings in lieu of in-person trainings (as was done to reach law students and prison-based paralegals). DIU also developed pre-recorded messages to reach citizens such as prisoners and community members through radio to promote public awareness and legal education. For legal aid activities, DIU supported the establishment of a toll-free line and developed tools for victims of gender-based violence (GBV) to enable them to access timely legal assistance. DIU also supported the provision of legal assistance through mobile phone calls and on WhatsApp.

Additionally, COVID-19 delayed the implementation of the Judiciary Performance Monitoring System (JPMS). The Rwandan judiciary was unable to finalize the guidelines and criteria for judicial staff, which required approval from the High Council of the Judiciary. After an approximately six-month delay, the criteria were finally approved on September 21, 2020. Given this delay, DIU’s information technology vendor was unable to complete the work and thus, DIU requested and secured a no-cost extension to complete the full JPMS module by August 31, 2021.

## SECTION I

# ACTIVITY IMPACT

## ASSESSMENT OF PROGRESS MADE TOWARD ACCOMPLISHING THE ACTIVITIES

This section presents the DIU activity's achievements and results. The project had considerable success in achieving its targets and taking advantage of unexpected opportunities to further realize its objectives. DIU embodies the concepts of Journey to Self-Reliance and the New Partnerships Initiative in that nearly half the program's funds went to Rwandan and international organizations. In addition to the facilitation of technical activities, DIU fostered intensive organizational and technical capacity building for these partners.

### COMPONENT I: IMPROVED JUDICIAL EFFECTIVENESS

#### COMMUNITY JUSTICE STRENGTHENED

*Monitoring of Abunzi capacity enhanced.* To identify Abunzi's training needs, in the first quarter of FY2018, DIU conducted a rapid assessment of Abunzi capacity. The objective of this assessment was to analyze skill gaps that need to be addressed in order for Abunzi to perform well in their work of peaceful conflict resolution and mediation. Another objective was to examine the performance of Abunzi and to anticipate practical challenges that may be met during trainings. DIU staff also visited a number of Abunzi during their work sessions to assess their needs and level of knowledge in applying their skills. Abunzi operate through committees whereby they support community members in resolving issues. Through the assessment, DIU found that gaps included poor conflict analysis; inconsistent or unclear mediation techniques; committees are at times dominated by one person; and misinterpretation of laws and procedures.



*Abunzi training materials updated and trainers trained.* DIU worked in partnership with the Ministry of Justice via the Access to Justice Bureau (MAJ) to update and validate a detailed Abunzi training module. Subsequently, after coordinating with MAJ staff and agreeing that MAJ would service as trainers for Abunzi training, DIU collaborated with the Ministry of Justice (MINIJUST) to organize a training of trainers (TOT) in which 86 out of 88 MAJ officials

participated in three sessions in Rwamagana, Huye and Musanze. The training objectives were to equip participants with improved mediation techniques, to familiarize participants with the updated Abunzi training module, and to equip participants with facilitation and training skills needed for successful training.

*Fostering systemic change around gender equality.* Recognizing the importance of gender equality and social inclusion (GESI) across the justice sector and the increased prevalence of gender-based violence (GBV) during the COVID-19 pandemic, DIU supported systemic change by raising awareness and providing tools to the general public and legal aid providers to combat GBV. This partner-led initiative was done through radio programs, SMS messages, grants providing training and outreach, community dialogues, and the dissemination of information, education and communication (IEC) materials.

*Abunzi trained on mediation techniques.* DIU developed and delivered training in mediation techniques for 2,836 Abunzi across the five districts (see table). The training covered peaceful conflict resolution and mediation; the laws regulating Abunzi work; other relevant laws (matrimonial regimes, inheritances, land law, children rights and family law). Abunzi were also trained on GESI. Participants appreciated the case study-based training citing it as “organized,”

“comprehensive” and “practical.” According to participants, DIU’s training is more effective because the content “is very rich with a number of topics” relevant for the Abunzi work. Participants also appreciated the participatory approach used as the training methodology. The methodology allowed participants to fully engage through a discussion-based format, asking questions and sharing experience of the cases and working environment. Further, participants appreciated the logistics, which included lunch, water and transport. Eighty-six percent of Abunzi who participated in the training and took both the pre- and post-training test showed an increased knowledge about Abunzi roles and responsibilities.

**Exhibit 4. Abunzi Trained**

District	Female	Male	Total
Bugesera	298	303	601
Gasabo	247	306	553
Musanze	256	320	576
Nyamasheke	229	288	517
Nyaruguru	256	333	589
<b>Total</b>	<b>1,286</b>	<b>1,550</b>	<b>2,836</b>



## LEGAL AID PROVIDED

*Judicial service delivery through increased access to quality legal aid strengthened.* DIU — through its partners Haguruka, LAF, RBA, LOH and iPeace — provided different legal aid services to indigents and vulnerable people in criminal, civil/family and GBV matters. The services provided included legal advice, mediation, orientation and referral, drafting court submissions and legal representation. The assistance was provided through (1) walk-in services to clients at the legal aid centers/offices of the partner organizations, (2) mobile legal aid clinics conducted in communities (in an effort to bring services closer to the people, especially the most vulnerable in remote rural areas), and (3) access to toll-free phone calls for legal services. For criminal cases, beneficiaries of the legal assistance included both those in detention centers (at police stations and in prisons) as well as those in the community. These legal aid services enabled those who would otherwise find it difficult/impossible to access legal advice for their cases. With access to a lawyer and/or legal information, the poor and vulnerable gain access to justice and have their voices heard. In total, 48,838 individuals were assisted. As an example of the impact of these services, out of the 1,368 individuals provided with legal assistance/representation in criminal matters, 162 were acquitted while 147 were handed lesser sentences.

*Legal Aid Week supported.* Through partner Legal Aid Forum (LAF), DIU supported the 2019 Legal Aid Week, which took place countrywide under the theme “Fulfill your responsibility by executing court orders.” Activities were implemented in communities and prisons and included legal education on judicial processes and laws that relate to recurrent legal issues/challenges, such as the execution of judgments (court/Abunzi decisions); handling citizen’s complaints and legal queries; providing legal advice to detainees; legal representation to vulnerable citizens in courts; and follow-up on delayed judgement execution. The majority of legal problems raised were discussed and resolved on the spot in collaboration with local authorities. Further, a toll-free line was open for all interested to call and receive legal advice on the spot. A total of 41,772 people benefited from Legal Aid Week activities in 2019. DIU also supported the 2020 Legal Aid Week. However, it was done through legal education and awareness using radios and TV stations. LAF assisted 16,162 people through toll-free lines that were shared with the public during the live talk shows. Twenty-five prisoners were also provided with legal representation in courts.

*Paralegals trained on legal aid standards.* Following the adoption of the legal aid standards in 2019, DIU conducted a series of trainings for community-based paralegals through Haguruka and LAF. Paralegals were trained on the new legal aid standards related to interviewing, confidentiality, conflict of interest, substantive and ethical limits of their interventions, procedural time limits, evidence collection, and basic substantive law. These trainings helped enhance the paralegals’ capacity to provide quality basic legal aid and information to community members in the target districts. Given the shortage of lawyers outside Kigali, paralegals are a critical resource that enables vulnerable Rwandans to access justice as paralegals provide basic legal aid services in communities. As a result, empowering paralegals means empowering communities. For Haguruka, these trainings were combined with trainings on the *Paralegal Handbook on the Workings and Complementarity of the Formal and the Informal Justice Systems and Organs* developed with support from DIU. The handbook was distributed to paralegals in the project’s target districts.

*Legal aid providers trained on legal aid standards.* Following a consultative process with MINIJUST and legal aid providers on the legal aid standards developed by RBA (on criminal matters), LAF (on civil/family law matters) and Haguruka (on GBV matters), DIU facilitated the harmonization of legal aid standards. DIU then compiled the standards in a training manual and validated them, marking a major accomplishment. The legal aid standards ensure a greater consistency in the delivery of legal aid services by various actors and they are expected to enable more effective systemic control of the quality of legal aid services. The standards offer

a guide to legal aid providers on each area of focus as well as the indicators to measure the quality of the services provided. The training manual was used by RBA, LAF, Haguruka and iPeace to train legal aid providers, including advocates, legal officers, paralegals, and law students. Legal aid standards were also incorporated into Abunzi training given that they are considered legal aid providers by the National Legal Aid Policy. The knowledge, skills and tools that legal aid providers acquired from the training greatly contributed to the improved quality of legal aid services available to indigents and vulnerable people. Also, in another example of the result of the legal aid standards training, trained law students, working with local leaders, took the initiative to organize community legal education sessions in Jabana Sector, Gasabo District, drawing on the knowledge acquired from the training.

*National Legal Aid Policy supported.* The National Legal Aid Policy (NLAP) was adopted by the government of Rwanda in 2014. The initial four-year action plan for policy implementation ended in 2018 without any plans for a new or revised action plan. DIU supported an assessment to take stock of the progress made towards the implementation of the NLAP, indicate the necessary areas of focus moving forward and propose the new five-year implementation plan of the NLAP and its monitoring and evaluation (M&E) plan. Support to conduct this assessment was requested by the Justice Reconciliation Law and Order Sector (JRLOS) Coordination Secretariat. DIU — through support to LAF — commissioned a consultancy to conduct the assessment and propose recommendations for the way forward.

## **JUSTICE SECTOR ACTORS' CAPACITY STRENGTHENED**

*JRLOS District Committee institutional strengthening conducted.* JRLOS District Committees were created with the primary responsibility of (1) monitoring and coordinating the implementation of justice sector activities in each district, (2) helping to push the access to justice agenda within districts, including advocating for integrating related activities into the district plans, and (3) raising community members' awareness of legal rights and judicial processes. However, various reports<sup>1</sup> had indicated that the members of these committees have limited understanding and ownership of the responsibilities and mission of the committee. To address this problem, DIU conducted technical discussions with JRLOS Committee members on how they can effectively execute their mandates according to the ministerial instructions establishing the committees. Participants discussed strategies and lessons learned in fulfilling their mandates, as well as how to best undertake member responsibilities. From these discussions, key topics for the capacity building of JRLOS District Committee members were identified including monitoring and evaluation, strategic advocacy, communications, use of social media, and topics such as emerging crimes and some key laws. Based on these findings, DIU developed standard training manuals, guides, and job aids covering M&E, advocacy, communications, use of social media, and key laws. These materials were used to train JRLOS District Committee members in target districts and are used as standard training materials in all Rwanda's 30 districts. A TOT for staff of the JRLOS Secretariat, who would train JRLOS members in other districts, was conducted and materials were shared.

*JRLOS District Committee members trained on communications outreach.* DIU supported various trainings for JRLOS communications and public relations officers to improve their performance as well as their institutional outreach and visibility. The trainings covered photography, strategic communication, mass media engagement and the use of social media. The trainings provided valuable insights into deficiencies in committee public relations officers' current efforts to promote justice through communication. The trainings improved participants' knowledge in writing a good online article (improvements were later seen on their institutional websites), improved their interview skills, and supported participants to effectively maintain their communication platforms with regular and useful justice information to help citizens understand the justice system and how/where to seek and access justice.

---

<sup>1</sup> See for example the JRLOS Capacity Needs Assessment, [https://pdf.usaid.gov/pdf\\_docs/PA00X6GV.pdf](https://pdf.usaid.gov/pdf_docs/PA00X6GV.pdf) (2019).

Regarding the use of social media, JRLOS communications staff developed a social media strategy for the justice sector. After the training, participants were able: to use social media platforms more effectively — such as Twitter, Facebook, Instagram, LinkedIn, YouTube and Flickr — with the knowledge of which platform to use, how to reach audiences, how to use hashtags, how to amplify the message, and how to generate analytical reports from social media platforms.

*JRLOS staff trained on MEL.* DIU organized a MEL training for 31 MEL officers (18 men and 13 women) from all the JRLOS institutions and partner organizations. The training equipped JRLOS members with the knowledge and skills to develop and implement monitoring and evaluation approaches that are aligned with JRLOS sector strategic plans. The training came at the request of the JRLOS Secretariat because JRLOS individual institutional M&E plans were not fully aligned with nor contributing to the realization of the sector-wide strategic plan and its MEL framework. The training equipped JRLOS MEL officers with improved knowledge and skills in developing SMART indicators to track the progress of their interventions, building and using sound logframes to monitor their interventions, and developing a sound theory of change for their interventions. The training also provided an opportunity for JRLOS MEL officers to review and update the sector-wide data collection and reporting tools to ensure that they collect and report relevant data to the JRLOS Secretariat. The tools continue to be used by the JRLOS MEL officers in their reporting to the Secretariat, and the latter uses the aggregated data and information to monitor the implementation of the sector-wide strategy as well as in drafting the justice sector reports.

#### DIU's Work on MEL/CLA

DIU actively used MEL data to inform decisions especially as it related to training content. Additionally, through quarterly partner meetings, DIU was able to support coordination and learning that advanced efforts to strengthen the justice sector. (See Annex B.)

*JRLOS officers trained on GESI issues.* DIU organized this training, in collaboration with JRLOS, in response to the findings of the justice sector gender audit. The sector gender audit identified the following gaps in the implementation of the JRLOS gender strategy:

- Inconsistencies between the gender budget statement and the action plan and performance contracts;
- Lack of comprehensive knowledge of JRLOS officers on gender-responsive budgeting, which affected the formulation of gender budget statements; and
- Lack of sufficient skills to conduct gender-sensitive situational analyses.

To respond to these challenges, DIU organized a training to coach JRLOS gender focal points, M&E staff and budget officers in gender-responsive planning, gender-responsive budgeting and the use of gender reporting indicators. This training enabled institutions to better understand who their beneficiaries are and how to reach them.

*JRLOS GESI budget review.* DIU conducted a review of JRLOS GESI training to assess the outcomes of the training focusing on gender budgeting to respond to both men and women's needs and constraints in access to justice. The gender budget review exercise sought to answer the questions below:

- How is gender and social inclusion reflected in the planning and implementation processes?
- To what extent is GESI integrated in the monitoring and evaluation systems of JRLOS members?
- To what extent do the budgets of JRLOS institutions include gender-specific expenditures?

The exercise analyzed the consistency between the gender budget statements and the JRLOS institutional plans, and the capacity of JRLOS institutions to understand gender-responsive budgeting with respect to the formulation of gender budget statements, activities, as well as outputs and gender-sensitive indicators. When analyzing the gender budget statements from selected JRLOS institutions, it was observed that some institutions' budgets have gender-based expenditures that are specifically targeted to gendered groups and gender issues. This is an important step showing that JRLOS institutions understand that men and women have different needs and constraints, and that both needs, and constraints must be addressed to promote equitable access to justice. Despite the progress made, JRLOS still lack adequate skills and knowledge to conduct a gender situational analysis. Among selected institutions only the Rwanda Correctional Service (RCS) was able to develop a sound gender situational analysis, though minor gaps were identified. Most of the JRLOS institutions do not refer to the statistics and reports to clearly articulate gender issues/gaps they want to address. Some of the indicators are gender blind; they do not capture sex-disaggregated data, which leads to poor planning, implementation and monitoring and evaluation. The review also found that the entire justice sector does not mainstream disability in their programs, though they recently validated a disability-mainstreaming strategy. To integrate GESI into JRLOS programs, DIU recommends that it:

- Organize a practical refresher training for all staff to enhance their capacity and skills to develop gender-responsive budgets. This will increase staff capacity to conduct complete gender situational analyses, develop SMART indicators, and monitor outputs and outcomes.
- Build the capacity of JRLOS leaders in gender-based planning, implementation, and monitoring and evaluation. This will allow leaders to better work with their technical members to ensure that the needs of men and women are captured in their programming.
- Support JRLOS and key actors within the justice sector in mainstreaming disability in their programs. Recently, the justice sector has validated the sector disability-mainstreaming strategy as an entry point to address challenges faced by persons with disabilities. As the strategy is new in the sector, there is a need to train various stakeholders in how to meet its goals.

*Moot court competitions supported.* DIU supported iPeace in the organization of three moot court competitions for law students from both public and private universities on national laws. Each competition attracted five universities: University of Kigali, University of Lay Adventists of Kigali, University of Rwanda, Institut d'Enseignement Superieur, and Kigali Independent University and each university was represented by a team of eight students. The competitions provided an opportunity for students to understand and debate key recurrent legal issues that affect Rwandan society and the proper way of analyzing, presenting, and resolving them from a legal/judicial point of view. Students received feedback from members of a panel of judges on the spot on both their written pleadings and oral submissions, which helped strengthen their knowledge and skills through practice, and also prepared them for actual practice after their studies. Previous moot court competitions in Rwanda focused on international law, and this was an opportunity for students to focus on the national law/national legal issues.

#### DIU's Work on GESI

DIU integrated GESI in all training courses and ensured that gender equality and social inclusion were paramount in discussing all activities. Specifically, JRLOS staff were trained on gender-based budgeting. Additionally, religious leaders were reached to address GESI and GBV prevention.

#### Practicing Law in Action

DIU, through iPeace, sponsored moot court cases on:

- The transfer of land rights covering the protection of buyers of good faith of land from apparent owners and women's rights to land
- Family disputes like grounds for divorce, family property, child custody, alimony and other related subjects and
- Challenges to the enforcement of the Law Governing Contracts.

*U.S.-Rwanda and regional judicial exchange programs conducted.* DIU supported five members of the Rwandan judiciary — including the judge president of the high court, the chief registrar of the high court, an inspector of the courts, the judiciary database and applications administrator, and the permanent secretary of the Supreme Court — to travel to Estonia to gain exposure on the case management system facilitated by the eGovernance Academy as part of a study-tour. This case management system is focused on e-governance, e-democracy and national cyber security. Participants were acquainted with eGovernance architecture including the qualifications required of those appointed as judges, performance management of and the disciplinary process for judges, development of the e-governance system (specifically how information is stored and shared), court management, day-to-day administration, and digital profile management and administration.

## IECMS OPERATIONALIZED

**Exhibit 5. Targeted Training on the IECMS**

Specific Audience	Number of People Trained			Focus of Training
	Males	Females	Total	
Judges and court registrars/clerk	260	247	507	Judges and registrars strengthen their knowledge and skills in processing and adjudicating cases through the IECMS system, as required by law
MAJ officers	48	39	87	On the court litigation and the judgment execution module as well as how to better assist vulnerable groups with accessing justice
Bailiffs	244	122	366	Training on the enforcement module on the IECMS. To strengthen bailiffs' knowledge and skills in processing the enforcement of court decisions within the IECMS system, as required by the law.
Legal aid providers	91	55	146	To effectively execute their duties and provide better services, including support to access to the IECMS, to their beneficiaries
Prosecutors	22	16	38	To ensure they are able to promptly review and process cases, avoiding unnecessary case postponements.
Government staff and officials	17	27	44	To increase their knowledge and professionalism in the use of the IECMS
Lawyers	169	78	247	To better serve their clients, including vulnerable people. With increased knowledge and skills related to the system, less time is spent by lawyers navigating the system or making errors.
<b>Total</b>	<b>851</b>	<b>584</b>	<b>1,435</b>	

*Judiciary Performance Management System (JPMS) launched.* At the request of the Supreme Court, DIU supported the development of the JPMS. This system enables the judiciary to track their results framework, including assigned indicators, targets, and actuals for each level of the framework as it pertains to case-related data from the IECMS. The JPMS includes an automated case performance management module, which enabled the visualization of the judiciary's fixed results framework (based on its institutional strategic plan) and the linking of indicators to activities and milestones for case-specific information imported from IECMS. The JPMS also tracks the performance of individual court staff and provides the judiciary with the ability to allow line managers to provide their evaluative scoring of performance. The system will also enable the judiciary to provide a quantitative evaluation that reflects the line manager's qualitative score of the performance of judiciary staff. Further, the system allows for the daily monitoring of activity and task performance by both judicial and non-judicial staff, which enables the judiciary to track both case and non-case related performance data, allowing it to combine case and external non-case specific data to monitor the implementation of the institutional strategic plans. The JPMS was officially launched on November 25, 2019, by the

former Chief Justice, Honorable Sam Rugege. As noted above, the JPMS is expected to be full developed and handed over before August 2021.

*Reduction in case backlog.* As a result of DIU's intensive training of judges and court registrars on the IECMS, it has been demonstrated that cases are being processed more quickly. This increased speed comes from two factors: (1) all the required documentation is now accessible in one place, and (2) users now have increased familiarity with inputting and accessing information, which reduces the time they spend on each case. In the past, users made frequent calls to IT support seeking guidance and technical support. Additionally, now that the IECMS has the automatic combination of cases in the system at the appeals level (based on DIU's support of the "Appeals" module), the appeals process is easier and faster. Previously, the court registrar had to manually merge the cases and submissions (from the defendant and the plaintiff) at the appeals level. Additionally, now with more users trained, there are fewer mistakes being made.

## **COMPONENT 2: INCREASED PUBLIC UNDERSTANDING OF THE JUDICIAL PROCESS**

### **CITIZEN ENGAGEMENT INCREASED**

*Increased public awareness and understanding via radio programs.* Starting in September 2018, DIU held live weekly interactive radio broadcasts on multiple radio stations, including Radio Energy in Musanze, Radio Isangano in Karongi, Radio Huye, Radio Izuba in Eastern Province and Isango Star in Kigali. The objective was to engage a wide audience and help them better understand community justice (Abunzi) as well as their legal rights and processes. In addition to radio programs, DIU produced and broadcast public awareness announcements on the prevention of GBV and legal aid provision. DIU supported a listenership survey in Ngoma and Nyamasheke Districts. According to this survey, radio is still a major source of information for the majority of respondents, with 84.5% of the respondents listing radio as their main source of information. The results showed the highest rate of listenership was 7.3% listening to the DIU radio program on a weekly basis; 52.4% listening twice a month; and 12.2% only once a month.

*Abunzi information, education, and communication toolkit developed.* DIU designed, printed and distributed GOR-approved posters that illustrate the peaceful conflict resolution process from disputants' self-discussion through family council and community assemblies to Abunzi committees. The objective was to help citizens to understand ways to access conflict resolution. Posters were placed in public offices, such as cell. sector, and district offices and other public places (like marketplaces) for wide reach.

#### **Communities reached**

Through community dialogue sessions, DIU reached a total of 38,737 people including 17,787 men and 20,950 women in Nyaruguru, Nyamasheke and Musanze districts.

*Public awareness and understanding of legal rights and processes increased via community dialogues.* DIU supported community dialogues focused on educating and raising community members' awareness of community justice and its benefits. Specifically, the community dialogue addressed the three components of community justice: the Family Council, Community Assemblies, and the historical background of Abunzi. The dialogues also focused on Abunzi competence, the procedure to submit issues to Abunzi, mediation procedures within Abunzi committees, and appeal procedures in the Abunzi system.

These community dialogues sessions allowed citizens to understand how community justice functions and its benefits and encouraged them to commit themselves to using the community justice system to resolve their conflicts peacefully. Furthermore, community dialogues were intended to raise awareness of the Abunzi system and the role of Abunzi, as well as expanding legal literacy in remote areas. Participants learned about the Abunzi system, including what matters fall into the Abunzi jurisdiction and how the mediation process should be conducted. Community dialogues addressed citizens' legal rights and judicial processes. Due to the COVID-19 pandemic, three of the community dialogue sessions were canceled in Musanze, Bugesera and Gasabo districts.



## RECONCILIATION AND REINTERGRATION FACILITATED

*Expanded prisoner/community reconciliation via information education and communications (IEC) campaigns developed.* DIU developed targeted IEC materials which include: (1) a booklet on the rights of detainees both during pre-trial detention and while serving their sentences, which will be given to prison officials as well as paralegals, (2) two posters to be hung at the entrance of the prison: one with messages on the rights of prisoners and another on their responsibilities/obligations as well as relevant sanctions in case of breach of their obligations, and (3) a brochure targeting the community (distributed during visiting hours to family and friends of the prisoners) to raise awareness of the fact that imprisonment does not take away all rights as is often believed. Alongside from IEC materials on the rights of detainees, DIU printed and distributed 200 posters, six banners, 2,000 flyers and 150 T-shirts with messages tied to reconciliation and reintegration. Materials were also used in prisons and communities for the purpose of reconciliation and reintegration.



*Community-based reconciliation between detainees and communities supported.* Rwanda is still addressing the effects of the 1994 Genocide Against the Tutsis in which more than a million people were killed. USAID, through DIU, continues supporting social healing, reintegration, social cohesion and development among survivors, perpetrators, and their families in

collaboration with Prison Fellowship Rwanda (PFR) and Fondation Dignité en Détention (DiDé). DIU activities focused on addressing psychosocial problems, reconciliation dialogues among detainees, genocide survivors and prisoners' families in the communities, and preparation for detainees' reintegration within communities.



*Reconciliation events in prisons and the community facilitated.* Throughout project implementation, DIU supported reconciliation dialogues in both prisons and the community. Six hundred individuals (prisoners and victims) attended counselling and healing sessions/dialogues. In prisons, reconciliation dialogues were organized in the Huye, Rusizi, Nyamagabe and Musanze prisons, and communities of Nyamasheke, Nyaruguru and Bugesera (during which 10,508 people were reached). The reconciliation sessions were an opportunity for prisoners, their families and survivors/victims to publicly express their feelings. As result, 550 prisoners asked for forgiveness from victims and/or their families and were forgiven. The overall objective of the reconciliation event is to strengthen and sustain a peaceful Rwandan society, through the facilitation of psychosocial healing, reconciliation dialogues, effective reintegration and economic empowerment.

*Training on reconciliation and reintegration conducted.* DIU supported trainings related to reconciliation and reintegration targeting prisoners, families of prisoners and survivors/victims. Seven hundred and forty-four individuals (victims, ex-prisoners and family members on both sides) were trained on reconciliation and reintegration. Also, a total of 100 (male) genocide prisoners (comprised mostly of former government officials in leadership positions) were trained. DIU partner PFR collected and shared letters of confession from the prisoners to the concerned victims or their families. Participants said that the training helped them ask the victims for forgiveness on behalf of their relatives who committed the genocide crimes. Survivors expressed that their hearts are now free because of the training. They recommended that the training should be extended to other genocide survivors in order to heal as many as possible.

*Psychosocial healing dialogues and counselling sessions in prison conducted.* Counseling and psychosocial healing contributes to a sustainable reconciliation process, psychosocial healing and social cohesion within communities to improve family dynamics. DIU activities on counseling and psychosocial healing reached 118 prisoners in Huye, Nyamagabe, Musanze and Rusizi prisons. During counselling sessions, prisoners were advised on how best to provide information requested by survivors or family members. One prisoner expressed the importance of counseling and psychosocial healing, noting that victims as well as his family have been set free by his request for forgiveness.

#### **Prisoner Feedback**

- “I had refused all crimes charged against me, and even spent many years continuously denying what I did in the 1994 Genocide Against Tutsis. But after therapeutic groups, I was aware of the importance of request for forgiveness for (myself), my family and victims, and I decided to publicly request for forgiveness.”
- “I didn’t really understand my role in the 1994 Genocide Against Tutsis, but through discussions in our group therapy I understood my role in what happened in 1994, and I decided to write a letter to the survivors/victims requesting them for forgiveness.”

### **PRISONER’S RIGHTS STRENGTHENED**

*Training and outreach to detainees about legal rights and procedures conducted.* DIU worked through LOH to conduct a prisoner’s legal needs assessment in two prisons (Musanze and Bugesera) and develop a prisoner/community reconciliation IEC toolkit. The assessment revealed the following major findings: prisoner’s ignorance of Rwandan criminal law and criminal procedure law, ignorance of the content of the court judgment, ignorance of prison’s rules, unlawful detention in prisons, obstacles in access to information (lack of prison library, lack of access to computers, lack of access to telephones), barriers to access to legal aid services including infrequent engagement with the representatives from MAJ, and difficulties for people with mental health issues. The IEC materials were used to train prison paralegals in the five target prisons (Bugesera, Huye, Rusizi, Musanze and Rubavu) to help them in their role as legal aid providers in prisons, and they were given copies of these materials so they could continue to refer to them in their work. LOH also conducted numerous education/awareness campaigns on detainees’ rights and judicial procedures in the five prisons. These education sessions were designed to empower detainees with the information and knowledge on how to advance their cause/rights. The education/awareness campaigns also provided an opportunity for prisoners to ask questions and make recommendations for ways to improve the conditions of their detention. In addition to inmates, DIU also targeted prisoners’ visiting family members for the awareness sessions on prisoners’ rights, judicial processes and how to access legal aid services. For example, by knowing the required time limit within which a detained person should have their case heard by the court, family members can help follow up with the court to ensure their relative’s case is scheduled and heard, in case of any delay. In addition, LOH trained prison staff to ensure that they respect prisoners’ rights. In total LOH reached 567 individuals (504 men and 63 women) including prison staff and prisoners.

*Legal aid providers trained on disability and inclusion.* Disability mainstreaming is a process that promotes inclusion and addresses the barriers that exclude persons with disabilities (PWD) from full and equal participation in society. Most lawyers lack training to appropriately provide quality services to clients with disabilities. DIU supported NUDOR to train legal aid providers on the rights and inclusion of persons with disabilities. Paralegals, Abunzi and lawyers were trained to understand their role in providing equitable access to justice. Training topics included the concepts related to disability inclusion as they relate to access to justice, different types of disabilities and the importance of disabilities and human rights, the role of a legal aid provider in ensuring access to justice for persons with disabilities, actions and commitments that participants can employ to ensure better quality of services, and a special focus on the prevention of sexual and gender-based violence against persons with disabilities. The participants gained skills to better address different cultural norms, social beliefs and other

behaviors that could impede attaining gender equality in the delivery of justice and could increase access to justice for traditionally marginalized Rwandans: women, children, youth, people with disabilities, and other vulnerable populations. They learned that stereotypes continue to promote the unequal division of labor and therefore produce power imbalances. Participants learned that — in practice — women and men do not enjoy the same rights due to cultural barriers that have their roots in the patriarchal system. Participants committed to improving the situation by using a gender lens to ensure the needs of both women and men are met.

### **PWD Training is Imperative**

A participant from the Rwanda Bar Association said, “This is my first time to receive this kind of training, though we have a project with UNDP to support legal representation for persons with disabilities. Therefore, this training has enhanced my capacity to understand that persons with disabilities have different needs dictated by the type of disabilities.”

Religious leaders trained on gender equality and GBV prevention. DIU supported the Rwanda Religious Leaders Initiative (RRLI) to conduct training with 146 religious’ leaders (40 women and 106 men) from Bugesera, Gasabo, Nyamasheke, Nyaruguru, and Musanze. The training focused on building the capacity of religious leaders to promote gender equality and prevent GBV in religious and faith-based spheres. Participants gained an understanding of GBV referral pathways and their role in preventing GBV-related offenses through close collaboration with local authorities and the Rwanda Investigation Bureau. Training sessions started after the development of a module on gender and GBV prevention that described all gender principles and used a tailored approach to affirm the equality between men and women. After training sessions with religious leaders in target districts, coaching sessions were organized to monitor how trained religious leaders practiced what they learned from training with their congregations and communities. Each session targeted 25 people per district.

### **DIU’s Work with PWD**

DIU recognized the need to support increased access to legal services by persons with disabilities. DIU engaged NUDOR to provide tailored training to legal aid service providers ensuring that they were sensitized to accommodating the various needs of PWD in their provision of legal aid.



## SECTION 2

# EVALUATION OF JUSTICE INSTITUTIONS CONNECTED WITH DIU

DIU engaged with a number of institutions and organizations during implementation of the activity. The project conducted a capacity assessment of the JRLOS in May 2019, and this section provides analysis of these institutions' strengths and weaknesses.

Name of Institution/ Mandate	Notable Achievements Related to DIU	Strengths	Areas for Improvement
<b>MINISTRY OF JUSTICE/</b> To organize and to oversee the promotion of the rule of law, law enforcement and justice for all.	<ul style="list-style-type: none"> <li>Jointly updated the Abunzi training module</li> <li>2,836 Abunzi (1,286 women and 1,550 men) and 407 local leaders (149 women and 258 men) were trained on mediation skills and peaceful conflict resolution in the five targeted districts</li> <li>90 MAJ legal officers were trained on the IECMS and on legal aid standards</li> <li>150 Abunzi were reached by DIU monitoring and coaching activities</li> <li>Successfully organized and conducted the annual Legal Aid Week activities, which reached/benefited more than 41,000 people, especially in rural areas</li> <li>Justice sector <i>umuganda</i> activity (community work)</li> </ul>	<ul style="list-style-type: none"> <li>Launch and operationalization of the IECMS system</li> <li>The existence and decentralization of the Access to Justice Bureau (MAJ)</li> <li>The establishment and existence of community justice (Abunzi) under the auspices of MINIJUST</li> <li>The supervisory authority of MINIJUST over key justice institutions and agencies like RCS, RLRC, PBA, etc.</li> <li>The existence of the JRLOS Secretariat under MINIJUST, which gives it more influence over other sector institutions</li> <li>Leading the annual Legal Aid Week activity</li> </ul>	<ul style="list-style-type: none"> <li>The security protocols for the IECMS system needed improvement, as the system required modernization of the hardware infrastructure.</li> <li>The computers provided to staff to operate the IECMS, the Positivo brand, have an insufficient operating system capacity to facilitate easy and quick access to the IECMS.</li> <li>Limited capacity of MINIJUST to organize regular capacity building and provide the other necessary support to Abunzi</li> <li>Limited capacity (on mediation skills and laws) and low literacy level for some Abunzi</li> <li>Coordination between the Access to Justice department and the JRLOS Secretariat can be enhanced</li> </ul>

Name of Institution/ Mandate	Notable Achievements Related to DIU	Strengths	Areas for Improvement
<p><b>MAISON D'ACCÈS À LA JUSTICE (MAJ)/</b> The provision of services to indigents and vulnerable people</p>	<ul style="list-style-type: none"> <li>• 90 MAJ legal officers were trained on:               <ul style="list-style-type: none"> <li>○ Mediation techniques, peaceful conflict resolution and facilitating Abunzi trainings (based on the DIU updated manual on mediation skills and peaceful conflict resolution)</li> <li>○ Gender equality and social inclusion</li> <li>○ The use of the IECMS</li> <li>○ The Legal Aid Performance Standards</li> <li>○ M&amp;E, advocacy, communication and on key laws</li> </ul> </li> <li>• Delivered messages in community dialogues</li> <li>• Worked with DIU legal aid partners' in referring cases, especially those that needed support for DNA testing</li> </ul>	<ul style="list-style-type: none"> <li>• Proximity to local communities.</li> <li>• Supervisory and supporting role of the Abunzi Committees.</li> <li>• MAJ legal officers serving as focal persons (for GBV, judgment execution and legal representation)</li> <li>• Well trusted by public</li> <li>• Can now provide legal representation in court of law to indigents</li> <li>• General secretariat of the JRLOS District Committees</li> <li>• Providing technical support to district authorities in areas of access to justice and rule of law</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient means to conduct regular outreach activities</li> <li>• The limited number of MAJ legal officers compared to their jurisdiction (geographical area of work), and not being decentralized at the sector level</li> <li>• The demand for support from MAJ legal officers is not commensurate with their capacity. The number of legal officers should be increased and/or the services should be devolved to the sector level. Additional training is needed.</li> <li>• Lack of systematic capacity building program/scheme for MAJ legal officers</li> <li>• MAJ needs additional transportation to enable them to effectively do community outreach</li> </ul>
<p><b>ABUNZI COMMITTEES/</b> To mediate conflicts at the grassroots level with the aim of consolidating national unity and peaceful coexistence among Rwandans.</p>	<ul style="list-style-type: none"> <li>• Updated the Abunzi training module</li> <li>• 2,836 Abunzi (1,286 women and 1,550 men) Abunzi were trained on mediation skills, peaceful conflict resolution and GESI in the five targeted districts</li> <li>• 150 Abunzi were reached by DIU monitoring and coaching activities in the five targeted districts</li> </ul>	<ul style="list-style-type: none"> <li>• Proximity to the local communities.</li> <li>• Reducing the caseload in courts of law.</li> <li>• Reducing the cost of access to justice.</li> <li>• Promotion of peaceful/amicable resolution of conflicts in local communities</li> <li>• Greater trust among the community than the ordinary courts, because they are of the community and they can handle more localized disputes in a more conciliatory manner, faster and cheaper than the court system.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited capacity (with respect to mediation skills and laws) and low literacy levels for some Abunzi. Need to improve their skills in dealing with psycho-social health issues, as they often deal with domestic abuse issues.</li> <li>• Lack of office space</li> <li>• Insufficient and irregular distribution of materials/tools</li> <li>• Unclear coordination between the MINIJUST and Ministry of Local Government results in a lack of operational support for committees with respect to physical space, materials and other infrastructure</li> <li>• Case filing needs to be digitized and more secure. Abunzi members need basic office management and record keeping training.</li> <li>• Some Abunzi adjudicate cases as if they are judges; in such cases, there is some evidence of corruption or lacking objectivity</li> </ul>
<p><b>JRLOS SECRETARIAT/</b> A coordination structure that enables institutions in the justice sector to work together effectively towards common objectives,</p>	<ul style="list-style-type: none"> <li>• JRLOS Secretariat helped to coordinate the DIU's overall engagement with the justice sector</li> <li>• 486 staff (238 women and 248 men) from JRLOS institutions were trained on different topics,</li> </ul>	<ul style="list-style-type: none"> <li>• The existence of the sector-wide strategic action plan and related subsidiary plans (on communication,</li> </ul>	<ul style="list-style-type: none"> <li>• Limited (real and perceived) functional independence of the Secretariat from MINIJUST affects its ability to carry out its functions to serve all institutions</li> </ul>

Name of Institution/ Mandate	Notable Achievements Related to DIU	Strengths	Areas for Improvement
<p>without compromising their operational, legal or constitutional independence.</p>	<ul style="list-style-type: none"> <li>including on communication, M&amp;E, key laws, and gender and disability inclusion</li> <li>JRLOS Secretariat supported all DIU activities by linking the activity with the relevant justice sector institutions</li> <li>JRLOS Secretariat assisted in showcasing DIU achievements through quarterly and annual sector-wide compiled reports</li> </ul>	<ul style="list-style-type: none"> <li>gender, social and disability inclusion, etc.)</li> <li>Being the mandated coordinating entity/unit for all 16 justice sector institutions.</li> <li>The existence of thematic working groups under of the coordination of the Secretariat</li> <li>The JRLOS coordination structure being decentralized, through the JRLOS District Committees</li> </ul>	<ul style="list-style-type: none"> <li>The lack of authority/power to compel timely compliance and buy-in from sector institutions</li> </ul>
<p><b>JRLOS DISTRICT COMMITTEES/</b> To assist the district in coordinating activities relating to access to justice, reconciliation, rule of law and security</p>	<ul style="list-style-type: none"> <li>50 members of the JRLOS committees in the five DIU targeted districts trained on M&amp;E, advocacy, communication, key laws, community outreach and the use of social media</li> <li>DIU partners worked with some members of the committees in conducting community dialogues at the community level</li> <li>DIU worked with members of the Committee during Legal Aid Week</li> </ul>	<ul style="list-style-type: none"> <li>CSO representatives are part of the JRLOS District Committees, which promotes inclusiveness</li> <li>Joint organization and implementation of activities among all members of the committee</li> </ul>	<ul style="list-style-type: none"> <li>Limited resources</li> <li>Not decentralized at the sector level</li> <li>Limited knowledge and skills related to areas such as monitoring and evaluation and outreach by Committee members</li> </ul>
<p><b>NATIONAL PUBLIC PROSECUTION AUTHORITY/</b> Responsible for investigating and prosecuting offences throughout the country.</p>	<ul style="list-style-type: none"> <li>30 prosecutors from across the country were trained some prosecutors on the use of the IECMS</li> <li>Supported preparations for the International Conference on Electronic Case Management System (showcasing Rwanda's IECMS)</li> </ul>	<ul style="list-style-type: none"> <li>Having the legal mandate to prosecute crimes;</li> <li>Having the power to revisit what has been done by the judicial police</li> <li>Competent and qualified staff</li> </ul>	<ul style="list-style-type: none"> <li>In need of capacity building (related to use of bail opportunity)</li> <li>Limited application of alternatives to imprisonment</li> <li>Inconsistent sharing of suspect's file in the IECMS for accessibility by advocates</li> </ul>
<p><b>JUDICIARY (SUPREME COURT)/</b> To exercise the judicial powers; to render justice in the name of the people. The judiciary is independent and exercises financial and administrative autonomy.</p>	<ul style="list-style-type: none"> <li>507 judges and court registrars (260 men and 247 women) were trained on the use of the IECMS.</li> <li>Five selected members of the judiciary were supported to participate in a study tour for judges and other judicial officials to Estonia</li> <li>Organized the 2019 Judicial Week that brought together more than 90 participants</li> <li>Updated functionalities of the IECMS system, through appeals module</li> <li>Developed the Judiciary Performance Monitoring System</li> </ul>	<ul style="list-style-type: none"> <li>Constitutionally independent organ, with a clear mandate</li> <li>The existence and use of IECMS</li> <li>Well-structured courts of law</li> <li>Qualified staff</li> </ul>	<ul style="list-style-type: none"> <li>Case backlog persists</li> <li>Limited means to support regular and continuous training of judges, court registrars and other judicial personnel</li> <li>Perceived limited independence</li> </ul>

Name of Institution/ Mandate	Notable Achievements Related to DIU	Strengths	Areas for Improvement
<p><b>RWANDA INVESTIGATIONS BUREAU (RIB)/</b> To prevent, detect, investigate and respond to crime threats through the use of modern technology and building partnership in order to uphold the rule of law.</p>	<ul style="list-style-type: none"> <li>• DIU lawyers following up cases at RIB stations of detained people in need of legal aid/legal assistance</li> <li>• DIU lawyers referring cases of GBV victims at RIB and providing any further legal assistance needed</li> </ul>	<ul style="list-style-type: none"> <li>• Accessibility (starting at the sector level)</li> <li>• The use of ICT in their daily work</li> </ul>	<ul style="list-style-type: none"> <li>• In need of capacity building</li> <li>• Challenge to ensure confidentiality during the conversation with clients</li> <li>• Poor infrastructure</li> </ul>
<p><b>RWANDA CORRECTIONS SERVICE (RCS)/</b> Responsible for the management of prisons and the correction of inmates in Rwanda.</p>	<ul style="list-style-type: none"> <li>• Reconciliation and reintegration activities in prisons through which 1,946 (646 women and 1,300 men) were reached, including 550 prisoners who were able to voluntarily seek forgiveness from and reconcile with their victims and/or their families.</li> <li>• Provision of legal aid services to inmates/prisoners</li> <li>• Legal education in prisons</li> <li>• Training of officials on human rights, prisoners' rights and judicial processes</li> </ul>	<ul style="list-style-type: none"> <li>• Legal custodian of prisoners</li> <li>• Prisons are well structured: prisons for women, children, and men</li> <li>• Disciplined staff</li> </ul>	<ul style="list-style-type: none"> <li>• Overpopulation in prisons</li> <li>• Limited equipment to support prisoners accessing and use IECMS</li> <li>• Limited means to ensure regular training of their staff (especially on human rights) and effective correction approaches</li> </ul>
<p><b>RWANDA FORENSICS LABORATORY (RFL)/</b> Providing services of scientific analysis of evidence for judicial purposes and services</p>	<p>LAF worked with RFL in providing DNA testing support to 38 cases/beneficiaries</p>	<ul style="list-style-type: none"> <li>• Experienced and qualified staff</li> <li>• Modern equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Not decentralized</li> <li>• Fees are high</li> <li>• Limited staff compared to the demand for services</li> <li>• Limited public awareness about the services</li> </ul>
<p><b>NATIONAL UNITY AND RECONCILIATION COMMISSION (NURC)/</b> To promote unity, reconciliation, and social cohesion among Rwandans and build a country in which everyone has equal rights and contributes to good governance.</p> <p><b>INSTITUTE OF LEGAL PRACTICE AND DEVELOPMENT (ILPD)/</b> To provide legal professional education, promote research and disseminate laws, collaborate on learning and research, and support initiatives that promote law and justice.</p>	<p>DIU partners worked with NURC on reconciliation and reintegration activities, through organizing community events for prisoners (genocide convicts) willing to seek forgiveness for crimes committed. Prisoner-community reconciliation events reached 10,008 people (2,967 women and 7,041 men).</p> <ul style="list-style-type: none"> <li>• Trained more than 300 judges and court registrars on the use of the IECMS</li> <li>• Trained 30 MAJ legal officers on the use of the IECMS</li> <li>• Trained 30 members of district JRLOS committees on key laws, GESI, and communication</li> </ul>	<ul style="list-style-type: none"> <li>• Has the constitutional mandate to promote and monitor reconciliation and unity among Rwandans.</li> <li>• Conducts regular reconciliation barometers.</li> <li>• Legally mandated to build the capacity of justice sector actors</li> <li>• Accredited practical and post-graduate institution</li> <li>• Qualified and competent staff</li> <li>• Sound infrastructure</li> <li>• Able to generate their own income (from trainings offered)</li> </ul>	<ul style="list-style-type: none"> <li>• Limited staff</li> <li>• Limited means</li> <li>• Not yet sustainable. Relies on government and/or donor money</li> <li>• High staff turnover as they are often recruited elsewhere</li> </ul>

### SECTION 3

# PROBLEMS ENCOUNTERED, LESSONS LEARNED, AND RECOMMENDATIONS

Herein we document problems encountered, objectives not fully achieved and why, and lessons learned.

Problem Encountered	Lessons Learned and Recommendations
<b>Component I: Improved judicial effectiveness</b>	
A considerable number of Abunzi still believe that gender equality is a strange concept that is against men. This is due to cultural and religious beliefs and societal norms. Some women strongly believe that men should have full control and make decisions about household management. Female Abunzi showed a lack of self-confidence in participating in discussions during trainings compared with their male colleagues, which also speaks to the problem of cultural barriers to equality between men and women.	Additional work is needed to increase Abunzi's comprehensive ownership of gender equality. Activities could include (1) additional gender sensitization training; (2) a communications campaign featuring strong Abunzi men and women with quotations about women's capabilities and role in mediation; (3) grants that support groups like religious leaders on gender equality.
Capacity building (including training and monitoring for Abunzi) was limited to DIU's target districts	Given the demonstrated need for additional capacity building, Abunzi across remaining districts would benefit from support.
Low literacy level of some Abunzi	Recognizing the low literacy rates, DIU provided materials with visual depictions and discussed topics using a variety of methods and examples to ensure that points were clearly communicated.
<p>Within JRLOS, human resource expertise and professionalization (requisite qualifications and expertise correlating with job descriptions) is generally low among both core and administrative and support staff. Specialized skills and substantive knowledge building is a critical need, particularly as institutions are growing and institutional goals are increasingly ambitious.</p> <p>Currently, most of the capacity building activities are being done on an ad-hoc basis, depending on the availability of funds.</p> <p>Coordination and information-sharing in the sector is limited due to the bureaucratic internal operational systems and processes and staff capacity of the Secretariat, as well as lack of reciprocal buy-in and commitment from some member institutions.</p>	<p>The competence and capacity of the JRLOS staff must be a continuous priority for the sector in general and the institutions in particular, with a well-structured, realistic and achievable capacity building strategy in place.</p> <p>The JRLOS Secretariat needs additional staff and resources to support their coordination role across the sector.</p> <p>The reinforcement of Secretariat functions and responsibilities should be supported by all sector institutional leadership.</p>
Sustainability question related to the use, management and maintenance of the complex IECMS system.	There is need for an effective transition from an international firm to Rwandan staff (IT experts). Regular, extensive training on IECMS (particularly when the system is upgraded as new functions are being added). The GOR should allocate the budget for the necessary upgrades, hosting and maintenance.
<p>Lack of access and knowledge of use of the IECMS by the end users (e.g., general population, legal aid providers, paralegals, detainees, etc.).</p> <p>General public lacks awareness and capacity of how to use the IECMS.</p>	Review, update and widely disseminate a simplified step-by-step version of the user guide for general public (with pictograms). Hold a live system demo on TV and social media and at community meetings, market areas, etc.

Problem Encountered	Lessons Learned and Recommendations
	Roll out additional training for legal aid providers, paralegals, internet café operators, and prisoners' paralegals on IECMS.
Lack of access to legal aid by prisoners.	Increase capacity building for prisoners' paralegals, RCS legal officers and prisons clerks.
Lack of harmonization and consistency in the delivery of legal aid services across different justice actors, especially CSOs	The expanded use of legal aid standards should be rolled out and made mandatory for all the legal aid providers.
<b>Component II: Increased public understanding of the justice process</b>	
Journalists are not conversant with justice processes and access to justice matters.	Media training would increase their understanding of the justice process and access to justice. A user guide for journalists on how to cover criminal cases and other justice matters (emphasizing respect for privacy and other rights of suspects) should be developed as a standard reference for all journalists covering any justice related stories.
Due to peer influence (but also shame of admitting their crimes), some prisoners avoided engaging in the reconciliation and reintegration process.	Reconciliation dialogues and psychosocial counseling could help promote broader prisoner engagement in these types of activities to enable social healing and facilitate peace, and stability in the communities that will receive the released prisoners back.
JRLOS institutions are still experiencing challenges mainstreaming GESI in the planning, budgeting, implementation, and monitoring of their interventions.	Although DIU was able to provide several trainings across the JRLOS sector to address GESI-related issues, there is a need to strengthen the sector's understanding and implementation of GESI policies especially with a focus on services for PWD.
Limited general capacity of local organizations	DIU has put in place a mechanism to build the capacity of all partners through continuous trainings, mentoring, monitoring, feedback and evaluation. Additional and expanded training is needed to strengthen Rwandan organizations to deliver quality services, conduct monitoring, and develop results-based reports.

## SECTION 4

# LEGACY AND SUSTAINABILITY

Through targeted programming, DIU engaged partners to conduct USAID activities in line with their existing mandates. These partners are committed to building upon the achievements with DIU and to continue supporting access to justice for vulnerable people as well as promoting the rule of law.

Beneficiaries enthusiastically shared what they gained from the DIU with other members of the community. For example, university law students who were trained on legal aid provision standards continue to organize and conduct community legal education campaigns, in collaboration with local authorities and partners. For example, DIU conducted a master TOT for MAJ trainers to facilitate Abunzi trainings in the five districts. These MAJ legal officers are now capable of effectively conducting future trainings for Abunzi in other districts. Below we provide a summary of the capacity building efforts and total reached during the activity.

**Exhibit 6. Summary of DIU's Capacity Building Activities**

Beneficiaries	Training Topics	Males	Females	Total
Judges and Court Registrars	Use of the IECMS	260	247	507
Abunzi	Mediation techniques and peaceful conflict resolution	1,550	1,286	2,836
Government Officials	GESI, legal aid, human rights, outreach communications skills, use of the IECMS, MEL, TOT Abunzi system	270	162	432
Lawyers	GESI, use of the IECMS, legal aid provision, strategic and public interest litigation	367	257	624
Legal Aid Providers	GESI, use of the IECMS, Abunzi public awareness, legal aid provision	776	807	1,583
MAJ Officers	IECMS, legal aid provision, facilitating Abunzi trainings (facilitation skills)	48	39	87
Prosecutors	Use of the IECMS	22	16	38
Bailiffs	Use of the IECMS (Judgment execution module)	244	122	366
Community Actors	Abunzi public awareness, GESI, legal aid, human rights, outreach and communication	867	803	1,670
CSOs Members	Use of the IECMS, MEL, outreach and communication, human rights, legal aid, reintegration and reconciliation	163	90	253
Detainees	Legal aid, psycho-social, reconciliation and reintegration	1,433	665	2,098
Victims, and Prisoners and Victims' Family Members	Reconciliation and reintegration, psycho-social, prisoners' rights and the criminal procedure	255	306	561
Religious Leaders	Gender equality and GBV prevention	112	30	142
<b>Total</b>		<b>6,367</b>	<b>4,830</b>	<b>11,197</b>

DIU also developed materials like the standard monitoring and data collection tools for the JRLOS District Committees, which will be used beyond the life of the project and will improve the performance and reporting of the committees. DIU conducted a TOT for the justice sector secretariat and MINIJUST staff on the use of the training manuals and tools designed for the JRLOS District Committees. These master trainers are now able to continue delivering trainings to committee members in other districts as well as coaching members on how to use the monitoring and reporting tools.

USAID DIU-supported legal aid standards will continue to guide the provision of quality legal aid services to the poor and vulnerable people, by legal aid providers. IEC materials like the Abunzi materials, which have been put up at cell and sector offices, will continue to serve as an educational tool and guide citizens beyond DIU's period of performance.

"Much appreciation for the support from the American people during these three years. Many thanks to Chemonics team for the successful implementation of the project, in an environment full of dynamism, creativity, teamwork, flexibility and results focused. Thank you All."

- *Anastase Nabahire, Director General, Justice Sector Coordination*

The Director General of the JRLOS Coordination Secretariat noted that the USAID DIU-supported assessment of JRLOS capacity needs and the capacity development strategy are now being used by institutions such as Rwanda Development Board and Rwanda Management Institute in charge of building government employees' capacities. The documents will continue to be used, as a basis to determine trainings to be conducted in the sector.

#### **Highlights from the Final Event**

The guest of honor — the Honorable Minister of Justice, Mr. Johnston Busingye — shared his thoughts on DIU's work as part of the activity's final event. More than 90 representatives from all justice sector institutions, CSOs, and professional bodies, including USAID, attended the event.

The Honorable Minister, the Coordinator of the Justice Sector Secretariat, and other participants appreciated the work done by DIU. Considering the still pending needs, further support was requested in order to build on what DIU has achieved.

## ANNEX A. SUBAWARDS

Herein we summarize DIU's subawards, the objectives of their activity and the budget over the life of project.

Name of Organization	Type of Agreement	Objectives	Budget
Search for Common Ground (SFCG)	Subcontract	Design and implement public outreach strategies and activities to raise public awareness of justice mechanisms and legal rights.	\$587,443
EDF Communications	Subcontract	Improve capacity to protect persons, property, and democratic institutions against criminal and other extralegal elements to allow for democratic competition and expression and protect/promote human rights.	\$79,309
Transnational Development Associates (TDA)	Subcontract	Provide qualified candidate(s) who can begin work within an agreed upon timeframe.	\$388,672
Synergy International Systems (Synergy)	Subcontract	Supply qualified staff to provide technical assistance to DIU	\$6,632
Synergy	Subcontract	Furnish all logistical support for its staff in Rwanda	\$28,185
Synergy	Subcontract	Investigate potential improvements in information management and analysis within the judiciary.	\$80,828
Synergy	Subcontract	Procurement of Synergy Indicator License	\$36,000
Synergy	Subcontract	Deploy the performance management system to cover staff involved in case management and record performance data from the IECMS.	\$97,334
Institute of Legal Practice and Development (ILPD)	Subcontract	Deliver trainings to judges and other judicial personnel and other JRLS staff.	40,459,440
ILPD	Subcontract	Deliver trainings to judges and other judicial personnel and other JRLS staff.	RWF 101,465,848
ILPD	Subcontract	Deliver training on the principles of legislative drafting for Rwanda Law Commission staff.	RWF 11,690,050
iPeace	Subcontract	Conduct annual moot court competition and provide data and other information as needed.	RWF 12,006,344
iPeace	Fixed Amount Award Grant	Organize three moot court competitions for law students	RWF 102,804,269
Haguruka	Subcontract	Conduct a baseline activity to map gender-based violence justice chains and attention routes; Lead a mapping exercise to define and strengthen referral systems, specifically for victims of GBV, at the sector and district levels, an integral process to improving the systematic provision of quality legal aid.	RWF 630,900,843
Prison Fellowship Rwanda (PFR)	Standard Grant Agreement	Address psychosocial problems among prisoners; conduct reconciliation dialogues among detainees, genocide survivors and prisoners' families; and reinforce development and ownership among communities.	RWF 89,487,342
Legal Aid Forum (LAF)	Standard Grant Agreement	Increase the number of legal services in civil and family matters provided to poor and vulnerable people in Rwanda.	RWF 287,868,268
Rwanda Bar Association (RBA)	Standard Grant Agreement	To provide vulnerable people with information about their legal rights and access to legal assistance.	RWF 144,877,068
Association De La Jeunesse Pour La Promotion De L'Homme et Developpment (AJPRODHO)	Fixed Amount Award Grant	Implementing a nationwide campaign to inform people of available legal aid services.	RWF 56,460,737
National Union of Disability Organizations in Rwanda (NUDOR)	Fixed Amount Award Grant	Provide training on legal rights and processes with NUDOR members.	RWF 12,187,132

Name of Organization	Type of Agreement	Objectives	Budget
NUDOR	Fixed Amount Award Grant	Provide training on disability and inclusion of JRLS members	RWF 14,022,000
Professional Bailiff Association (PBA)	Fixed Amount Award Grant	Lead training sessions for professional bailiffs on the use of the IECMS.	RWF 47,337,041
Fondation Dignité en Détention (DiDé)	Fixed Amount Award Grant	Strengthen protection of due process rights for individuals accused of crimes; improve the criminal justice system's capacity to rehabilitate prisoners; and expand prisoners/community reconciliation by working before and after a prisoner's release to facilitate their reintegration into the community.	RWF 99,796,216
Lawyers of Hope (LOH)	Fixed Amount Award Grant	Improve access to justice for vulnerable prisoners through provision of legal education, legal aid, information and awareness in prisons in Rwanda.	RWF 185,857,325
Rwanda Religious Leaders Initiative (RRLI)	Fixed Amount Award Grant	To provide religious leaders with training on GBV prevention and access to services for victims	RWF 30,437,400
		<i>Total</i>	<b>\$3,209,734</b>

## ANNEX B. MONITORING, EVALUATION, AND LEARNING DATA SUMMARY

Herein we detail DIU's achievement of results, sub-results, and targets for all indicators. We also discuss additional evaluative data compared to activity results and relevant explanatory background.

INDICATOR		Jul-Sept 2018	Oct 2018-Sept 2019	Oct 2019-Sept 2020	Oct 2020-Jan 2021	LOP	COMMENTS
1. Number of persons trained with USG assistance to advance outcomes consistent with gender equality	Target	60	240	884	0	1,180	DIU has made GESI a priority by including it in almost all trainings, such as Abunzi trainings. The number reported in the period of October 2020 - January 2021 reflects trainings that were planned for the period of October 2019 - September 2020 but were rescheduled due to COVID-19 restrictions.
	Actual	94	2,740	863	297	3,994	
	<b>Actual/Target</b>	<b>156.70%</b>	<b>102.30%</b>	<b>97.60%</b>	<b>n/a</b>	<b>335.90%</b>	
2. Number of Abunzi receiving advanced training and tools	Target	67	1,946	956	0	2,969	The target for this indicator was not reached as planned due to the fact that some of the Abunzi committees were incomplete during the period of trainings. Normally, a committee of Abunzi has seven members but during trainings some committees had five or six members. However, it is worth noting that in addition to the 2,836 Abunzi trained, DIU also trained 407 local leaders (149 women and 258 men).
	Actual	0	2,175	661	0	2,836	
	<b>Results/Target</b>	<b>0%</b>	<b>111.80%</b>	<b>69.10%</b>		<b>95.50%</b>	
3. Percentage increase in population who trust the Abunzi system	Target	n/a%	1%	2%	0%	3%	According to the Baseline Assessment on the Awareness and Population Satisfaction in the Abunzi System conducted by DIU in early 2019, the trust level in the Abunzi system was reported at 74.2%. The LOP target was a percentage increase of 3%. To measure the achievement of this indicator, another assessment had been planned for 2020 but could not be conducted due to COVID-19 restrictions. The nationwide citizens' report card produced by the Rwanda Governance Board (RGB) reported a figure of 75.4% in Quarter 4 2020. Although this refers to Abunzi performance generally and not trust
	Actual	n/a%	74.20%	Data not available	Data not available	Data not available	
	<b>Actual/Target</b>	<b>n/a%</b>	<b>75.40%</b>	<b>Data not available</b>	<b>Data not available</b>	<b>Data not available</b>	

INDICATOR		Jul-Sept 2018	Oct 2018-Sept 2019	Oct 2019-Sept 2020	Oct 2020-Jan 2021	LOP	COMMENTS
							specifically (as the RGB's methodology was different from DIU's). Further, the RGB's data is at a national level, while DIU's assessment was only of the five DIU target districts.
4. Percentage of the Abunzi cases appealed at sector level	Target	0%	5%	10%	5%	20%	The target for this indicator was a 20% reduction in the cases appealed at the Abunzi sector-level committees. It is not easy to measure the result because of the lack of baseline data. Normally, the data for this indicator is drawn from information shared by MINIJUST from the five DIU-targeted districts (Musanze, Nyaruguru, Nyamasheke, Bugesera and Gasabo). However, the reported data was not disaggregated by district. As two different methods were used to calculate these data points, it would not be correct to calculate a percentage achievement by comparing the actual with the target.
	Actual	0%	18.50%	10.80%	Data not available	Data not available	
	<b>Actual/Target</b>	<b>0%</b>	<b>18.50%</b>	<b>10.80%</b>	<b>Data not available</b>	<b>Data not available</b>	
5. Percentage of trained Abunzi members with an increased level of knowledge of their roles and responsibilities	Target	85%	85%	85%	0%	85%	The LOP target was achieved.
	Actual	0%	82%	90.20%	0%	88.30%	
	<b>Actual/Target</b>	<b>0%</b>	<b>96.50%</b>	<b>106.10%</b>	<b>0%</b>	<b>104.10%</b>	
6. Number of legal aid providers trained and supported with new, approved standards, forms, methodologies, and procedures	Target	0	1,220	1,165	690	3,075	After the sector-wide validation of the legal aid standards, more legal aid providers asked to be trained, which increased the number of training beneficiaries over original project estimates. Legal aid standards were also included in the training courses for university law students who were being prepared for moot court competitions.
	Actual	0	2,143	1,219	406	3,768	
	<b>Actual/Target</b>	<b>0%</b>	<b>175.70%</b>	<b>104.60%</b>	<b>58.80%</b>	<b>122.50%</b>	
7. a. Number of individuals from low income and marginalized communities who received legal aid or victim's assistance with USG support	Target	660	1,716	2,376	1,320	6,072	DIU awareness activities on legal rights (radio programs, community dialogues, participatory theaters, and awareness and education sessions in prisons) contributed to people being aware of their rights and hence seeking assistance with their legal cases in larger numbers than expected. Moreover, the fact that DIU and partner staff approached people in
	Actual	n/a	44,165	4,238	435	48,838	
	<b>Actual/Target</b>	<b>n/a%</b>	<b>2573.70%</b>	<b>178.30%</b>	<b>33%</b>	<b>804.30%</b>	
	Target	1,340	3,484	4,824	2,680	12,328	

INDICATOR		Jul-Sept 2018	Oct 2018-Sept 2019	Oct 2019-Sept 2020	Oct 2020-Jan 2021	LOP	COMMENTS
7. b. Number of individuals from low income and marginalized communities who participated in legal information events	Actual	n/a	26,728	13,991	169	40,888	the field through legal aid mobile clinics instead of requiring visits to their offices also contributed to the overachievement of these indicators.
	<b>Actual/Target</b>	<b>n/a%</b>	<b>767.20%</b>	<b>290%</b>	<b>6.30%</b>	<b>331.70%</b>	
8. Number of people trained to use IECMS	Target	335	140	371	265	1,111	The LOP target was exceeded due to a request from the Supreme Court that significantly increased the number of judges, court registrars, and other judicial personnel trained. Further, a request from the Ministry of Justice to train some non-professional bailiffs, who were not part of the initial plan, on the newly created module on execution of court judgements also contributed to the increased number of trainees.
	Actual	85	983	206	161	1,435	
	<b>Actual/Target</b>	<b>34.30%</b>	<b>612.80%</b>	<b>55.50%</b>	<b>60.80%</b>	<b>129.20%</b>	
9. Number of USG-assisted courts with improved case management systems	Target	0	60	0	0	60	The LOP target was achieved.
	Actual	0	58	60	60	60	
	<b>Actual/Target</b>	<b>0%</b>	<b>96.60%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	
10. Number of judicial personnel trained with USG assistance	Target	20	90	100	50	260	Following the signing of an MOU with the Supreme Court, the number of judicial personnel to be trained was increased.
	Actual	0	369	122	0	491	
	<b>Actual/Target</b>	<b>0%</b>	<b>410%</b>	<b>122%</b>	<b>0%</b>	<b>188.80%</b>	
11. Number of judges trained and supported under DIU partners	Target	13	33	80	0	126	Following the signing of an MOU with the Supreme Court, the number of judicial personnel to be trained was increased.
	Actual	0	106	71	0	177	
	<b>Actual/Target</b>	<b>0%</b>	<b>321.20%</b>	<b>88.80%</b>	<b>0%</b>	<b>140.50%</b>	
12. Number of government, CSO, relevant community actors, and justice actors trained to facilitate Abunzi public awareness	Target	47	223	187	43	500	Considering the role of members of the JRL0S District Committees in advancing access to justice related matters at the district level, this topic was also added to their trainings, resulted in an increased number of beneficiaries.
	Actual	27	457	98	189	771	
	<b>Actual/Target</b>	<b>57.40%</b>	<b>204.90%</b>	<b>52.40%</b>	<b>439.50%</b>	<b>154.20%</b>	
13. Number of people reached by public awareness campaigns and activities on the Abunzi system	Target	133,333	135,667	139,000	0	408,000	The LOP target was overachieved as a result of the success of various public awareness campaigns, such as DIU's weekly radio program, community dialogues through partners, and participatory theatres.
	Actual	0	530,864	9,026	0	539,890	
	<b>Actual/Target</b>	<b>0%</b>	<b>390.90%</b>	<b>6.50%</b>	<b>0%</b>	<b>132.30%</b>	

INDICATOR		Jul-Sept 2018	Oct 2018-Sept 2019	Oct 2019-Sept 2020	Oct 2020-Jan 2021	LOP	COMMENTS
14. Number of MINIJUST officials and other justice sector actors trained on relevant outreach and communication skills	Target	0	38	27	0	65	DIU received multiple requests from the JRLOS Secretariat for trainings on communication and outreach for JRLOS staff and officials, which increased the number of trainees.
	Actual	0	38	38	74	150	
	<b>Actual/Target</b>	<b>0%</b>	<b>100%</b>	<b>140.70%</b>	<b>n/a</b>	<b>230.80%</b>	
15. Number of people in general population who have been reached by public awareness campaign activities regarding judicial rights and processes	Target	133,333	200,000	170,000	130,000	633,333	The LOP target was overachieved as a result of the success of various public awareness campaigns, such as DIU's weekly radio program, community dialogues through partners, and participatory theatres.
	Actual	193,357	547,032	13,808	14,562	768,759	
	<b>Actual/Target</b>	<b>145%</b>	<b>273.50%</b>	<b>8.10%</b>	<b>11.20%</b>	<b>121.40%</b>	
16. Number of independent joint initiatives between prisoners and community	Target	3	1	6	0	10	Throughout the implementation of the DIU activities, there was high demand for reconciliation and reintegration initiatives between prisoners and communities. Within the available resources, DIU responded accordingly.
	Actual	0	0	15	0	15	
	<b>Actual/Target</b>	<b>0%</b>	<b>0%</b>	<b>300%</b>	<b>0%</b>	<b>150%</b>	
17. Number of people reached in both prisons and community by DIU activities (training, dialogues, events, outreach, campaigns, etc.).	Target	1,000	2,167	1,500	333	5,000	Throughout the implementation of the DIU activities, there was high demand for reconciliation and reintegration initiatives between prisoners and communities. Within the available resources, DIU responded accordingly.
	Actual	0	4,567	5,941	15,103	25,611	
	<b>Actual/Target</b>	<b>0%</b>	<b>210.80%</b>	<b>396.10%</b>	<b>4535.40%</b>	<b>512.20%</b>	

# ANNEX C. INDEX OF ALL REPORTS AND INFORMATION PRODUCTS

REPORT TITLE	DATE PUBLISHED
<b>FINAL REPORT</b>	
DIU Project Final Report	January 2021
<b>WORK PLANS</b>	
Part 1 Work Plan	April 2018
Part 2 Work Plan	September 2019
<b>QUARTERLY REPORTS</b>	
DIU Project FY2018 Q2 Quarterly Progress Report	April 2018
DIU Project FY2018 Q3 Quarterly Progress Report	August 2018
DIU Project FY2018 Q4 Quarterly Progress Report	October 2018
DIU Project FY2019 Q1 Quarterly Progress Report	February 2019
DIU Project FY2019 Q2 Quarterly Progress Report	May 2019
DIU Project FY2019 Q3 Quarterly Progress Report	August 2019
DIU Project FY2019 Q4 Quarterly Progress Report	November 2019
DIU Project FY2020 Q1 Quarterly Progress Report	February 2020
DIU Project FY2020 Q2 Quarterly Progress Report	May 2020
DIU Project FY2020 Q3 Quarterly Progress Report	August 2020
DIU Project FY2020 Q4 Quarterly Progress Report	November 2020
DIU Project FY2021 Q1 Quarterly Progress Report	January 2021
<b>TECHNICAL OR SECTOR ASSESSMENT REPORTS</b>	
National Legal Aid Policy Assessment ( <i>Mark Williams/TDA</i> ) Trip Report	May 2018
Part 1 Work Plan Communications Strategy ( <i>Erich de la Fuente/EDF</i> ) Trip Report	August 2018
GESI Strategy ( <i>Kaelan Sullivan</i> ) Trip Report	August 2018
MEL Plan ( <i>Chris Gegenheimer</i> ) Trip Report	August 2018
Legal Aid Standards ( <i>Mark Williams/TDA</i> ) Trip Report	September 2018
Strategic and Public Interest Litigation ( <i>Mark Williams/TDA</i> ) Trip Report	November 2018
Photography JRLOS Capacity Strengthening ( <i>Patrick Meinhardt</i> ) Trip Report	November 2018
MEL ( <i>Chris Gegenheimer</i> ) Trip Report	December 2018
GESI ( <i>Kaelan Sullivan</i> ) Trip Report	December 2018
JRLOS Strategic Communications ( <i>Erich de la Fuente/EDF</i> ) Trip Report	January 2019
Legal Aid Standards ( <i>Mark Williams/TDA</i> ) Trip Report	February 2019
E-Governance ( <i>Estonia</i> ) Trip Report	June 2019
JRLOS Capacity Needs Assessment	July 2019
Legal Aid Policy ( <i>Mark Williams/TDA</i> ) Trip Report	August 2019
Legal Aid Trainings ( <i>Mark Williams/TDA</i> ) Trip Report	October 2019
JRLOS Communications Training ( <i>Erich de la Fuente/EDF</i> ) Trip Report	November 2019

REPORT TITLE	DATE PUBLISHED
JRLOS District Committee Workshops ( <i>Mark Williams/TDA</i> ) Trip Report	February 2020
Legal Services related to GBV Trainings ( <i>Mark Williams/TDA</i> ) Trip Report	December 2020
<b>OTHER CONTRACT DELIVERABLE REPORTS</b>	
DIU Monitoring and Evaluation Plan	May 2018
DIU Gender Equality and Social Inclusion Plan	August 2018
DIU Communications Strategy	August 2018

**U.S. Agency for International Development**

1300 Pennsylvania Avenue, NW

Washington, D.C. 20523

Tel.: (202) 712-0000

Fax: (202) 216-3524

[www.usaid.gov](http://www.usaid.gov)