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Rwanda Millennium Challenge Corporation Threshold Program **JUSTICE STRENGTHENING PROJECT**

RWANDA JSP YEAR 1 WORK PLAN & MONITORING AND EVALUATION PLAN: AUGUST 24, 2009 – AUGUST 23, 2010

KIGALI, RWANDA

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ACRONYMS

CCOAIB	Umbrella Organization of Rwandan Local NGOs in Development
CLADHO	Collectif des Ligues et Associations de Défense des Droits de l'Homme
CLE	Continuing Legal Education
COP	Chief of Party
COTR	Contracting Officer Technical Representative
CSO	Civil Society Organization
CSP	Civil Society Platform
GOR	Government of Rwanda
ILPD	Institute for Legal Practice and Development
IT	Information Technology
JRLOS	Justice Reconciliation, Law, and Order Sector Strategy
KRA	Key Result Area
LDU	Legislative Drafting Unit
LWOB	Lawyers Without Borders
LRC	Law Reform Commission
MCC	Millennium Challenge Corporation
M&E	Monitoring and Evaluation
MOF	Ministry of Finance
Minijust	Ministry of Justice
PC	Parliamentary Centre
PIR	Project Intermediary Result
PMU	Project Management Unit
SAF	Strategic Activities Fund
SLRA	Senior Legal Reform Advisor
STTA	Short-Term Technical Assistance
SUNY	Center for International Development, State University of New York
TOT	Training of Trainers
USDOJ	United States Department of Justice
USG	United States Government

SECTION I - INTRODUCTION

A. Project Background

The Rwanda Strengthening the Rule of Law for Policy Reform in Rwanda Threshold Program (“the project”) seeks to assist the Government of Rwanda (GOR) in developing the capacity of Rwanda’s justice sector. The project will help Rwanda to become eligible for a Compact with the Millennium Challenge Corporation (MCC). This 24-month activity will be implemented under a bilateral Strategic Objective Grant Agreement between the United States Government (USG) and the GOR. The project is administered by the United States Agency for International Development (USAID) on behalf of MCC through Chemonics International Inc.

B. Project Description

Rwanda’s Threshold Program will advance the USG operation plan for foreign assistance objective “Governing Justly and Democratically.” The project was developed to specifically address MCC indicators of Political Rights, Civil Liberties, and Voice and Accountability, by strengthening the professionalism, impartiality, and independence of the judiciary and facilitating the implementation of Rwanda’s legislative reform agenda. The project also aims to improve the effective engagement between government and civil society, particularly in the areas of policy formulation and development planning.

The project will support activities addressing the following areas that most negatively impact Rwanda’s performance on the MCC selection criteria.

- Political rights will be addressed by enhancing the balance of powers between the judicial, legislative, and executive branches of government, and in particular by enhancing the capability and independence of the judiciary.
- Voice and Accountability will be addressed by increasing the stability of democratic institutions and the degree to which the judicial branch of government oversees the actions of the other branches of government.
- Civil Liberties will be addressed by enhancing the independence of the judiciary and the rule of law.

C. Organizational Structure

We have structured our team to respond to the technical, management, and programmatic requirements of the project. The project staffing structure is shown in Annex A.

The Chief of Party (COP), Pat Noonan, is responsible for overall management as well as providing technical expertise for objective one, developing training for justice sector actors. The Senior Legal Reform Advisor, John Bosley, will provide technical expertise for activities related to Parliament and legislative matters. The part-time civic engagement specialist will work with civil society groups and our primary counterpart institutions to create and strengthen links between them.

The COP manages short-term technical assignments, maintains relationships with partner institutions, oversees M&E data collection for relevant activities, and sits on the grants/subcontracts review committee for Strategic Activities Fund (SAF) applications. The

objective leaders and technical advisors are responsible for technical implementation within their respective objectives. The project's M&E specialist will have primary day-to-day responsibility for managing the project's M&E Plan. The project will be supported by an accountant, an office manager, and two drivers.

Short term technical assistance will attempt whenever possible to employ consultants who are available to establish long term relationships during the two year project, returning at least once to Rwanda to follow up on original training activities, make revisions based upon lessons learned and ensure that skills transfer to Rwandan has been effective. The project will seek to establish public/private partnerships that will support the long term sustainability of project activities.

In order to integrate specific knowledge of the Rwandan context and ensure adherence and transfer of international best practices, the project has paired Rwandan and expatriate professionals on each objective. Over the life of the project opportunities will be identified that will build the capacity of the Rwandan project staff, through learning by doing, mentoring, and training activities as appropriate.

D. Results Framework

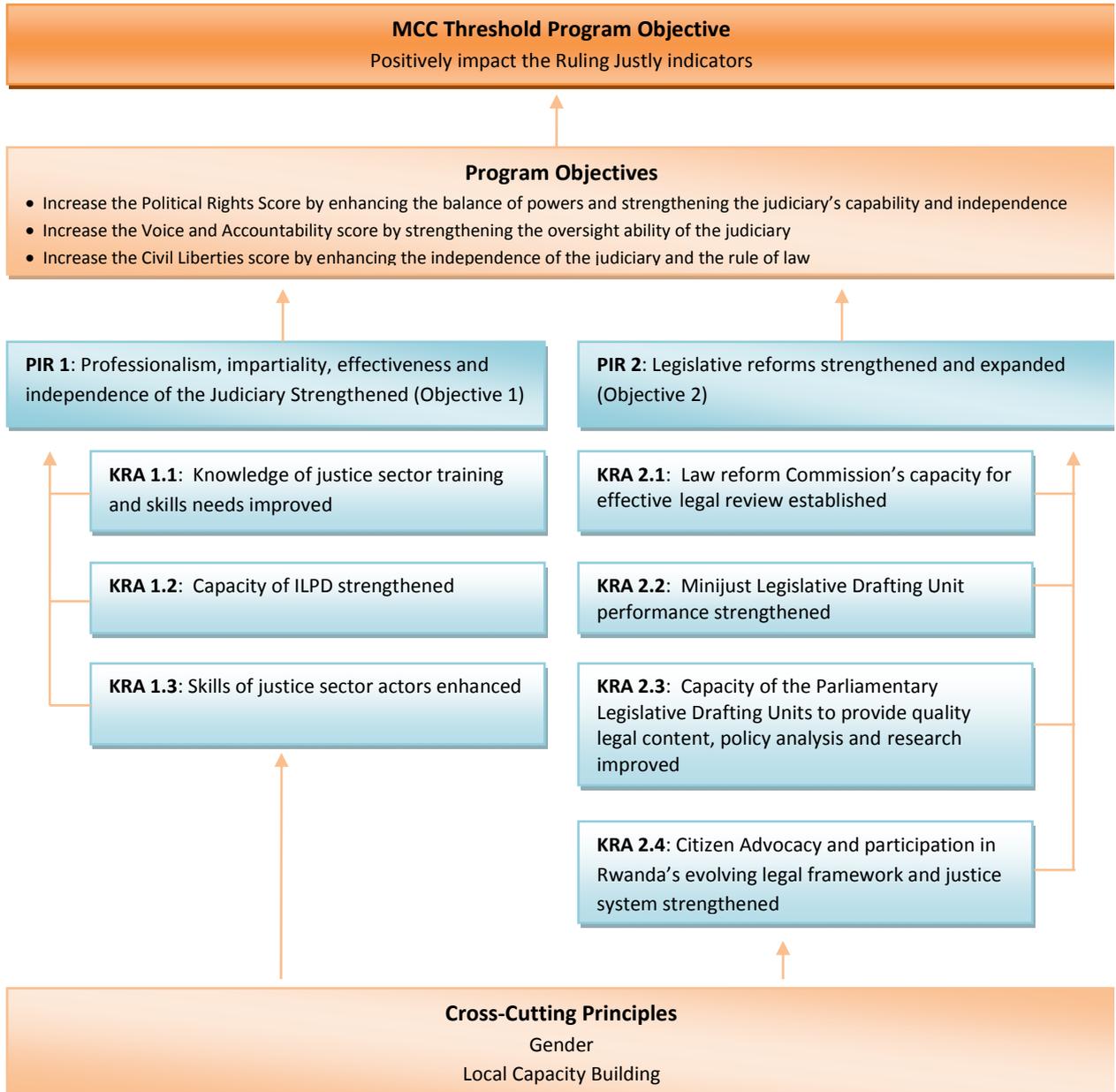
A results framework is a planning, communications and management tool. It conveys the development hypothesis implicit in a project's strategy and the cause-effect relationships between key result areas (KRA), project intermediate results (PIR) and the project's objective. Hence, the Project Results Framework provides the foundation for work planning and performance monitoring.

As reflected in Exhibit #1 on the following page, this project seeks to aid Rwanda to become eligible for an MCC Compact through demonstrating positive impact on the targeted Ruling Justice Indicators. This will be accomplished through achieving the project KRAs that will in turn contribute to the realization of two PIRs, which, together, will help realize the overall project objective. The Project Results Framework has been vetted with USAID during work planning to establish its continuing applicability and reflection of project goals.

E. Coordination with Donors, Stakeholders, and Other Projects

In designing this work plan, Chemonics undertook a consultative and participatory process. The COP, Project Director, and project staff met with numerous representatives from MCC and USAID; chief counterpart GOR institutions such as the Ministry of Justice (Minijust), the Institute for Legal Practice and Development (ILPD), Parliamentary representatives, and the Supreme Court; other donors, and civil society groups. (See Annex E for a complete list of persons consulted.) The field team presented the outcomes and activities for discussion in several meetings and a workshop. Synergies with other existing U.S. government projects have been identified and built into our work plan, including projects funded by the President's Emergency Plan for AIDS Relief. Plans were vetted with stakeholders to draw up a realistic and reasonable schedule of activities. These activities have been aligned with the budget to ensure funding is adequate for all activities. As other MCC and USAID projects are awarded during the project implementation period, the project will work closely with them to ensure maximum collaboration.

Rwanda ROL MCC Threshold Project Results Framework



SECTION II – WORK PLAN

The project objectives include: strengthening the professionalism, impartiality, effectiveness, and independence of the judiciary by building its institutional capacity (objective one); and facilitating and extending the GOR’s legislative reforms to promote judicial independence and to enhance civil liberties, voice and accountability, and political rights in Rwanda (objective two). The activities and results are described below, while the detailed timeline (Gantt chart) can be found at Annex B.

The activities and results will be subject to further updates as this work plan is a preliminary draft which will be revised upon submission of the final needs assessment.

A. PIR 1 (Objective 1): Strengthen the professionalism, impartiality, effectiveness and independence of the judiciary by building its institutional capacity.

KRA 1.1: Knowledge of justice sector training and skills needs improved

Activity 1. *Justice sector training needs assessment.* A team will review relevant literature, develop a methodology and tools to assess the training needs of justice sector actors in seven categories (judges, prosecutors, lawyers, court staff, paralegals, trainers, legislative drafters) and identify the competencies for these groups. Key stakeholders will be invited to a kick-off workshop to gather their views and input on training needs and to ensure their cooperation with the assessment team. Data will be collected, analyzed with an emphasis on gender needs, and compiled into a report, which will be vetted with key counterpart institutions and USAID. After the report is final, a follow-up workshop will be held to present the results.

Milestones: Methodology and data collection tools approved; kick-off workshop held; data collected; draft report completed; final report completed; results workshop held.

Results: A report identifies the specific training needs of key justice sector actors and priorities with gender issues included, the resources necessary to provide training, local institutions to best provide training to various actors, and what assistance the project is best positioned to provide.

Collaborators: ILPD, Minijust, the Bar Association, the Supreme Court, the Prosecutor General, other donors, individuals, and civil society

Resources: COP, Justice Sector Training Specialist, local experts and the needs assessment team

KRA 1.2: Capacity of the justice sector institutions strengthened

Activity 2: *African judicial institute conference.* A conference will be held for judicial training institutes throughout Africa, at the ILPD, to discuss best practices and lessons learned, present strategies for training justice sector actors, identify areas for possible collaboration, and establish a regional network of justice sector training professionals. The project will support the ILPD in identifying the agenda and participants, providing a presentation during the conference, and ensuring that a meaningful and realistic plan for follow-up is developed. We will ensure the meaningful representation and participation of

women in the profession. Key assumptions: the new building at the ILPD will be completed, and identified participants agree to participate, and are able to obtain travel funding and appropriate documents

Milestones: Agenda established; participants invited; conference held and presentation delivered; and follow-up plan established.

Results: Judicial training institutes throughout Africa are strengthened through their collaboration, new ideas and skills are delivered to the participants, and ultimately, justice sector trainees receive meaningful training that improves their performance.

Collaborators: ILPD, judicial training institutes in other African countries.

Resources: ILPD, COP, Justice Sector Specialist, short-term consultants, public/private partnerships.

Activity 3: *Curriculum development workshop.* Once the justice sector training needs assessment final report is approved, the project will support the development of a sector-wide training plan, including broad input and consensus. A curriculum development workshop for ILPD academic staff, followed by coordination meetings with ILPD Academic Advisory Committees, will build upon the needs assessment recommendations and result in a continuing legal education training plan for the justice sector. Key assumption: ILPD academic staff in place, academic advisory committees established for each of the seven justice sector categories identified in the needs assessment, appropriate GOR and stakeholder approvals received.

Milestones: Workshop participants and agenda finalized; workshop held; training plan finalized.

Results: A training plan with specific curriculum is agreed upon by ILPD, justice sector stakeholders and the GOR that will best enhance the knowledge and skills of justice sector actors.

Collaborators: ILPD, Minijust, the Bar Association, local universities, Lawyers Without Borders (LWOB), other donors.

Resources: ILPD, COP, Justice Sector Specialist, STTA.

Activity 4: *Training of trainers (TOT).* The ILPD must be able to train local trainers, and therefore needs a training of trainers curriculum that can be delivered periodically as new trainers and topics are identified. This training will include best practices in adult learning methodologies, course objectives, and student, faculty and course evaluation the results of which will be used to modify course content and teaching strategies. ILPD academic training staff and core contract trainers will be required to develop and deliver practice exercises using their fellow trainers as their audience, receive feedback and evaluation, revising their work accordingly. These participants will then become trainers for ILPD contract trainers or newly hired ILPD academic staff. Key assumptions: ILPD has hired five full time academic training staff and identifies additional core part-time trainers who are available to participate in the TOT and become TOT trainers, additional part time training staff identified by the

Supreme Court, Prosecutors and KBA, and available to receive teacher training from ILPD academic training staff, core contract trainers and international experts.

Milestones: Trainers identified and available; training module developed and delivered; trainees practiced their new skills.

Results: Professional trainers at the ILPD can periodically deliver a training of trainers courses for new ILPD training staff as well as local experts who will deliver training in their areas of expertise.

Collaborators: ILPD

Resources: COP, ILPD trainers, trainers identified by the Supreme Court, Prosecutors and KBA, STTA (US/regional), LWOB, video and training equipment.

Activity 5: *Individual courses developed.* During the preparation of the sector-wide training plan, an ILPD Steering Committee and possibly advisory committees as needed will be established that will advise on course development, consider course content and recommend local trainers for specific topics. The project will pair local experts with international experts as needed. The ILPD trainers will work with subject matter experts to plan modules including substantive law, training methodology, and materials. Where an international expert is used, the course will be taught in conjunction with the local expert initially, and then taught by the local expert with the international expert present for support. Key assumptions: Steering Committee activated, local trainers identified and available to participate and sector wide training plan adopted.

Milestones: Local and international experts identified; training modules and materials developed; training modules delivered.

Results: ILPD trainers assist in developing courses, curriculum is developed, local experts are able to deliver modules, and justice sector actors receive training that enables them to better perform their jobs.

Collaborators: ILPD, other organizations delivering training,

Resources: ILPD, COP, international short-term consultants, local trainers, volunteer legal experts.

Activity 6: *ILPD self-assessment strategy.* The ILPD would like to be able to periodically assess its direction and performance in order to assure the best provision of training to justice sector actors. The project will support the ILPD in identifying its institutional goals, its resources, gaps in service provision, and effectiveness. Tools will be developed to assist the ILPD in achieving its self-assessment. The Project will support the ILPD in analyzing the results of its assessment and developing a plan for meeting identified needs. The tools will be applied toward the end of Year 1, so that the results can be used to inform the Year 2 project work plan. Key assumption: ILPD approves self assessment tool and participates in activity.

Milestones: Tools tailored; self-assessment completed; plan for addressing needs and gaps completed.

Results: ILPD is able to periodically assess its performance, identify strengths and weaknesses, and develop plans for meeting its needs. The effectiveness of the institution continues to improve.

Collaborators: ILPD

Resources: COP, STTA, M&E Specialist.

Activity 7: *Coordination of justice sector training institutions.* Legal skills and knowledge are delivered through a variety of sources, including universities, the ILPD, and the Bar Association. To deliver an optimal continuum of learning, these organizations will be brought together annually for a seminar in legal education to discuss relevant issues such as trends in subject matter, skills transference, content of course material, learning methodologies and other current topics. A follow up/implementation plan will be developed. Key assumptions: justice sector training institutions agree to participate.

Milestones: Agenda and participants identified; seminar held; follow-up plan completed.

Results: Organizations that deliver legal education are aware of each other's capabilities, resources, issues, and responsibilities. Legal education is coordinated and streamlined for maximum effectiveness.

Collaborators: ILPD, universities, Bar Association, volunteer legal experts, public/private partnerships.

Resources: COP and Justice Sector Specialist.

Activity 8: *Library and IT.* The Justice, Reconciliation, Law, and Order Sector Strategy (JRLOS) committee has an IT advisory group that has identified IT needs for the justice sector. The ILPD will identify an Information Technology (IT) committee to define its precise needs and develop an IT plan that includes a sustainability component. Similarly, it will develop a plan for identifying and prioritizing desired library materials. Needs assessments for both IT and library will be conducted to identify how the project can build upon previous Rwandan activities and successes. The project's IT subcontractor, Alfa XP, will assist in developing specifications for procurement, evaluating bids received, overseeing installation of IT equipment and software, developing and delivering training and manuals as needed for various user groups and developing plans for the sustainability of IT systems. The IT system will be tested with a pilot group and adjusted as needed before being rolled out to all users. Key assumptions: GOR and ILPD partners in ensuring sustainability through providing designated staff to partner and train, working space and facilities, timely staff response and cooperation with IT and library consultants, including written MOU with GOR defining sustainability commitment.

Milestones: IT and library resource needs identified, including needs assessments; procurement completed; training on use of IT systems developed and delivered; pilot testing completed; roll out established.

Results: The libraries of the ILPD and the Minijust will have sufficient resources to enable staff to perform their duties effectively; use of IT systems will enable staff to perform their duties efficiently.

Collaborators: JRLOS Group, ILPD, Minijust.

Resources: Alfa XP, local IT staff from ILPD and Minijust, local IT providers, STTA librarian consultant.

KRA 1.3: Skills of justice sector actors enhanced

Activity 9: *Armchair meetings for Supreme and High Court Justices.* Supreme and High Court justices typically do not have the time to attend regular training sessions held. The ILPD intends to identify specific topics of interest to the judges and organize periodic meetings over breakfast or lunch during which presentations by local or visiting regional or international experts can be made. We will support these meetings and provide speakers to maximize the benefits of our visiting short-term consultants. Notes from the presentations will be maintained for future reference. Participants will take away a better understanding of East African and international legal norms. Key assumption: ILPD identifies specific topics; Supreme and High Court agree to participate.

Milestones: List of topics identified; speakers identified; meetings held.

Results: Supreme and High Court justices receive training on current issues that enable them produce more informed judgments and improve functioning of the courts.

Collaborators: Supreme and High Court Justices; other donors.

Resources: ILPD, Justice Sector Specialist, visiting consultants, other donors, public/private partnership, universities and pro bono legal experts.

Activity 10: *Learning by Doing.* Using the results of the needs assessment, the project will identify learning needs, develop personal development plans and follow through with a mentoring program. Daily mentoring is an invaluable way to improve court staff skills in a practical and effective manner. Skills learned in a formal setting can quickly be forgotten if it is not applied immediately after, and habituated. We will seek and support opportunities to embed staff in the ILPD to support new skills. We will also seek opportunities to engage expatriate law students and volunteers for extended periods of time to provide daily support and assistance to court, defense lawyers and prosecutorial staff. The project will support a mentoring program for judges, prosecutors, defense lawyers and court staff to identify 3 senior members of each of those groups who can provide an added layer of support to “rising stars” in each group for on-the-job support, where skilled Rwandans mentor their peers. Through the development of policies and procedures for mentoring programs, we will institute this low-cost sustainable method of transferring skills and knowledge to junior employees. Toward the end of Year 1, we will sponsor a mentor’s workshop to identify best practices. Key assumptions: time/access will be provided to justice sector actors on the job.

Milestones: Mentor program policies and procedures established; mentors and mentorees identified; best practices identified.

Results: Skills and knowledge of senior professionals transferred to junior professionals.

Collaborators: Expatriate volunteers, senior and junior members of the following professions: judges, prosecutors, defense lawyers, ILPD students and court staff.

Resources: Expatriate professional organizations, legal professionals and universities, STTA US and regional, volunteer legal experts. Local professionals who share their expertise

Activity 11: *Exchange opportunities.* As opportunities arise for professional exchanges, we will support ILPD, Rwandan judges, prosecutors, trainers, court staff, or paralegals to take advantage of identified opportunities. Examples: sponsoring the Rector of the ILPD to attend the International Organization for Judicial Training's bi-annual conference in Sydney, Australia; a study tour of judges and prosecutors to regional common law countries to learn about specific topics. Key assumption: GOR will provide all required approvals in a timely manner.

Milestones: Exchange opportunities identified; recipients identified; exchange opportunities completed.

Results: International best practices are identified and incorporated into local practices.

Collaborators: Identified trainers, judges, prosecutors, defense lawyers or court staff; regional or international professionals.

Resources: Home office project management unit support to facilitate logistics. GOR process and approve participation of Rwandans.

B. PIR 2 (Objective 2): Legislative reforms strengthened and expanded

KRA 2.1: Law Reform Commission's capacity to conduct effective legal review established

Activity 12: *Comparative law seminar for Law Reform Commission (LRC) Commissioners.* As soon as possible after the Commissioners have been named, a seminar will be held that highlights the differences and commonalities between civil and common law and focuses on the changes to laws and regulations needed to comport with East African community legal systems, in order to help them set priorities. Key assumptions: the legislation will be passed and the Commissioners named in a timely fashion.

Milestones: Commissioners named; seminar content accepted by Commissioners; seminar held; report completed.

Results: Commissioners will have a better understanding of their task.

Collaborators: LRC, ILPD.

Resources: SLRA, Legislative Strengthening Specialist, SUNY, Parliamentary Center (PC).

Activity 13: *Build the institutional capacity of the LRC.* The project will assist the LRC to write and adopt institutional operating policies and procedures in areas identified by the LRC as the ones in which they need assistance. Areas might include: 1) Finance – a budget, budget-making methodology, and accounting and financial management procedures; 2) Human resources – staffing needs, job descriptions, personnel policies including selection, hiring, evaluating, promoting, disciplining and terminating employees; 3) Administration – facility maintenance, security, communications, procurement of equipment and supplies; 4) Information technology - creating an internal network, an external Web site, software and training employees on systems and software; 5) Research – on proposed legislation, existing laws and regulations, responsibilities incurred under international treaties, human rights standards and comparative laws of East African countries; 6) Legislative drafting – originating bills, commenting on proposed bills; and 7) Collaboration – working with the legislative drafting units at Parliament, Minijust and the drafters in other government ministries, as well as other relevant entities such as the Supreme Court, international donors and civil society. Key assumption: The LRC will be able to set its own procedures.

Milestones: Activity work plan approved by LRC; first draft of procedures manual submitted; comments from LRC received; final draft submitted; procedures officially accepted by LRC.

Results: The LRC use the manual and operate effectively and professionally.

Collaborators: The Commissioners and staff of the LRC.

Resources: SLRA, PC.

Activity 14: *Support Law Reform.* Significant changes were made to laws between 2001 and 2005, but related laws were not always changed. The LRC will need to catalog laws in a systemic way, linking related laws, identifying outdated laws, laws that need reforming, and noting gaps. This activity will link the current electronic repository of laws so that the Commission is able to ascertain where changes are necessary. The system will enable staff to search quickly and easily by key words and structure, to ensure that all laws on a topic are flagged for harmonization. As new laws are passed or are amended, notations in the database will enable users to readily identify other related laws.

This activity will also help the LRC develop a process to identify priority laws and topics for consideration. Individuals and public and private groups will be able to submit suggestions in writing, electronically, and by public forum. The LRC will be encouraged to create transparent processes for identifying areas of reform and procedures and to give high priority to laws addressing civil liberties, political rights, and voice and accountability and to laws and regulations that impact judicial independence. Key assumptions: the LRC will be set up and able to function effectively in a timely fashion.

Milestones: IT consultant selected; IT plan developed and approved; IT plan implemented; draft process for public input delivered.

Results: Gaps in the laws of Rwanda will be identified and acted upon.

Collaborators: LRC, Parliament.

Resources: SRLA, Alfa XP, local IT consultant, PC

Activity 15: *Communications.* The LRC's mandate will relate to the work done by the legislative drafting units (LDUs) in Minijust and the Parliament. Creating synergies will maximize the efforts of all these groups and prevent duplicative efforts. The project will develop with the LRC a schedule of meetings with the other legislative drafters and support a quarterly session where all parties can discuss what legislation is under construction, assess conformity with existing and pending treaties to which Rwanda is signatory, and ensure clarity of proposed language to express legislative intent.

Milestones: First quarterly meeting held.

Results: The technical quality of draft bills will improve.

Collaborators: LRC, Minijust, Parliament.

Resources: SLRA, Legislative Strengthening Specialist.

Activity 16: *Research Tools and Methodologies.* In drafting laws and regulations, consideration must be given to the ramifications and repercussions the laws and regulations will have. Staff research is an important task. The staff will learn to use research tools and methodology, including using statistical information to frame policy issues and gathering critical data that can shape a draft law. (Note: research training is proposed also for Minijust and for the LDUs at Parliament; training will be organized for all drafters at the same time)

Milestones: Training schedule proposed; training given.

Results: Staff will consider data when drafting legislative proposals.

Collaborators: LRC, Minijust, Parliament.

Resources: SLRA, PC, SUNY.

KRA 2.2: Minijust Legislative Drafting Unit Performance Strengthened

Activity 17: *Support legislative drafting courses and degrees.* The ILPD is ideally situated to offer training courses on legislative drafting, as it supersedes any one institution and can offer standardized training that will harmonize drafting techniques across the government. Working with law schools and the ILPD, the project will design a diploma in legislative drafting that students can earn by taking courses at the university level and at the ILPD, as well as serving a six-month internship with an LDU. Students achieving this diploma will have an understanding of translating a policy objective into a bill, the need for clear and simply worded bills, and the value of soliciting public feedback on bills.

Once the curriculum of the diploma course has been agreed, we will begin assisting the ILPD to develop the highest priority modules, including perhaps fundamental principles of drafting, legal concepts and terminology, and elements of clear drafting, which will be offered to the staff at all of the LDUs.

The needs of individual Ministries for training in specific technical topics will also be identified. The ILPD will then develop the curriculum for these courses, starting with those that are identified as needed in more than one Ministry, geared for practicing lawyers already working in these tasks.

We will also work with the ILPD and the law schools to identify and to deliver courses that should be provided in the law schools to better prepare students considering a career in LDUs, legislative legal counsel positions, or as parliamentarians.

All course material will be prepared in English and Kinyarwanda. Students will learn terminology key to their specific positions and duties. Three “tools” have been developed by ARD Inc. for USAID: a “Legislative Drafting Handbook”, a “Legislative Tracking Tool” and a “Legislative Drafting Syllabus”. They will be incorporated into this activity. We are advised by Parliament that a lexicon/glossary in the three national languages is under development by Minijust and is close to completion.

Milestones: Advisory Committee formed; draft of a Diploma Course developed; national drafting manual and glossary adopted; initial modules developed; courses in the initial modules given to all LDU staff; topic needs of Ministries identified; relevant courses developed and given; law schools add relevant preparatory courses to their curriculum.

Results: The present staff of the LDUs will be further trained. Students who want to work in the legislative process at Parliament will have courses they can follow.

Collaborators: ILPD, Minijust, Parliament, the Law Schools, the LRC, the Bar.

Resources: SLRA, Legislative Strengthening Specialist, ILPD, PC, international trainers.

Activity 18: *Learning by Doing.* Periodic trainings are helpful in introducing new ideas and concepts; habituating those concepts is often much more difficult. In Year 1, the project will follow up workshops offered to staff working in the Minijust and Parliament LDUs by providing mentors who will circulate among the LDU staff and provide daily review, coaching and guidance. These mentors will continue to support the staff long-distance for another month as necessary.

Milestones: Mentors identified; mentoring schedule developed; reports from trainers.

Results: Skills and knowledge will become applied in practice.

Collaborators: ILPD, LRC, Minijust, Parliament.

Resources: SLRA, Legislative Strengthening Specialist.

Activity 19: *Summer Internships.* 3 students will be recruited from Law Schools in the US or Canada to spend the summer of 2010 in the Minijust LDU to act as trainers/mentors.

Milestones: Law schools contacted; students recruited; students arrive; report on internships.

Results: Students will get practical experience; LDU staff will learn best practices.

Collaborators: Minijust, Law Schools.

Resources: SLRA, Legislative Strengthening Specialist.

Activity 20: *Provide information technology.* Alfa XP will work with a local partner to design, develop and implement an integrated Legislative Drafting Support System (LDSS) for the LDUs and other participants of the legislative drafting process. It will provide all necessary computer hardware, software, network connectivity, technical support and training. The key components of the LDSS will include: secure intranet and group collaboration tools (“virtual offices”), a document management system, with collective authoring and version control functions, a records management system, workflow management for legislative drafting processes, an inter-agency database of draft laws and other legal materials with classification and indexing systems and keyword-based and attribute-based searching capabilities. The LDSS will also include online training materials to train staff in e-library and content management.

A needs assessment will be conducted to identify how the project can build upon previous Rwandan activities and successes and an MOU will be developed to ensure sustainability of the system after the end of the Project.

Given separation of powers concerns and issues, the different branches of government may wish to establish firewalls protecting access to some information, while providing free access to other data. The database of draft laws and other legal materials with classification and indexing systems and keyword-based and attribute-based searching capabilities, and others, would be available system-wide, for example. Key assumptions: GOR ensures sustainability through providing designated staff to partner and train, working space and facilities, timely staff response and cooperation with IT consultants including written agreement with GOR defining sustainability commitment.

Milestones: Selection of local IT consultant; drafting system needs identified; technical solution approved; system installed; training materials developed.

Results: The process of developing and amending legislation will become faster, more professional and less prone to errors.

Collaborators: Minijust, Parliament and LRC.

Resources: SLRA, Alfa XP, Local IT consultant.

Activity 21: *Provide resources.* The Minijust library is poorly stocked; most of its offerings are in French and are geared toward a civil law system. The library needs resources in English, books on common law and comparative law principles, and resources on particular topics as identified by the needs assessment. There is no access to a premier on-line legal resource such as Lexis-Nexis or Westlaw. Working with the Minijust LDU and the librarian, the project will conduct a needs assessment and then support the addition of priority resources and provide some basic training in their use. (Note: the Library at Parliament will also be supported though Activity 25)

Milestones: List of priority needs agreed; items ordered, items delivered.

Results: Drafters will have better tools with which to develop legislation.

Collaborators: Librarian at Minijust

Resources: SLRA, PC.

Activity 22: *Provide training in research methodology.* Legislative drafters must have skills beyond clear writing. Parliamentarians depend on staff to assist them in thinking through ramifications of bills, treaties and proposed amendments to laws. Staff must be able to identify relevant issues, research them thoroughly and outline considerations and options for parliamentarians on substantive issues. When a parliamentarian has an idea for a bill, staff must be able to articulate the policy clearly and capture it fully. The PC's Mr. Sabourin will provide assistance in research skills and policy analysis to the drafters, through the development of a course at the ILPD. He will lead quarterly three-hour seminars in research updates for those who have completed the ILPD course. Through these ongoing meetings, drafters can share their experiences with research tools, present problematic issues for discussion, and assist each other in learning new skills via a forum that can continue after project completion. (Note: research training is proposed also for Minijust and for the LDUs at Parliament; the training will be organized for all drafters at the same time).

Milestones: Course design approved; course delivered; report on training received; first quarterly seminar delivered.

Results: Better bills.

Collaborators: LDUs, ILPD.

Resources: SLRA, Legislative Strengthening Specialist, PC, SUNY.

KRA 2.3: Capacity of the Parliamentary Legislative Drafting Units to provide quality legal content, policy analysis and research improved

Activity 23: *Support the establishment of the LDU.* When the LDU is established, it will need governing policies and procedures. Mr. Bosley will provide guidance on various models of legislative drafting units in other countries and assist in the formation of policies and procedures as requested. Key assumption: staff will be recruited for the new LDUs.

Milestones: LDUs created; policy guidelines drafted; guidelines adopted.

Results: The LDUs at Parliament will follow best practices from the outset.

Collaborators: Parliament

Resources: SLRA, PC.

Activity 24: *Support public input processes.* While Parliament must consider the viewpoints of select groups as they draft and consider bills, there is no mechanism for notifying the general public of pending legislation. We will support the creation of several mechanisms to make the process more transparent and work with the PC's World Bank project to coordinate

these activities. Alfa XP and a local partner will assess the feasibility of adding a bill tracker on Parliament's Web site that will allow anyone to check which bills are pending and what stage of the process those bills are at any given time – and then develop the tracker if it is deemed to be appropriate. We will connect with the MCC Civic Participation project and with civil society to educate civil society groups about this Web site, parliamentary processes, and the path that bills take to become laws. Key assumptions: Parliament ensures sustainability through providing designated staff to partner and train, working space and facilities, timely staff response and cooperation with IT consultant including an MOU with GOR/Parliament defining a sustainability commitment.

Milestones: Needs assessment completed; installation of the bill tracker; meetings with the MCC Civic Participation Project and with PC; activities identified for inclusion in the work plan.

Results: Greater awareness of opportunities to propose amendments to Bills; more amendments proposed.

Collaborators: Parliament, PC, MCC Civic Participation Project.

Resources: SLRA, PC, MCC Civic Participation Project, Alfa XP, local IT partner.

Activity 25: *Provide equipment and resources.* The project will assess the resource needs of the Library and the equipment needs of the LDU and provide resources and computers, printers, and other technological equipment accordingly. Key assumption: Parliament ensures sustainability through an MOU with GOR/Parliament. .

Milestones: Needs assessment reports completed and agreed; materials and equipment provided.

Results: Drafters will have better tools with which to develop legislation.

Collaborators: Parliament

Resources: SLRA, Alfa XP, PC.

KRA 2.4: Citizen Advocacy and participation in Rwanda's evolving legal framework and justice system strengthened

Activity 26: *Legal information portal.* To promote knowledge of law among legal professionals, government officials, and the general public, Alfa XP will work with a local partner to build upon existing developments, such as www.primature.gov.rw and www.amategeko.net, to assess the needs and then to design, develop, and deploy a legal information portal that will be an entry point to the national database of laws, law drafts, and other legal materials. Special public campaign tools will target specific interest groups and use different delivery vehicles. Visitors will be able to conduct keyword and attribute-based searches and to participate in public and restricted discussion forums, provide comments, and express their views through opinion polls. Web traffic statistics will be generated on demand to provide analysis of public interests in specific topics and legal materials. Training modules on these technology tools for government and civil society groups will be developed by Alfa XP and delivered through workshops. Key assumptions: GOR ensures sustainability through

providing designated staff to partner and train, working space and facilities, timely staff response and cooperation with IT consultant including written agreement with GOR defining sustainability commitment.

Milestones: Needs assessment; agreement between Alfa XP and Minijust on design and location of the portal; portal designed; portal launched; report on use of the portal received.

Results: Greater access to/use of national legal materials; greater confidence in the process.

Collaborators: Minijust, the Bar Association, Civil Society.

Resources: SLRA, Civic Engagement Specialist, Alfa XP, local IT partner.

Activity 27: *Working with parliamentary committees.* The project will work with committees to reach out to citizens to gather input, focusing on the bills that impact civil liberties, political rights, and voice and accountability that are identified in Activity 29. A meeting between the Chairs of Committees and relevant CSOs will be organized and supported.

Milestones: Meeting with the Chairs of the identified Committees; meeting between Committees and identified civil society ‘partners’.

Results: Greater collaboration between the Committees of Parliament and civil society organizations when legislation is being considered at Parliament.

Collaborators: Committees and CSOs to be identified.

Resources: SLRA, Civic Engagement Specialist, PC.

Activity 28: *Working with civil society partners.* The project will work with the MCC Civic Participation project and with civil society to strengthen links between parliamentary committees and CSOs. Activities will center on drafting processes education, broadening consensus around policy reform and workshops to assist groups in analyzing policy and making recommendations for policy formation. Workshop modules will be developed to teach CSOs on advocating to Parliament effectively, on how to do effective empirical research and on polishing presentation skills.

Milestones: Action plan developed with MCC Civic Participation Project; training modules designed; training delivered; reports on training received.

Results: CSO actors will be better able to influence parliamentary committees; parliamentary committees will collaborate more often with relevant CSOs.

Collaborators: MCC Civic Participation Project, Umbrella Organisation of Rwandan Local NGOs in Development (CCOAIB), Civil Society Platform (CSP), Collectif des Lignes et Associations de Défense des Droits de l’Homme (CLADHO).

Resources: SLRA, Civic Engagement Specialist, PC, SUNY.

Activity 29: *Development of a Legislative Menu.* A list of the legislative initiatives/changes that are needed to improve Rwanda’s performance on the MCC selection criteria will be compiled in consultation with the Ministries, Parliament and civil society, supported by the project. A ‘menu’ will be developed and implemented to draft and adopt the identified changes. Key assumption: the list will be compiled.

Milestones: List compiled; ‘Menu’ developed; legislation drafted; legislation adopted

Results: Legislation in the areas of interest to the partners in this project will be updated and modernized

Collaborators: Minijust, Parliament, CCOAIB, CSP, CLADHO, the Legislative Initiative Task Force, Governance Advisory Council

Resources: SLRA, Civic Engagement Specialist, Justice Sector Specialist(s),

C. Reporting Activities

Reporting Activities. The Chemonics team will continue to employ a variety of reporting methods to ensure that USAID is informed of the latest developments in the project, primarily through the use of quarterly narrative and financial reports, memos with results of key meetings with counterparts, and an annual and a final report. Consultant trip reports will be delivered in draft form before the consultant leaves the country, with a final report delivered within two weeks of the last day of the assignment. In addition, the Chemonics team will maintain its basic information sharing platform online. This resource is available to all partners and counterparts via password through secured procedures and provides a place to easily post new information and related materials as they become available. Chemonics will submit an annual report within 30 days of the close of the year.

Regular USAID Meetings and Periodic or Special Reports. Given the tight time pressures and the political nature of a number of issues, the Chemonics team will continue to meet weekly with USAID to discuss progress against the work plan, strategy and major developments. In addition, the Chemonics team will communicate via telephone on urgent matters, which will be documented with short memos for circulation as appropriate. The home office project director will contact USAID quarterly to discuss project issues. The COP will be available to participate in regular and specially called meetings with USAID/Rwanda, GOR stakeholders, MCC representatives, and Embassy officials as requested.

Daily Home Office – Field Office Communication. Consistent with Chemonics’ best practices, the home and field offices will hold weekly conference calls to discuss work plan progress and any other pertinent issues. Daily emails (a standard Chemonics practice) convey daily updates on administrative and technical matters between the two offices.

Reporting in English. In accordance with the contract, Chemonics will provide all reports in English.

SECTION III – MONITORING AND EVALUATION PLAN

A. Introduction

In this plan, we present our approach to performance monitoring for the Rwanda MCC Threshold Program- Strengthening Justice Project, including:

- Our approach to monitoring, evaluation, analysis, and communication
- How we select indicators, establish baselines and targets, and routinely collect data
- The roles of each team member in collecting, verifying, and analyzing data to inform management decisions and communicate results
- The roles of project partners in providing data
- Our proposed indicators for measuring progress during the performance period of Rwanda JSP MCC, with additional information on data collection sources and methods, quality analysis, storage, analysis and reporting.

B. Approach to Monitoring, Evaluation, Analysis, and Communication

Monitoring progress and evaluating results are key management functions in performance-based project implementation. Rwanda JSP MCC performance monitoring will be an ongoing process that allows the project Chief of Party and technical team to determine whether or not an activity is making progress towards our intended results. Performance information will play a critical role in planning and managing decisions. The strength of our project's monitoring and evaluation will lie in its ability to provide timely performance information that enables us to manage for results and to improve project performance.

Analysis and communication are important elements of performance management. The Rwanda JSP MCC project team will add value to the raw data it collects through careful analysis of the data for management and results implications. We will communicate this information as appropriate to USAID, the MCC, the GOR and other stakeholders and work on building collaborative information exchange with partners.

C. Rwanda JSP MCC Critical Assumptions

We have selected indicators that measure change both as a direct result of the project and on the assumption that the GOR will exercise their capacity to deploy project-designed case and information management systems on a nationwide scale. The project's ability to demonstrate improvement in these measures relies on the following specific assumptions:

The Government of Rwanda agrees with the MCC Implementation Plan substantially as drafted. The Implementation Plan that has been substantively formulated prior to the start of this MCC task order represents GOR buy-in for proposed activities, and provides the basis for the work plan. We assume that these Implementation Plans will be approved without major changes, and that responsible key personnel among our Rwandan counterparts will be effective in their foreseen roles as conduits for promoting progress.

Project counterparts will cooperate in data collection. We will be depending on Minijust, the Supreme Court, the Prosecution Authority, the Parliament and ILPD, for example, to share

information with JSP for M&E purposes. Their cooperation in this respect is critical and is anticipated.

D. Monitoring and Evaluation (M&E) System Design

The M&E system is based on the Results Framework set out in Section I of the Work plan and addresses its two Project Intermediate Results (PIRS), seven Key Results Areas (KRAs) and the cross-cutting element of gender and local capacity building. The approach is designed to involve all technical team members and relevant project stakeholders. This approach has several benefits:

Priority. JSP is giving high priority to M&E. One team member reporting directly to the COP is designated as the M&E Specialist and a short term consultancy has helped set up the M&E system and indicators. The M&E Specialist will work closely with the entire project team; coordinate on M&E with partners, other USAID MCC and related partners and other donors; back up technical team members on data collection and quality analysis; and maintain auditable records of indicator progress and quality.

Efficiency. Technical team members have first-hand knowledge of activities and immediate results in their areas of work, and will be actively engaged in collection, verification and analysis of M&E data in their respective technical areas.

Ownership. Through involvement in project M&E efforts, technical team members come to appreciate that the M&E system belongs to the entire project team. This will ensure that the information generated is relevant and consistent with the interests of the project.

Feedback. Through involvement in project M&E efforts, technical team members will have first-hand information on project progress, and will be able to use M&E information to help guide project implementation.

Capacity building. M&E is a key management skill for project partners and beneficiaries. By being involved in M&E, technical team members and the M&E Specialist are in a good position also to transfer M&E skills to our GOR counterparts. Where appropriate project staff will work with counterparts to strengthen their M&E capabilities by helping them build data spreadsheets and practices to monitor results. We will involve them in data analysis where possible in order to share techniques for their future use and get their contributions to the M&E system. This approach serves two purposes -- counterparts contribute to the project's M&E system and also acquire useful M&E skills.

The detailed design of the M&E system is laid out in the Project Indicator Reference Sheets (PIRS) in Annex D. These sheets spell out the precise definition of each indicator, management utility of tracking the information, unit of measure, method of acquisition, frequency of collection, data source, baseline and target information, data analysis, data quality assessment (DQA) plans, and project staff member responsible for collecting the data. By specifying each indicator in detail, we can help to ensure that data is handled consistently throughout the life of the project.

There must be a reasonable balance between M&E data collection and technical work. However, as an MCC project keyed to moving Ruling Justly indicators, there will be considerable time and resources devoted to establishing and monitoring the JSP indicators.

On the other hand some of the indicator work is integral to and will complement JSP technical activities.

D1. Indicators

An MCC indicator assigned to this project by USAID will signify progress on each of the two Project Intermediate Results, 1.0 and 2.0. These are as follows:

1.0.1: The quality of court decisions is improved based on international standards.

2.0.1: Parliament passes 8 new laws, or amendments to existing laws, that significantly improve civil liberties, political rights, and voice and accountability

These indicators will be followed for the life of the project and will not change under any circumstances. Their validity will be assessed by a panel of experts appointed by JSP in consultation with USAID (see discussion on p. 27).

The project will primarily collect data on indicators relevant to activities directly implemented by the project in collaboration with its counterparts. This principle of manageable interest ensures that the results reported by the project's M&E system are those that are within the project's ability to influence. However, this is a relatively short term project that involves a great deal of host government policy reform, political will and change of entrenched practices. Moreover, USAID has clear results obligations to MCC. We will have to see in this context if we may be pushing the envelope of manageable interest with respect to some of the indicators we have selected in collaboration with USAID to signify the desired change.

To provide the comprehensive coverage needed for project progress review, troubleshooting, and management, the M&E system will track two main types of performance indicators: output and outcome. Outcome indicators measure the effects or results of project outputs and inputs. Most of the project outcome indicators come from expert assessments of the quality and capacity of the courts and quality of new legislation. Output indicators track the immediate inputs, outputs, and deliverables of the project and provide feedback to managers on project performance to identify areas where implementation strategies may need to be adjusted. Output indicators for the M&E system are selected based on the overall strategic approach to the project and are tied to key elements of the work plan..

USAID operational indicators. In line with the United States Government Foreign Assistance Framework and associated operational planning and reporting procedures, we have included indicators for the relevant Program Elements and associated Sub-Elements as identified in the contract: Program Element 2.1.1: Constitutions, Laws, and Legal Systems, Program Element 2.1.2: Judicial Independence, and Program Element 2.1.3: Justice System.

Quantitative and qualitative indicators. Quantitative indicators will be used to record and report results where project outcomes and outputs are easily measurable in dimensions or amounts. These will be expressed in numeric values, either numbers or percentage. We have also included several qualitative indicators in order to convey more complex processes or concepts. This data will be measured through convening distinguished panels of experts. Finally, several of the PIRs lend themselves to Milestone indicators, e.g., where a major curriculum or a handbook is being delivered as our major output.

Disaggregation of data. Where appropriate, indicators will be disaggregated by personnel type, MCC Ruling Justly elements, gender and other factors as appropriate to specific indicators.

Timing and Duration. The JSP M&E Plan is set out for the full two year duration of the project. However, at the end of year one, the M&E plan will be reviewed and adjustments for year two will be made if necessary. Any changes will be fully documented in JSP M&E files.

D2. Baselines and Targets

We have attempted to set aggressive but realistic quarterly, semi annual, annual or life-of-project targets for the indicators. We will review the targets during the first year of operations to determine if they are realistic, and if not, propose adjustments to them during our annual M&E plan review. In six of the fourteen JSP indicators selected, we have not yet established baselines. However, in each case we have indicated the process through which the baseline will be established and its timing. Three of these involve commissioning a distinguished panel of experts to establish either a current or historic (pre project) baseline. Two of these baselines are to be provided by GOR partners and one awaits the scoring of students in a Continuing Legal Education course.

D3. Data Sources and Collection Methods

We will obtain data on project indicators from a variety of sources including partners, designed software systems, internal project records, and records of court decisions and legislation. We understand the importance of including both quantitative and qualitative data collection methods in order to fully capture the complexity of project outcomes. The specific data source for each indicator is identified in the indicator reference sheets in Annex D, and they can be grouped in the following three general categories:

Primary data from project records. Four of the fourteen indicators presented in this PMP directly measure outputs of project activities, so data for these can be easily attained from project records either as milestones or numbers of participants trained. These are for what we consider to be core deliverables. However, for the most part, we have not included day to day milestones in the PMP, preferring to keep those within the context of the 29 activities specified in the work plan, where they will be carefully tracked, recorded and reported as appropriate.

Secondary data from project partners or public records. Data collection on the remaining project indicators requires more complex collaboration with partners, particularly with the ILDC, the LRC, Minijust and Parliamentary LDUs. We agree to work with these project partners to establish a means of regularly collecting this data, through performance measurement tools, instructions, and consultations, to serve our collective purposes for the duration of the project and into the future.

Primary and secondary data collection through pre and post training testing. It is anticipated that ILPD will conduct pre and post training practical skills assessments of participants in project assisted CLE courses (e.g., attorneys, judges and other judicial sector staff). This will generate an important indicator that will help in course design and revision

and will give an overall indication of how the sector is being strengthened through imparting practical skills.

Qualitative Indicators. In four of our indicators we are employing the use of distinguished panels of experts to determine scores or percentages. Each panel will address two indicators as follows:

Judges Panel to address:

1.0.1: MCC indicator: The quality of court decisions is improved based on international standards.

2.1.2: Percent of LRC recommendations judged to have the potential to impact positively on the functioning of the legal system.

Legislative Drafting Panel to address:

2.2.2: Percent of bills that are internally consistent, policy evident and potentially implementable

2.3.1: Percentage of amendments and laws drafted that are internally consistent, policy evident and potentially implementable

For each of these panels a scorecard will be developed by JSP with partner and panel input. This will be used by panel members to either rate for a score or to assign pass or fail determinations that result in percentage indicators. In three of these cases the panel results will also determine baselines. Since baselines are being set based on historic (pre project) cases and laws, to preserve project resources, panels will sit for baselines and initial assessments during the same paneling.

The bills and laws referred to under 2.2.2 and 2.3.1 will be those specific to the project, that is, not developed prior to the project or developed outside of the project span of control. This conditionality will be tracked and included as part of indicator reporting.

MCC indicator 2.0.1 Parliament passes 8 new laws, or amendments to exiting laws, that significantly improve civil liberties, political rights, and voice and accountability (MCC Indicator), while not a qualitative indicator, will be reviewed by the Legislative Drafting Panel for verification of classification and count. This will be part of end of the project evaluation set out in E. below and will insure that both MCC indicators are panel rated.

As feasible, and in keeping with the contract mandate to use Rwandan talent wherever possible, Rwandan distinguished experts trained in the JSP program and/or educated abroad will be used to constitute the panels. Appropriate precautions will be taken to preserve objectivity, for example, panelists will have no prior access to the cases or legislation to be reviewed, authorship will not be revealed and panelists will not review cases in which they were involved. It is our sense that use of distinguished Rwandan judicial and legislative experts for this work will help solidify and accelerate the kind of change MCC is seeking. This approach will have to be cleared with USAID.

That having been said, it is also possible that appointment of Rwandan distinguished experts as the sole membership of these panels could raise issues that could make such panels unworkable. We might have to have a mixed panel of experts that would include both

Rwandan and international experts. Membership of the panels will have to be discussed and cleared with USAID prior to moving forward.

Gender. In all possible places, we will collect, analyze, and report data disaggregated by gender. We will ensure that our indicators are gender neutral, free from underlying discriminatory assumptions, and where relevant, include indicators that measure differential impact on men and women.

Success Stories. Throughout the project, technical staff and the M&E Specialist will be looking out for success stories. A format to be agreed with USAID will be developed as a tool for recording and reporting these stories. As they accrue, they will be included in quarterly and annual reports.

D4. Data Analysis and Reporting

The MCC project will provide M&E updates within the quarterly progress reports to MCC and USAID. A simple table of indicator values will be presented, and notable progress toward each expected result will be explained in narrative form. Most project indicators will be reported on a quarterly and semi-annual basis, and some – particularly some of those involving panels of experts – will be reported annually. In addition to quantitative information and narrative description, progress reports will also provide contextual analysis when factors beyond the project’s control affect M&E information. The final report will contain analysis of project results, a discussion of best practices and lessons learned, and presentation of success stories as reported over the life of the project..

D5. Responsibilities of Project Staff

Monitoring and evaluation specialist. The M&E specialist will be responsible for organizing the processes surrounding data collection. He will work collaboratively with project team members to develop the necessary tools and systems needed to regularly collect data when it is called for in the PMP. He will ensure the proper functioning of the project’s M&E system, including tools, documentation and data records. He will verify data quality and analyze and report trends. Annually, working closely with project technical leaders and the COP, he will review the appropriateness of the PMP and make necessary additions or adjustments to the existing indicators and targets.

Technical staff. The technical staff members – including the Chief of Party, the Senior Legal Reform Advisor , Justice Sector Training Specialist and Legislative Strengthening Specialist – will be responsible for managing the process of primary data collection and entry in the area of his/her activity, backed up in these tasks by the M&E Specialist. Performance data will be shared and discussed with partners and as appropriate with other USAID projects in the MCC program.

Chief of Party, Patricia Noonan, will supervise the overall M&E system. She will guide the M&E specialist in determining which indicator data are critical for management and communication and will help identify success stories.

USAID’s Data Quality Standards

Validity – Data should clearly and adequately represent the intended result and reflect no bias

Reliability – Data should reflect consistent collection and analysis methods over time

Timeliness – Data should be sufficiently current and available to be practical for use by management

Integrity – Mechanisms must be in place to reduce the possibility for manipulation of data

Precision – Data should be precise enough to present a fair picture of performance and enable management decision-making

D6. Quality Control

The technical staff members are best placed to provide initial quality control for the various M&E raw data elements. Upon receipt of data from partners or trainings, the technical staff will examine the data to identify common errors including logical inconsistencies, out-of-range values, significant departures from trends, or other errors. Should any problem be identified, the technical staff member is responsible for verifying data against original sources and other forms of verification that may be required.

The project M&E specialist is responsible for secondary data quality control, i.e. post data entry. He will perform basic data analysis and tabulation to identify potential erroneous data and design a spot-check system to verify data at their sources, e.g. with visits to our counterparts. When errors are identified early, the M&E specialist can make appropriate corrections by consulting the data source using established DQA guidelines. While DQA will be a continuing responsibility of the M&E Specialist and technical staff, the attached M&E Tables and PIRS identify specific quarters in which DQA will be performed on each indicator and the method to be used.

JSP staff will work with the two other USAID Justice Sector projects (Legal Aid/LWOB and Case Backlog/RCN) to determine where collaboration can be achieved on indicators. To that end, the JSP M&E Specialist will meet periodically with M&E personnel on USAID and other justice sector projects and as appropriate their Rwandan partners.

The M&E specialist and project team will revisit this PMP on an annual basis, reviewing its appropriateness and fine-tuning indicators and targets as needed. The M&E Plan is a living document and if needed, changes can be made at any time. Any such change will be well documented and retained in JSP M&E files.

D7. Contents of the M&E Plan

The Annexes attached are the heart of this M&E Plan. These are as follows:

- 1. Performance Indicator Spread Sheet with Task Schedule.* This is the second most important element of the plan as it summarizes in one document most of the critical information on each indicator and provides a time chart by quarter showing key indicator events. This is the handiest tool for use in reviewing the overall performance monitoring picture. This is used for quarterly project reviews, internal M&E discussions and for M&E discussions with USAID and other partners.
- 2. Performance Indicator Reference Sheets (PIRS).* The 14 PIRS in this M&E plan are the most important documents when it comes to focusing in on a specific indicator and keeping track of detailed methodologies, baselines, targets, actual results, DQA and other aspects of maintaining an indicator. These will be kept up to date and in effect become a track record for each indicator. Anyone wishing to go into some depth on a particular indicator needs the PIRS as the starting point.
- 3. Performance Management Task Schedule.* This spread sheet is oriented to the specific tasks required of the M&E Specialist and is retained with the JSP M&E Files. It is incorporated herein by reference. It is a living document that is being constantly updated almost daily with the tasks needed to keep implementation of the M&E plan moving forward.

It also is a useful tool for consultations between the COP and the M&E specialists as it is task oriented and lays out a calendar of events. The Performance Management Task Schedule addresses each of the 14 indicators and the overall evaluation plan. The comments column changes regularly as tasks are completed, anticipated or scheduled.

E. Evaluation Plan

Purpose. The purpose of this evaluation activity is to evaluate the effect of Rwanda Threshold program-funded activities, specifically: a) ILPD training and assistance for judges on the quality of judicial decisions; and b) assistance to Minijust and Parliamentary LDUs on the quality of legislation and amendments.

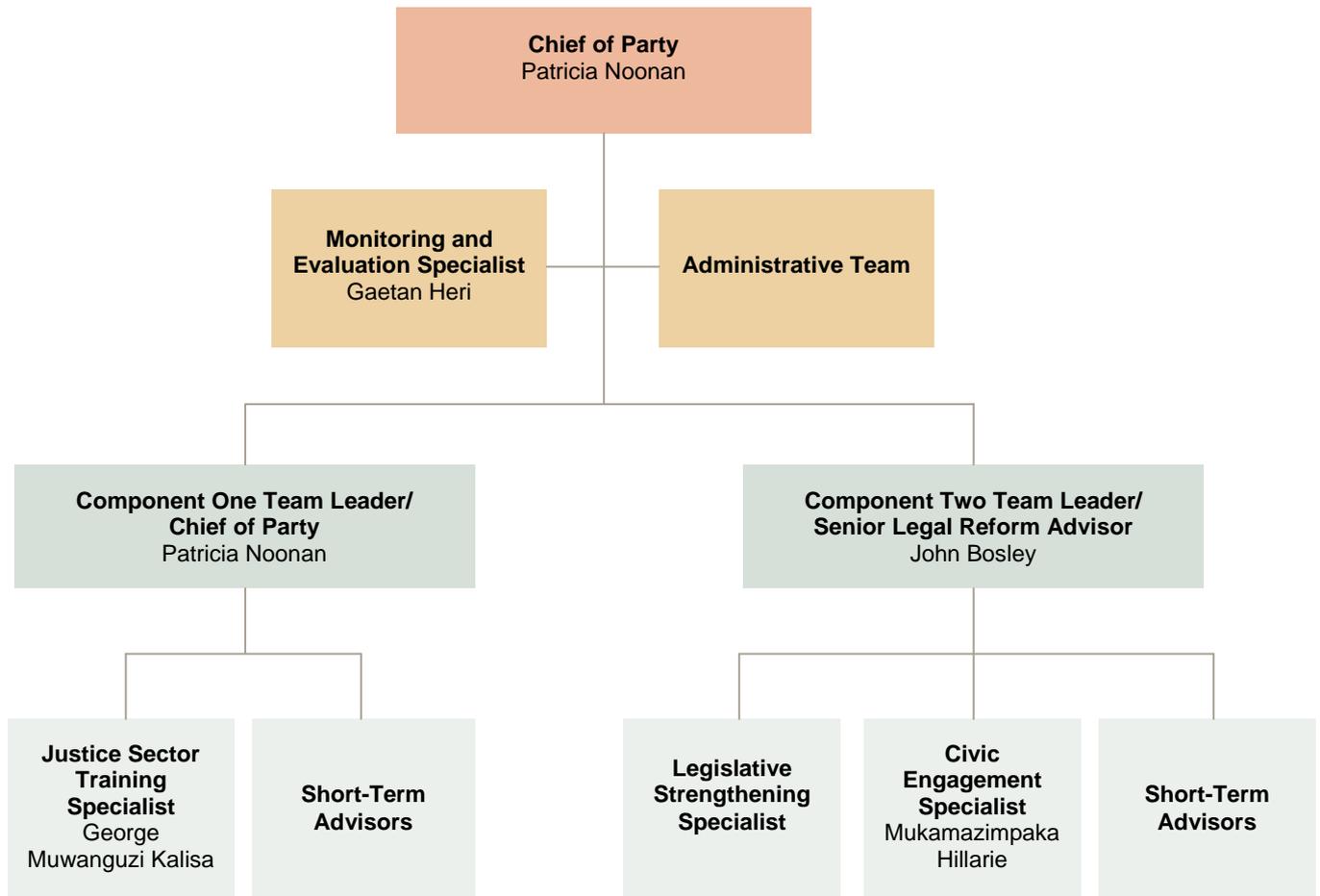
Rationale. Under PIR 1.0, the project will provide training and assistance to judges to improve the quality of their decision-making. Therefore it is important to determine whether project-assisted training has improved the quality of judicial performance. Under PIR 2, the project will assist the LDUs in strengthening their ability to draft quality laws and we will seek to measure whether laws drafted by legislative drafters who have received project assistance achieve higher quality ratings than laws drafted before and without project assistance; we will determine whether eight laws will have been passed or amended in a way that significantly improves civil liberties, political rights, and/or voice and accountability. Finally, JSP will include in its final report an analysis to determine whether future funding should continue to support the LDU versus alternative means of obtaining legal drafting expertise.

Methodology. The JSP evaluation approach is to employ the two panels of distinguished experts that are noted in D3. above. The results generated by these panels will constitute the evaluation data JSP, USAID, MCC and GOR will need to determine the critical impacts of the project on the justice sector. These results will be reinforced by some of the other outcome level indicators under the KRAs that have end of project targets.

One of these panels will meet in the final stage of the project to evaluate the two key PIR level indicators, one each for PIR 1.0 *Professionalism, impartiality, effectiveness and independence of judiciary strengthened* (to include also historic baseline scoring) and PIR 2.0. *Legislative reforms strengthened and expanded*.

The second of these panels, will convene in the late stages of years one and two to evaluate legislative drafting results. It will create an historic pre-project baseline and evaluate the internal consistency, policy clarity and potential for implementation of legislation drafted during the timeframe of the project.

The evaluation plan highlights our intention and approach to systematically collect and analyze information regarding the outcomes of the project at the PIR (Project Objective) level. This information will provide insights and conclusions about the effectiveness of specific project activities and provide information to USAID regarding future programming.



Annex B: Work Plan Timeline of Activities (*Gantt Chart*)

Activities Timeline	Months Year 1											
	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug
Office mobilization	X	X										
Field chief of party and long-term team	X											
Complete local recruitment and hiring of support staff	X	X										
Hold work-planning workshop with USAID and key counterparts and partners	X											
Draft annual work plan, initial M&E plan submitted to USAID for approval	X											
PIR 1: Justice sector reforms strengthened and expanded												
KRA 1.1 Knowledge of justice sector training and skills needs improved												
Activity 1: Justice sector training needs assessment												
Kick off workshop held	X											
Methodology and data collection tools approved	X											
Data collected	X	X										
Draft report and recommendations submitted to USAID		X										
Report vetted with stakeholders		X										
Workshop held presenting final report			X									
KRA 1.2 Capacity of the ILPD strengthened												
Activity 2: African judicial institute conference												
Identify goals, topics, and participants					X	X	X	X				
Work with ILPD to develop strategy, agenda, and terms of reference									X	X	X	
Travel and logistics arranged												X
Conference held (Year Two)												
Follow up plan completed (Year Two)												
Activity 3: Curriculum development workshop												
Needs assessment approved		X										
Workshop agenda planned		X										

	Months Year 1											
Activities Timeline	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug
Workshop materials developed		X	X									
Train workshop leaders		X	X									
Workshop held			X									
Activity 4: Training of Trainers module												
Course goals identified			X	X					X	X		
Teaching strategies identified			X	X					X	X		
Evaluation criteria established			X	X					X	X		
Trainees develop lesson plan and present a short course					X	X			X	X		
Fellow trainees evaluate performance and give feedback					X	X			X	X		
Course revised in response to evaluation feedback received					X	X			X	X		
Activity 5: Individual courses developed												
Courses to be developed are identified			X									
ILPD identifies advisory group for each course			X	X								
Advisory groups work with local/international experts					X	X	X		X		X	
Teaching methodology identified and developed					X		X		X		X	
Courses team taught with local and international experts					X		X		X		X	
Local experts teaches courses alone						X	X	X	X	X	X	X
Activity 6: ILPD self-assessment strategy												
Identify institutional goals, resources, gaps, effectiveness										X		
Tailor tools for ILPD context										X		
Apply tools and collect data											X	
Analyze data												X
Finalize report												X
Activity 7: Coordination of justice sector training institutions												
Identify participants, develop agenda										X		
Seminar held										X		

	Months Year 1											
Activities Timeline	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug
Activity 8: Supplies and materials												
IT Needs Assessment					X	X						
Library Needs Assessment					X	X						
Develop library/IT advisory groups to identify materials to be procured						X	X	X	X			
Implement procurement procedures						X	X	X	X	X	X	
Deliver materials/Install materials							X	X	X	X	X	X
KRA 1.3 Skills of justice sector actors enhanced												
Activity 9: Armchair meetings for Supreme and High Court Justices												
ILPD identifies topics in cooperation with Supreme Court			X	X	X	X						
ILPD/Supreme Court/Project identifies speakers			X									
Quarterly meetings held				X			X			X		
Activity 10: On-the-job training												
Mentoring policies and procedures developed								X	X			
Mentors and participants identified									X	X		
Mentoring program implemented									X	X	X	X
Activity 11: Exchange opportunities												
Opportunities for exchanges and follow up identified	X	X	X		X	X						
Logistics arranged		X	X	X	X	X						
Opportunities completed											X	X
Follow-up plans implemented											X	X
PIR 2: Legislative reforms strengthened and expanded												
KRA 2.1 Law Reform Commission's capacity established												
Activity 12: Comparative law seminar for Commissioners												
Commissioners appointed		X										
Meet with Commissioners to get buy-in regarding all the activities		X										
Confirm date for seminar		X										

Activities Timeline	Months Year 1											
	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug
Confirm consultant(s)		X										
Develop seminar contents			X									
Arrange venue			X									
Hold seminar				X								
Report on seminar				X								
Activity 13: Build the institutional capacity of the LRC												
Commissioners and staff appointed				X								
Activity and activity work plan accepted by the LRC				X								
Consultant confirmed				X								
Consultant arrives in Kigali					X							
First draft of manual received					X							
Comments by LRC						X						
Final version received and approved							X					
Activity 14: Support law reform												
Local IT consultant selected					X							
Assessment of requirements						X						
IT plan drafted							X					
IT plan implemented								X				
Draft of participatory process developed						X						
Participatory process approved							X					
List of priority reforms published								X				
Activity 15: Communications among drafters												
LDU created at LRC				X								
Prepare an agenda for a first meeting of all staff of all LDUs				X								
Approval of agenda					X							
Hold meeting						X						
Quarterly meetings									X		X	

	Months Year 1											
Activities Timeline	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug
Activity 16: Research Training												
Develop training schedule					X							
Organize training						X						
Hold training							X					
Report on training								X				
KRA2.2 Performance of LDU at Minijust strengthened												
Activity 17: Support legislative drafting courses and degrees												
Diploma course Advisory Committee formed by ILPD		X										
Committee prepares a draft of a Diploma program			X									
Diploma program is circulated for comments			X									
Diploma program is revised and adopted by ILPD				X								
Drafts of bill-drafting manual and lexicon are revised if necessary		X	X	X								
Urgent training needs of bill-drafting staff are identified		X										
Courses designed by ILPD to meet identified urgent needs			X									
Courses given by ILPD to all staff to meet identified urgent needs				X	X	X						
Topic needs of the Ministries identified						X						
Courses designed by ILPD to meet identified topic needs							X					
Courses given by ILPD to staff to meet identified topic needs								X	X	X		
Meet with law schools to discuss courses to prepare students for parliamentary careers											X	
Activity 18: On-the-job training.												
Mentoring schedule developed with LDUs						X						
Mentoring conducted							X	X			X	
Reports from mentors/trainers received									X			
Activity 19: Summer interns												
Recruitment of three law student interns				X	X	X	X	X				
Placement of interns										X	X	

	Months Year 1											
Activities Timeline	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug
Report on interns												
Activity 20: Provide information technology												
Identify local IT consultant		X										
Determine drafting system needs			X									
Develop proposal for an integrated Legislative Drafting Support System (LDSS)				X	X							
Approval of the proposal by Minijust						X						
Installation of the system							X	X	X			
Delivery of training manuals									X			
Activity 21: Provide resources												
Meet with librarian							X					
Agree on needs								X				
Provide materials									X	X	X	
Activity 22: Provide training in research methodology												
PC consultant designs course					X							
ILPD delivers course							X					
Report on course								X				
Quarterly seminar to update researchers								X			X	
KRA 2.3: Capacity of the Parliamentary Legislative Drafting Unit to provide quality legal content, policy analysis, and research improved												
Activity 23: Support the methodology of the LDU												
LDUs established at Parliament			X									
Meet with Heads to discuss operating policies				X								
Draft policies					X							
Activity 24: Support public input processes												
Meet with PC			X									
Meet with MCC Civic Participation Project (when named)				X								
Identify local IT consultant		X										

	Months Year 1											
Activities Timeline	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug
Conduct needs assessment			X									
Meet with Parliament to review web-site needs				X								
Design a process to provide the public with a way to track make inputs to Bills				X	X	X						
Install update to web-site							X	X	X			
Monitor and report on use of tracker										X	X	
Activity 25: Provide equipment and resources												
Meet with Librarian and LDU Head					X							
Agree on needs					X							
Provide materials						X						
KRA 2.4: Citizen Advocacy and participation in Rwanda's evolving legal framework and justice system strengthened												
Activity 26: Legal information portal												
Local consultant identified						X						
Consultants work with Minijust to identify needs							X					
Supplier(s) identified							X					
Program approved by Minijust							X					
Portal created								X	X	X	X	
Report on use of portal												X
Activity 27: Working with parliamentary committees												
Meet with the Chairs of selected Committees		X										
Identify relevant CSOs		X										
Organize a meeting between the Chairs and the CSOs			X									
Develop further plans with PC				X								
Implement plans					X	X	X	X	X	X	X	X
Activity 28: Working with civil society partners												
Meet with MCC Civic Participation Project (when named)					X							

	Months Year 1											
Activities Timeline	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug
Develop with MCC CPP a plan to link CSOs to Parliamentary Committees						X						
Meet with parliamentary Committees						X						
Select CSOs							X					
Implement plans								X	X	X	X	X
Activity 29: Development of a Legislative Menu												
Identify activity leader		X										
Develop a consultative group among the partners		X										
Develop a menu of possible laws			X									
Hold a workshop to evaluate proposals and develop priorities					X							
Develop draft bills for selected proposals						X	X	X				

ANNEX C. Consolidated Table of Indicators

Justice Strengthening Project										
Performance Indicator Table with Performance Management Task Schedule -- M&E Plan										
	Performance Indicator	Indicator Definition	Unit	Disaggregation	Baseline value	Target	Data source	Data collection Methodology	Data Measurement Frequency	Responsible Party
MCC Program Objective: Positively Impact the Ruling Justly Indicators: * Increase the Political Rights score by enhancing the balance of powers and strengthening the judiciary's capability and independence; * Increase the Voice and Accountability score by strengthening the oversight ability of the judiciary; * Increase the Civil Liberties score by enhancing the independence of the judiciary and the rule of law										
Project Intermediate Result (Objective) 1.0: Professionalism, impartiality, effectiveness, and independence of judiciary strengthened										
1.0.1	The quality of court decisions is improved based on international standards. MCC Indicator	Court decisions that meet quality criteria established and based on international best standards. Quality of decisions will be determined according to a rated scale that takes into account the extent to which judgments satisfy the appropriate following requirements : improve civil liberties, political rights, and voice and accountability in Rwanda; comply with Rwanda's constitutional provisions; conform with international treaties or international commitments ratified by the GOR.	Score	Type of Court and Category of Court decisions.	TBD based on analysis and scoring of random sample of ten court decisions in the period of 2008-2009. Baseline to be conducted in the 4th Quarter but will cover a period prior to JTB starting date. Typical scorecard rating values 1-5 but actuals TBD by JSP with panel and with USAID consultation.	TBD after baseline set. Actual scoring TBD when scorecard designed.	Court records contained in the court registry	Random sampling and assessment of decisions taken by judges successfully completing training offered by the JSP. The baseline will be established by a similar random sampling of judicial decisions prior to project assistance (see baseline). The panel of experts will be commissioned by JSP. Scorecard will be developed with the panel.	Annually	JSTS with M&E Specialist (managing panel of experts) [Coordinate with COTR]

1.0.2	Number of laws, amendments, regulations and procedures related to judicial independence supported with USG assistance (F)	The number of laws, regulations and procedures approved that enhance judicial independence, e.g., status of courts and judges, relations between the prosecution and GOR, etc.	Number	N/A	0	6	GOR Gazettes	JSP staff will review quarterly the official Gazettes of laws for a count of laws meeting the indicator criteria. Count starts after initial training/TA -- TBD	Quarterly	JSTS with M&E Specialist
KRA 1.1: Knowledge of justice sector training and skills needs improved										
1.1.1	Justice sector training needs assessment completed -- milestone indicator	Training needs assessment for the justice sector: judges, prosecutors, lawyers, court staff, paralegals, legislative drafters, and trainers. Identifies current capacity, knowledge, skills and ability required and training needs to bridge the gap.	Mile-stone	N/A	0	100%	Project records	USAID written approval of Justice Sector Capacity and Training Needs Assessment Report	First quarter only	COP
KRA 1.2 Capacity of the ILPD strengthened										
1.2.1	Continuing legal education (CLE) curriculum developed by ILPD (milestone indicator)	The enhanced capacity of ILPD staff will be demonstrated through their ability to develop the full curriculum using handbooks and syllabi developed internally with project support.	Number	Type of justice sector actor (judicial staff/attorney)	0	100% - all milestones	Project and ILPD records	Milestones will be noted by JSO and ILPD staff and made a matter of record for reporting to USAID	Quarterly for quarter of milestone achievement	JSTS with M&E Specialist

KRA 1.3: Skills of justice sector actors enhanced

1.3.1	Improvement in practical skills scores based on pre and post training assessments of participants completing ILPD JSP assisted CLE courses.	Improvement means the difference in score between the pre and post training assessments of the participants in the CLE training. Such an assessment will be done for each CLE course. Practical skills are the skills prescribed in the Justice Sector Needs Assessment. Scores will be determined by grading participant assessments given at the beginning and completion of each CLE course and computing the differences between the resulting scores. These differences will be averaged across all project assisted ILPD CLE courses that are completed during a given quarter to generate the pre aggregated indicator.	Average of score differences	By course and by type of justice sector actor (e.g., judges, lawyers, drafters)	The first group trained will establish the improvement baseline. All subsequent groups will be compared with its average score. Scores are expected to increase as work spreads about practical skills and training improves.	TBD in consultation with ILPD.	ILPD and Justice Sector records and project records. Instructors will be administering the assessments and making records for each class for ILPD files.	A practical skills assessment for CLE supported by the project and ILPD will be administered at the outset and completion of each course. Average of score differences (the indicator) will be determined by grading participant assessments and computing the differences between the resulting two scores. These differences will be averaged across all project assisted ILPD CLE courses that are completed during a given quarter to generate the pre aggregated indicator. The amount by which scores improve will be averaged for each class and across classes during a given quarter to generate the overall indicator.	Quarterly beginning with courses in the third quarter	JSTS with M&E Specialist in coordination with ILPD
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PIR 2.0: Legislative reforms strengthened and expanded										
2.0.1	Parliament passes 8 new laws, or amendments to existing laws that significantly improve civil liberties, political rights, and voice and accountability. MCC Indicator	Refers to the number of new laws, regulations and procedures passed that improve civil liberties, political rights, voice and accountability such as freedom of information and expression; freedom of association, anti-discrimination, labor union enabling laws, etc.	Number	The 'Legislative Menu' to be developed for KRA 2.4 (see activity 29 of WP) will identify specific legislation proposed to meet the MCC selection criteria, e.g., targeting civil liberties, political rights and voice and accountability	0	8	Government Gazette with Database of laws once it is established	Electronic word search	Semi annually	SLRA with M&E Specialist (Coordinate with COTR)
KRA 2.1: Law Reform Commission's capacity for effective legal review established										
2.1.1	Manual of Operating procedures adopted by LRC (milestone indicator)	A manual of LRC operating procedures on finance, HR, and more is developed with project assistance and put in place.	Number	Type of procedure (Financial, Administrative, HR, etc)	0	1	Copy of the manual	Project coordination with LRC	Semi-annual	SLRA
2.1.2	Percent of LRC recommendations judged to have the potential to impact positively on the functioning of the legal system.	Percent calculation is based on all LRC recommendations. Judged means judged by expert panel to comply with change criteria. Potential to impact positively means if adopted and implemented positive change would occur, e.g., greater independence for the judiciary.	Percent	By MCC objectives -- political rights, civil liberties and voice and accountability	0	Y1 0% Y2 15%	LRC/Minijust records	JSP will empanel several judicial experts to review all of the recommendations made by the JRC. Recommendations will be judged based on change criteria (see definition) agreed by JSP, USAID, MCC and the panel. A scorecard will be developed with the panel to guide panel decisions.	Semi-annual	

KRA 2.2: Minijust Legislative Drafting Unit performance strengthened										
2.2.1	Percent of bill drafters (Minijust and Parliament) who have completed some or all of the modules leading to the Diploma in Legislative Drafting created at ILPD.	Percentage of Minijust and parliamentary LDU staff who have passed some or all of the Diploma course, which will consist of a number of modules.	Percent	N/A	0	Y1 25% Y2 50% (50% of the staff have completed 50% of the modules of the Diploma)	ILPD records	Records review	Semi-annually	ILPD
2.2.2	Percent of bills that are internally consistent, policy evident and potentially implementable.	Percentage of all bills drafted that, on analysis by a panel of experts, are found to be without inconsistencies, contain clear policy intent and have well reasoned guidance for implementation that is understandable and practical and takes into account the implementation context.	Percent	N/A	Random sample of 10 laws from the GOR Gazette analyzed by the panel of experts	Y1 50% Y2 70%	Random sample of laws drafted October 2009-June 2011 drawn from GOR Gazettes	Panel of experts commissioned by JSP will analyze a random sample of ten (10) laws passed in 2007-2008 to establish the baseline. Panel will repeat the process in June 2010 and in June 2011 and compare against baseline.	Annually	SLRA
KRA 2.3: Capacity of the Parliamentary Legislative Drafting Unit to provide quality legal content, policy analysis and research improved										
2.3.1	Percentage of Amendments and Laws passed that are internally consistent, policy evident and potentially implementable.	Percentage of amendments laws passed that, on analysis by a panel of experts are found to be without inconsistencies, in which the policy intent is clear and in which the guidance for implementation is understandable and practical given the implementation context for which they are intended.	Percent	N/A	Random sample of 10 laws from the GOR Gazette analyzed by the panel of experts	Y1 50% Y2 70%	Parliament records	Panel of experts commissioned by JSP will analyze a random sample of ten (10) laws passed in 2007-2008 to establish the baseline. Panel will repeat the process in June 2010 and in June 2011 and compare against baseline.	Semi-annually	SLRA

KRA 2.4: Citizen advocacy and participation in Rwanda's evolving legal framework and justice system strengthened										
2.4.1	Percentage of bills for which the GOR seeks public input at Stage One of the process (policy consideration at the line Ministries)	Refers to the number of times input from the public is sought by Ministries at the policy development stage of legislation	Percent	By Ministries	To be provided by Minijust	Y1 25% Y2 50%	Minijust records	Minijust to be requested to ask Ministries to indicate when submitting draft legislation for refinement by drafters at Minijust what public input has been sought	Semi annually	SLRA
2.4.2	Percent of bills at Parliament that receive public input	The percentage of pieces of legislation under parliamentary consideration that receive public comment or input, e.g., submission of a brief by a CSO	Percent	N/A	To be provided by Parliament	Y1 50% Y2 90%	Parliament records	Records review	Semi annually	
KRA 3.0: Cross-cutting Indicators -- Gender and institutional development										
3.0.1	Number of justice sector personnel that received USG training (F)	Number of justice sector personnel that receive training due to project assistance, meaning either directly trained by the project or as a result of assistance provided to legal institutions to train justice sector personnel. Personnel Includes judges, magistrates, prosecutors, advocates, inspectors and court staff. Training refers to all training or education events whether short-term or long-term, in-country or abroad. Every time justice sector personnel attend training, it will be counted meaning that personnel may be counted more than once.	Number	Gender; Type of personnel; Type of training; Trainer	0	TBD in Second Quarter after validation workshop for Training Needs Assessment	Partner and Project records	Records review	Quarterly	M&E Specialist coordinating with technical staff

Justice Strengthening Project				RESULTS TIMEFRAME (X = include in scheduled quarterly report)							
				Q1(SON)	Q2 (DJF)	Q3 (MAM)	Q4 (JAS)	Q5 (OND)	Q6 (JFM)	Q7 (AMJ)	Q8 (JAS)
Performance Indicator Table				2009	2010	2010	2010	2010	2011	2011	2011
Performance Indicator	Data Measurement Frequency	Responsible Party									
MCC Program Objective: Positively Impact the Ruling Justly Indicators: * Increase the Political Rights score by enhancing the balance of powers and strengthening the judiciary's capability and independence; * Increase the Voice and Accountability score by strengthening the oversight ability of the judiciary; * Increase the Civil Liberties score by enhancing the independence of the judiciary and the rule of law											
Project Intermediate Result (Objective) 1.0: Professionalism, impartiality, effectiveness, and independence of judiciary strengthened											
1.0.1	The quality of court decisions is improved based on international standards. MCC Indicator	Annually	JSTS with M&E Specialist (managing panel of experts) [Coordinate with COTR]				Baseline panel (DQA) X			Final Panel X	X
1.0.2	Number of laws, amendments, regulations and procedures related to judicial independence supported with USG assistance (F)	Quarterly	JSTS with M&E Specialist	Baseline 0 X	X	1 X (DQA)	1 X	1 X	1 X	1 X	1 X
KRA 1.1: Knowledge of justice sector training and skills needs improved											
1.1.1	Justice sector training needs assessment completed -- milestone indicator	First quarter only	COP	Assessment X							
KRA 1.2 Capacity of the ILPD strengthened											
1.2.1	Continuing legal education (CLE) curriculum developed by ILPD (milestone indicator)	Quarterly for quarter of milestone achievement	JSTS with M&E Specialist	Hand-book X		Syllabus X	Teacher training Hand-book X			Hand-books, syllabus revised X	Tested CLE curriculum offered by ILPD X

Justice Strengthening Project Performance Indicator Table				RESULTS TIMEFRAME (X = include in scheduled quarterly report)							
				Q1(SON)	Q2 (DJF)	Q3 (MAM)	Q4 (JAS)	Q5 (OND)	Q6 (JFM)	Q7 (AMJ)	Q8 (JAS)
KRA 1.3: Skills of justice sector actors enhanced											
1.3.1	Improvement in practical skills scores based on pre and post training assessments of participants completing ILPD JSP assisted CLE courses.	Quarterly beginning with courses in the third quarter	JSTS with M&E Specialist in coordination with ILPD			Baseline X (DQA)	X	X	X (DQA)	X	X
PIR 2.0: Legislative reforms strengthened and expanded											
2.0.1	Parliament passes 8 laws, or amendments to existing laws that significantly improve civil liberties, political rights and voice and accountability. (MCC Indicator).	Semi annually	SLRA with M&E Specialist (Coordinate with COTR)	0 X				(DQA) 2 X	2 X	2 X (DQA by panel review)	2 (T8) X
KRA 2.1: Law Reform Commission's capacity for effective legal review established											
2.1.1	Manual of Operating procedures adopted by LRC (milestone indicator)	Semi-annual	SLRA	0	X	LRC Manual X					
2.1.2	Percent of LRC recommendations judged to have the potential to impact positively on the functioning of the legal system.	Semi-annual		0 X			0% X			15% X	
KRA 2.2: Minijust Legislative Drafting Unit performance strengthened											

Justice Strengthening Project				RESULTS TIMEFRAME (X = include in scheduled quarterly report)								
				Q1(SON)	Q2 (DJF)	Q3 (MAM)	Q4 (JAS)	Q5 (OND)	Q6 (JFM)	Q7 (AMJ)	Q8 (JAS)	
Performance Indicator Table												
2.2.1	Percent of bill drafters (Minijust and Parliament) who have completed some or all of the modules leading to the Diploma in Legislative Drafting created at ILPD.	Semi-annually	ILPD	0 X		25% X				(DQA) X	50% X	
2.2.2	Percent of bills that are internally consistent, policy evident and potentially implementable.	Annually	SLRA	TBD X		50% (Panel and baseline) (DQA) X					70% (final panel) X	
KRA 2.3: Capacity of the Parliamentary Legislative Drafting Unit to provide quality legal content, policy analysis and research improved												
2.3.1	Percentage of Amendments and Laws passed that are internally consistent, policy evident and potentially implementable.	Semi-annually	SLRA	0 X		50% (Panel and baseline) (DQA) X					70% (final panel) X	
KRA 2.4: Citizen advocacy and participation in Rwanda's evolving legal framework and justice system strengthened												
2.4.1	Percentage of bills for which the GOR seeks public input at Stage One of the process (policy consideration at the line Ministries)	Semi annually	SLRA	TBD X		25% (DQA) X					50% X	
2.4.2	Percent of bills at Parliament that receive public input	Semi annually		TBD X		50% (DQA) X					90% X	
KRA 3.0: Cross-cutting Indicators -- Gender and institutional development												

Justice Strengthening Project				RESULTS TIMEFRAME (X = include in scheduled quarterly report)								
				Q1(SON)	Q2 (DJF)	Q3 (MAM)	Q4 (JAS)	Q5 (OND)	Q6 (JFM)	Q7 (AMJ)	Q8 (JAS)	
Performance Indicator Table												
3.0.1	Number of justice sector personnel that received USG training (F)	Quarterly	M&E Specialist coordinating with technical staff	0 X	X	(DQA) X	X	X	X	X	X	X

ANNEX D JSP MCC PERFORMANCE INDICATOR REFERENCE SHEETS

Project Intermediate Result (Objective) 1.0: Professionalism, impartiality, effectiveness, and independence of judiciary strengthened

1.0.1 The quality of court decisions is improved based on international standards. (MCC Indicator)

1.0.2 Number of laws, amendments, regulations, and procedures related to judicial independence supported with USG assistance

1.1.1 Justice sector training needs assessment completed -- milestone indicator

1.2.1 Continuing legal education (CLE) curriculum developed by ILPD (milestones indicator)

1.3.1 Improvement in practical skills scores based on pre and post-training assessments of participants completing ILPD project assisted CLE courses.

Project Intermediate Result (Objective) 2.0: Legislative reforms strengthened and expanded

2.0.1 Parliament passes 8 laws, or amendments to existing laws, that significantly improve civil liberties, political rights and voice and accountability. (MCC Indicator).

2.1.1 Manual of operating procedures adopted by LRC (milestone indicator)

2.1.2 Percent of LRC recommendations judged to have the potential to impact positively on the functioning of the legal system.

2.2.1 Percent of bill drafters (Minijust and Parliament) who have completed some or all of the modules leading to the Diploma in Legislative Drafting created at ILPD.

2.2.2 Percent of bills that are internally consistent, policy evident and potentially implementable

2.3.1 Percent of amendments and laws that are internally consistent, policy evident and potentially implementable

2.4.1 Percentage of bills for which the GOR seeks public input at Stage One of the process (policy consideration at the line Ministries)

2.4.2 Percent of bills at Parliament that receive public input

Key Result Area Objective) 3.0: Crosscutting – Gender and Institution Building

3.0.1 Number of justice sector personnel that received USG training

Project Objective: Raise Rwanda's Score on Ruling Justly Indicators under MCC Threshold Program			
Project Intermediate Result (Objective) 1.0: Professionalism, impartiality, effectiveness, and independence of judiciary strengthened			
Key Result Area: N/A			
Indicator: 1.0.1 The quality of court decisions is improved based on international standards. (MCC Indicator)			
DESCRIPTION			
Precise Definition(s): Court decisions that meet quality criteria established and based on international best standards. Quality of decisions will be determined according to a rated scale that takes into account the extent to which judgments satisfy the appropriate following requirements : improve civil liberties, political rights, and voice and accountability in Rwanda; comply with Rwanda's constitutional provisions; and conform with international treaties or international commitments ratified by the GOR.			
Unit of Measure: Score (range TBD when scorecard developed with help of panel of experts).			
Disaggregated by: Type of court and category of court decisions			
Justification & Management Utility: The improved quality of decision-making on the part of judges is an expected outcome of assistance provided by the project. The use of a random sample pre project to set a baseline with two follow up ratings of decisions against our criteria will help to determine the effectiveness of project interventions.			
PLAN FOR DATA ACQUISITION			
Data Collection Method: Random sampling and assessment of decisions taken by judges successfully completing training assisted by the JSP. The baseline will be established by a similar random sampling of judicial decisions prior to project assistance (see baseline notes below). The panel of distinguished experts will be commissioned by JSP.			
Data Source: Court records contained in the court registry			
Frequency/Timing of Data Acquisition: Annually by evaluation panel (Baseline in quarter 4)			
Estimated Cost of Data Acquisition: High. Collection of this data will require project resources to pay for a panel of experts that will sit three times over the life of project. Examples of expenses include travel, accommodation, daily rate per diem and possibly meeting place.			
Responsible Individual(s) at the Project: JSTS with M&E Specialist (managing panel of experts) [Coordinate with COTR]			
DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: Quarter 4 at time of baseline assessment. This will establish the credibility of the methodology. The panel process and scoring method will be carefully reviewed with panel members and their product will be reviewed by JSP legal staff and discussed with panelists. Further formal DQA should not be necessary but JSP will monitor the process closely. The DQA will be recorded in M&E files available for future audit.			
Known Data Limitations and Significance (if any): Court files may not be complete in the documentation of all decision-making processes among both project-assisted and baseline samples. Also, our assumption that the court and judges will cooperate may be tested, although this problem is unlikely.			
Actions Taken or Planned to Address Data Limitations: For the baseline, it may be necessary to do additional random sampling to have a set of ten decisions with sufficient information to make a fair rating. Judges trained and assisted by the project will receive training in how to properly document the decision-making process involved in court decisions according to international standards.			
Date of Future Data Quality Assessments: Not necessary unless a problem arises with the panel.			
Procedures for Future Data Quality Assessments: We will monitor the work of the panels closely but no further formal DQA is planned beyond the initial one at baseline assessment unless found necessary.			
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING			
Data Analysis: Since this is a key formal MCC indicator, we're assuming USAID will want to review results carefully with JSP staff. We recommend a meeting for such purposes after each expert panel assessment, two over two years.			
Presentation of Data: Charts and narrative			
Review of Data: Annually plus in the second quarter baseline findings will be assessed as part of target setting. .			
Reporting of Data: Data from this indicator will be reported in annual reports, end of year quarterly reports and other formats as might be required by MCC.			
OTHER NOTES			
Notes on Baselines/Targets: Baseline TBD based on analysis and scoring of random sample of ten court decisions in the period of 2008-2009 by a panel of experts. There will only be one data point apart from the baseline. That point will be in the 7 th quarter when the panel will make its assessment.			
PERFORMANCE INDICATOR VALUES			
Year	Target	Actual	Notes
1	TBD		Baseline pre project established during quarter 4
2	TBD		After baseline established
THIS SHEET LAST UPDATED ON: 10/30/2009			

Rwanda JSP MCC Threshold Performance Indicator Reference Sheet 1.0.2

Project Objective: Raise Rwanda's Score on Ruling Justly Indicators under MCC Threshold Program
Intermediate Result (Objective) 1: PIR 1, Professionalism, impartiality, effectiveness, and independence of judiciary strengthened
Key Result Area: N/A
Indicator: 1.0.2 Number of laws, amendments, regulations, and procedures related to judicial independence supported with USG assistance

DESCRIPTION

Precise Definition(s): The number of laws, regulations and procedures approved that enhance judicial independence, e.g., status of courts and judges, relations between the prosecution and GOR, etc.
Unit of Measure: Number
Disaggregated by: Laws, amendments, regulations, and procedures related to judicial independence.
Justification & Management Utility: This is a standard USG Foreign Assistance Framework indicator under Program Element 2.1.2. Judicial Independence. Laws, regulations and procedures lay out the legal basis for building judicial independence and provide one significant indicator of government commitment.

PLAN FOR DATA ACQUISITION

Data Collection Method: JSP staff will review quarterly the official Gazettes for a count of laws meeting the indicator criteria. Count starts after initial training/T A (Timing TBD)
Data Source(s): Database of laws
Frequency/Timing of Data Acquisition: Quarterly
Estimated Cost of Data Acquisition: Low. Collection of this data requires minimal additional project resources.
Responsible Individual(s) at the Project: JSTS and M&E Specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: At time of first law counted, anticipated 3rd quarter. M&E Specialist will interview those obtaining the data and a copy of the relevant law or summary will be retained in project M&E records. These will be available for verification at any time.
Known Data Limitations and Significance (if any): Laws are routinely posted in the GOR Gazette so problems are not anticipated.
Actions Taken or Planned to Address Data Limitations: None anticipated but M&E Specialist will keep a watching brief on the process.
Date of Future Data Quality Assessments: Not anticipated unless an issue arises.
Procedures for Future Data Quality Assessments: If needed, DQA similar to the initial DQA

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: The key here is having as many laws of this nature passed during the project timeframe as possible. Targets will be monitored and evidentiary records maintained by M&E Specialist. This is an important indicator to bring to the attention of USAID if targets are being met.
Presentation of Data: Charts, tables, and narrative
Review of Data: Quarterly though there will be quarters, especially at the beginning of the project, in which no such laws meeting these criteria are passed.
Reporting of Data: USAID quarterly reporting and bring to attention of MCC Coordinator as appropriate.

OTHER NOTES

Notes on Baselines/Targets: The baseline for this indicator is zero. Targets: Anticipate one law per quarter once impact of project is felt. Target is one per quarter beginning in quarter 3.

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
1	2		
2	4		Target for JSP is 6

THIS SHEET LAST UPDATED ON: 09/25/2009

Rwanda JSP MCC Threshold Performance Indicator Reference Sheet 1.1.1

Project Objective: Raise Rwanda's Score on Ruling Justly Indicators under MCC Threshold Program
Intermediate Result: PIR 1 Professionalism, impartiality, effectiveness, and independence of judiciary strengthened
Key Result Area: 1.1 Knowledge of justice sector training and skills needs improved
Indicator: 1.1.1 Justice sector training needs assessment completed -- milestone indicator

DESCRIPTION

Precise Definition: Training needs assessment for the justice sector: judges, prosecutors, lawyers, court staff, paralegals, legislative drafters, and trainers. Identifies current capacity, knowledge, skills and ability required for each category and training needs to bridge the gap.

Unit of Measure: Milestone – Assessment completed

Disaggregated by: N/A

Justification & Management Utility: A needs assessment is the first step towards strengthening the justice sector. It also serves to provide analysis and recommendations for activities that can positively impact the MCC political rights, civil liberties and voice and accountability indicators.

PLAN FOR DATA ACQUISITION

Data Collection Method: Data is the physical product approved by USAID

Data Source(s): Assessment Report

Frequency/Timing of Data Acquisition: First quarter

Estimated Cost of Data Acquisition: None

Responsible Individual(s) at the Project: COP with JSTS

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: None required.

Known Data Limitations and Significance (if any): N/A

Actions Taken or Planned to Address Data Limitations: N/A

Date of Future Data Quality Assessments: N/A

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: N/A

Presentation of Data: Tables and narrative

Review of Data: N/A

Reporting of Data: First Quarterly report

OTHER NOTES

Notes on Baselines/Targets: The baseline for this indicator is zero. The target is one needs assessment delivered and approved.

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
1	1		First quarter assuming USAID approval

THIS SHEET LAST UPDATED ON: 10/29/2009

Rwanda JSP MCC Threshold Performance Indicator Reference Sheet 1.2.1

Project Objective: Raise Rwanda's Score on Ruling Justly Indicators under MCC Threshold Program
Intermediate Result: PIR 1 Professionalism, impartiality, effectiveness, and independence of judiciary strengthened
Key Result Area: 1.2 Capacity of the ILPD strengthened
Indicator: 1.2.1 Continuing legal education (CLE) curriculum developed by ILPD (milestones indicator)

DESCRIPTION

Precise Definition(s): The enhanced capacity of ILPD staff will be demonstrated through their ability to develop a one year continuing legal education curriculum using handbooks and syllabi developed with project support.

Unit of Measure: Milestones: Handbook, Syllabus, Teacher Training Handbook, Revisions of Handbooks and Syllabus, Tested CLE Curriculum offered

Disaggregated by: Milestone

Justification & Management Utility: Training is a core task of the ILPD. However ILPD has an inadequate number of academic staff available to develop curriculum and existing trainers are without significant practical experience. No current training of ILPD exists which would inform a cohesive adult training methodology throughout the curriculum. Improved capacity of ILPD academic staff and trainers will expand the ability of ILPD to address the training backlog, and improve the quality of continuing legal education.

PLAN FOR DATA ACQUISITION

Data Collection Method: JSP's M&E Specialist with JSTS, will work collaboratively with the ILPD staff to agree on parameters that will define fulfillment of each milestone. The evidence of milestone fulfillment (document) will be retained in ILPD and JSP files. Meetings with ILPD will be set up during the first quarter to collaborate on indicators.

Data Source(s): ILPD files

Frequency/Timing of Data Acquisition: Quarterly during quarters of milestone achievement.

Estimated Cost of Data Acquisition: Low. Collection of this data requires minimal project resources.

Responsible Individual(s) at the Project: M&E Specialist and JSTS

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Quality assessment really is not required in this case as the M&E Specialist will be retaining the evidence of each milestone in the JSP M&E files on each indicator.

Known Data Limitations and Significance (if any): None

Actions Taken or Planned to Address Data Limitations: None.

Date of Future Data Quality Assessments: See above.

Procedures for Future Data Quality Assessments: Project files can be audited at any time as needed.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: JSTS and COP will be tracking milestone achievement progress working with the M&E specialist. Priorities for time and resources will be adjusted as necessary to achieve milestones on schedule.

Presentation of Data: Table, narrative, milestone documents

Review of Data: On a regular basis as part of management review of project milestones.

Reporting of Data: Quarterly

OTHER NOTES

Notes on Baselines/Targets: The baseline for this indicator is zero.

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
1	5 milestones		

THIS SHEET LAST UPDATED ON: 10/30/2009

Rwanda JSP MCC Threshold Performance Indicator Reference Sheet 1.3.1

Project Objective: Raise Rwanda's Score on Ruling Justly Indicators under MCC Threshold Program

Intermediate Result: PIR 1 Professionalism, impartiality, effectiveness, and independence of judiciary strengthened

Key Result Area: 1.3 Skills of justice sector actors enhanced

Indicator: 1.3.1 Improvement in practical skills scores based on pre and post-training assessments of participants completing ILPD project assisted CLE courses.

DESCRIPTION

Precise Definition(s): Improvement means the difference in score between the pre and post training assessments of the participants in the CLE training. Such an assessment will be done for each CLE course. Practical skills are the skills prescribed in the Justice Sector Needs Assessment. Scores will be determined by grading participant assessments given at the beginning and completion of each CLE course and computing the differences between the resulting scores. These differences will be averaged across all project assisted ILPD CLE courses that are completed during a given quarter to generate the pre aggregated indicator.

Unit of Measure: Average of score differences

Disaggregated by: By course and by category of justice sector actor (e.g., judges, lawyers, drafters). Disaggregation will give JSP and ILPD instructors an indication of what is and what is not working. Adjustments will be made in curriculum and approach based on analysis of each individual course for each type of justice personnel.

Justification & Management Utility: This will be an indicator of relative progress of each CLE class as the ILPD becomes progressively more skilled at teaching the courses and as the handbook, teaching handbook and syllabus improve over time. ILPD will benefit as they have never done a pre course appraisal. An added advantage of this indicator is that it provides a basis for each student to gain a sense of self improvement by seeing practical skills scores increase through participation in the CLE courses.

PLAN FOR DATA ACQUISITION

Data Collection Method: An outcome based practical skills assessment for CLE supported by the project and ILPD will be administered at the outset and completion of each course. Average of score differences (the indicator) will be determined by grading participant assessments given at the beginning and completion of each CLE course and computing the differences between the resulting scores. These differences will be averaged across all project assisted ILPD CLE courses that are completed during a given quarter to generate the pre aggregated indicator. The amount by which scores improve will be averaged for each class and across classes during a given quarter to generate the overall indicator.

Data Source(s): ILPD and Justice Sector records and project records. Trainers will be administering the assessments and making records for each class for retention in ILPD files.

Frequency/Timing of Data Acquisition: Quarterly, the M&E Specialist will work with ILPD staff to obtain the records needed for this indicator. As ILPD is interested in it as well for their own purposes, a system might then be developed at ILPD for tracking this indicator regularly.

Estimated Cost of Data Acquisition: Low

Responsible Individual(s) at the Project: Justice sector training specialist and M&E specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Because this indicator is fairly complex, a DQA will be done of the baseline after it is computed. A second DQA will be done after the second quarter of reporting this data to see how the comparison with baseline is working, as this is the basis for setting targets. At that time targets will be reassessed.

Known Data Limitations and Significance (if any): None anticipated as ILPD should have a stake in the success of the CLE program and curriculum.

Actions Taken or Planned to Address Data Limitations: See above.

Date of Future Data Quality Assessments: See above.

Procedures for Future Data Quality Assessments: DQAs will consist of an audit by the M&E Specialist of the records that go into creating the averages and differences.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: The data generated by this indicator will be analyzed in two different contexts. JSP and ILPD can use the resulting disaggregated data to determine how well specific CLE courses and instructors are fulfilling expectations. It will also help JSP and ILPD determine which type of judicial employee is finding it most difficult to adjust to the new CLE curriculum. At a macro level, the average of the indicator across all the CLE courses assisted by the project and completed in a given quarter will indicate to USAID and MCC something of the overall impact the program is having on justice sector personnel trained with project assistance. ILPD and JSP staff may want to establish separate baselines for each class and category of justice sector personnel for use in course adjustment. However, more important for this purpose will be the comparison of pre and post class scores for each class.

Presentation of Data: Tables showing data points and comparisons, with appropriate notation.

Review of Data: See DQA line above.

Reporting of Data: Quarterly

OTHER NOTES

Notes on Baselines/Targets: The first group trained will establish the improvement baseline. All subsequent groups will be compared with its average differential score. The baseline will be set in Quarter 3. Targets will be set after the baseline is established, so in the 3rd quarter.

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
1	TBD		Targets set after BL determined, likely in quarter 3.
2	TBD		

THIS SHEET LAST UPDATED ON: 10/25/2009

Rwanda JSP MCC Threshold Performance Indicator Reference Sheet 2.0.1

Project Objective: Raise Rwanda's Score on Ruling Justly Indicators under MCC Threshold Program

Intermediate Result: PIR 2.0 Legislative reforms strengthened and expanded

Key Result Area: N/A

Indicator: 2.0.1 Parliament passes 8 new laws, or amendments to existing laws, that significantly improve civil liberties, political rights, and voice and accountability. **MCC Indicator**

DESCRIPTION

Precise Definition(s) Refers to the number of new laws, regulations and procedures passed that improve civil liberties, political rights, voice and accountability such as freedom of information and expression; freedom of association, anti-discrimination, labor union enabling laws, etc.

Unit of Measure: Number

Disaggregated by: The 'Legislative Menu' to be developed for KRA 2.4 (see activity 29 in the JSP work plan) will identify the specific legislation proposed to meet the MCC selection criteria, e.g., targeting civil liberties, political rights and voice and accountability.

Justification & Management Utility: Laws, regulations and procedures lay out the legal basis for building judicial independence and provide one significant indicator of government commitment. This is one of the MCC/USAID agreed indicators that USAID is reporting to MCC in the Results Reporting Table.

PLAN FOR DATA ACQUISITION

Data Collection Method: Project staff will conduct an electronic word search to identify the relevant laws.

Data Source(s): Government Gazette and with database of laws once it is established with JSP support.

Frequency/Timing of Data Acquisition: Semi annually

Estimated Cost of Data Acquisition: Medium. Collection of this data requires minimal project resources. However, JSP plans to have the Legislative Drafting panel of experts cross-check the validity of our claims for laws that count under this indicator. This will involve paying for some panel time.

Responsible Individual(s) at the Project: SLRA with M & E Specialist (Coordinated with COTR)

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: In Quarter 7 the Legislative Drafting review panel will review this indicator as a cross check on validity of laws JSP is including in this indicator to date.

Known Data Limitations: None anticipated, unless there is a breakdown in MOJ reporting out or inputting in which laws.

Actions taken to address data limitation: The M&E Specialist or SLRA will double-check with the unit responsible within the Rwanda justice sector for reporting new laws to the Gazette and/or maintaining the database. If there is a problem, technical guidance will be provided by JSP staff.

Date of Future Data Quality Assessments: End of project DQA should be provided by USAID in this instance as it is an MCC indicator.

Procedures for Future Data Quality Assessments: TBD with USAID.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: We will be looking for the relative concentration in these laws on the three MCC elements of civil liberties, political rights and voice and accountability. It will be interesting also to see what effect the legislative menu (Task 29 in the WP) is having.

Presentation of Data: Table of indicators and narrative in quarterly reports beginning in second year of the project or other if USAID needs an out of cycle report on this MCC indicator.

Review of Data: Semi-annually at the time of presentation to USAID.

Reporting of Data: In closest quarterly report to data acquisition, beginning in year 2. If USAID requires a separate reporting regime because this is an MCC indicator, this will be done.

OTHER NOTES

Notes on Baselines/Targets: The baseline for this type of legislation at the start of the project is zero. The target, in accordance with the MCC indicator definition, is 8. We anticipate all will fall in the 2nd year of the project. We do not anticipate that the project will have an impact on laws passed as early as year one as suggested in the MCC Indicator Summary Table.

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
1			
2	8		We anticipate 2 in each quarter of year 2.

THIS SHEET LAST UPDATED ON: 10/30/2009

Rwanda JSP MCC Threshold Performance Indicator Reference Sheet 2.1.1

Project Objective: Raise Rwanda's Score on Ruling Justly Indicators under MCC Threshold Program

Intermediate Result: PIR 2.0 Legislative Reforms strengthened and expanded

Key Result Area: 2.1 Law Reform Commission's capacity for effective legal review established

Indicator: 2.1.1 Manual of Operating procedures adopted by LRC (milestone indicator)

DESCRIPTION

Precise Definition(s): A manual of operating procedures on finance, administration, HR and more is developed with project assistance and put in place to be used by LRCs and staff. Procedures apply to operations such as financial, administrative, human resources, drafting, collaboration, communication, etc. "Put in place" means adopted by the LRC as their official operating guidance.

Unit of Measure: Number

Disaggregated by: Type of policy or procedure (Finance/ HR/Administration/IT/Research/Legislative drafting/Collaboration)

Justification & Management Utility: Policies and procedures are necessary and important steps in establishing a new institution and ensuring its capability to operate effectively. The LRC is a key institution to help bring about legislative reform and strengthening.

PLAN FOR DATA ACQUISITION

Data Collection Method: Project coordination and collaboration with the LRC.

Data Source(s): Copy of the manual.

Frequency/Timing of Data Acquisition: One time milestone.

Estimated Cost of Data Acquisition: None.

Responsible Individual(s) at the Project: Senior Legal Reform Advisor

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: N/A

Known Data Limitations and Significance (if any): It is unlikely, but the LRC could be unwilling to adopt such a manual, in which case this indicator would have to be dropped.

Actions Taken or Planned to Address Data Limitations: Negotiation and collaboration with LRC. We will engage the LRC completely in development of this manual so that they have a solid sense of ownership. This should avert any problem.

Date of Future Data Quality Assessments: Not necessary in this case. Milestone event. However, a copy of the manual and evidence of its adoption will be help in JSP M&E files.

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: None involved. The manual either is produced and adopted or not.

Presentation of Data: Table, narrative.

Review of Data: SLRA will foster the development of this manual until it happens.

Reporting of Data: Quarterly reports will address progress on the manual. We hope to be able to report in the affirmative by the third quarterly report.

OTHER NOTES

Notes on Baselines/Targets: The baseline for this indicator is zero. The target is 1 to be achieved in the 3rd quarter.

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
1	1		Third quarter.
2	N/A		

THIS SHEET LAST UPDATED ON 10/30/2009

Rwanda JSP MCC Threshold Performance Indicator Reference Sheet 2.1.2

Project Objective: Raise Rwanda's Score on Ruling Justly Indicators under MCC Threshold Program
Intermediate Result: PIR 2 (Objective 2) Legislative reforms strengthened and expanded
Key Result Area: 2.1 Law Reform Commission's capacity for effective legal review established
Indicator: 2.1.2 Percent of LRC recommendations judged to have the potential to impact positively on the functioning of the legal system.

DESCRIPTION

Precise Definition(s): Percent calculation is based on all LRC recommendations. Judged means judged by expert panel to comply with change criteria. Potential to impact positively means if adopted and implemented positive changes related to the MCC goals would occur, e.g., greater access to information, greater independence of the judiciary, etc.

Unit of Measure: Percent

Disaggregated by: MCC objectives, political rights, civil liberties and voice and accountability.

Justification & Management Utility: A key to the LRC's effectiveness will be the extent to which it gets on with the job of recommending change (reform). Though the mandate of the LRC will apply to the whole panoply of Rwandan legislation and laws, JSP is intensely interested in recommendations pertaining specifically to the justice sector, and particularly those that will affect the MCC indicators JSP is intended to address. This indicator will tell us what is happening in this area of reform and could lead to progress on indicator 2.0.1 (the 2.0 MCC indicator).

PLAN FOR DATA ACQUISITION

Data Collection Method: JSP will empanel several judicial experts to review all of the recommendations made by the LRC. Recommendations will be judged based on change criteria (see definition) agreed by JSP, USAID, MCC and the panel. A scorecard will be developed with the panel to guide panel decisions about each recommendation.

Data Source(s): LRC/Minijust records

Frequency/Timing of Data Acquisition: Panel review set for quarter 7.

Estimated Cost of Data Acquisition: High. Panel will require travel, per diem fee, meeting place and enough staff time to organize.

Responsible Individual(s) at the Project: Senior Legal Reform Advisor backed by M&E Specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: SLRA development of the scorecard with the panel in quarter 7 and review of their work will be an effective DQA. The M&E Specialist will assist with the DQA questions and make the DQA a matter of record in project files.

Known Data Limitations and Significance (if any): We don't know at this time who will constitute the LRC and whether or not these commissioners will willingly provide HSP with all of their recommendations. If they limit what they provide we will have to alter the indicator to reflect a narrower base.

Actions Taken or Planned to Address Data Limitations: If a problem does occur, we will discuss with LRC and Minijust and work it out.

Date of Future Data Quality Assessments: A second DQA will not be necessary as there will only be one data point. – That in quarter 7 simultaneous with a DQA.

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: It will be interesting to see if the pace of reforms affecting the judicial sector even reaches the 15% end of project target, given the magnitude of the LRC mandate. The project will do what it can to interest members in this issue but opportunities to exert this type of influence will be limited.

Presentation of Data: Table, narrative, list

Review of Data: Data will be viewed not only for overall magnitude of reforms positively affecting the judiciary but also for the type of reforms suggested (see disaggregation).

Reporting of Data: Disaggregated judicial reform recommendations will be reported to USAID and will no doubt be of interest to MCC.

OTHER NOTES

Notes on Baselines/Targets: The baseline for this indicator is zero as the Commission at this point doesn't yet exist. The target of 15% for the 7th quarter of the project reflects the fact that justice sector reform may not be the only priority of the MCC. This indicator ties in with 2.0.1.

Other Notes:

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
1	0		
2	15%		7 th quarter

THIS SHEET LAST UPDATED ON 10/25/09

Rwanda JSP MCC Threshold Indicator Reference Sheet 2.2.1

Project Objective: Raise Rwanda's Score on Ruling Justly Indicators under the MCC Threshold Program

Intermediate Result: PIR 2 Legislative reforms strengthened and expanded

Key Result Area: 2.2 Minijust Legislative Drafting Unit performance strengthened

Indicator: 2.2.1 Percent of bill drafters (Minijust and Parliament) who have completed some or all of the modules leading to the Diploma in Legislative Drafting created at ILPD.

DESCRIPTION

Precise Definition(s): Percentage of Minijust and parliamentary LDU staff who have passed some or all of the Diploma course, which will consist of a number of modules.

Unit of Measure: Percentage

Disaggregated by: Minijust and Parliament

Justification & Management Utility: The main route to strengthening the drafting units is through increasing their skill levels. This indicator is a solid determinant of what the drafters know about good drafting. You do not qualify for this diploma or pass its courses without having the requisite skills and knowledge.

PLAN FOR DATA ACQUISITION

Data Collection Method: ILPD will maintain records of who has passed the certification modules and when. The SLRA and M&E Specialist will have access to these records for purposes of maintaining this indicator.

Data Source(s): ILPD records

Frequency/Timing of Data Acquisition: Semi-annually

Estimated Cost of Data Acquisition: Low

Responsible Individual(s) at the Project: Senior Legal Reform Advisor and the M&E Specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: Quarter 6, though in effect the first retrieval of data will be a DQA

Known Data Limitations and Significance (if any): None anticipated. Simple records check.

Actions Taken or Planned to Address Data Limitations: N/A

Date of Future Data Quality Assessments: None required.

Procedures for Future Data Quality Assessments: If needed, an on site audit of ILPD records will be done.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Data will be analyzed and compared over time.

Presentation of Data: Charts, Graphs, and Narrative

Review of Data: Semi annually as the Legislative drafting course is a nine month curriculum.

Reporting of Data: Semi annually after 3rd and 7th quarters.

OTHER NOTES

Notes on Baselines/Targets: Baseline is zero.

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
1	25% (of 50%)		Means 25% of the staff have passed 50% of the modules.
2	50% (of 50%)		Means 50% of the staff have passed 50% of the modules.

THIS SHEET LAST UPDATED ON: 10/25/2009

Rwanda JSP MCC Threshold Performance Indicator Reference Sheet 2.2.2

Project Objective: Raise Rwanda's Score on Ruling Justly Indicators under the MCC Threshold Program

Intermediate Result: PIR 2 Legislative reforms strengthened and expanded

Key Result Area: 2.2 Minijust Legislative Drafting Unit (LDU) performance strengthened

Indicator: 2.2.2 Percent of bills that are internally consistent, policy evident and potentially implementable.

DESCRIPTION

Precise Definition(s): Percentage of all bills drafted that, on analysis by a panel of experts, are found to be without inconsistencies, contain clear policy intent and have well reasoned guidance for implementation that is understandable and practical and takes into account the implementation context. The bills and laws referred to under 2.2.2 will be those specific to the project, that is, not developed prior to the project or developed outside of the project span of control. This conditionality will be tracked and included as part of indicator reporting.

Unit of Measure: Percentage

Disaggregated by: N/A

Justification & Management Utility: This will be a good measure of the effectiveness of assistance to the Minijust LDU in drafting compliant laws. Results will be used also to provide feedback to trainers.

PLAN FOR DATA ACQUISITION

Data Collection Method: A panel of experts commissioned by JSP will analyze a random sample of ten (10) laws passed in 2007-2008 to establish the baseline. Panel will repeat the process in June 2010 and in June 2011 and JSP will compare against baseline. A scorecard will be developed with panel input to help guide the panel in the parameters to be assessed and the meaning of the rating scale. A pass/fail threshold will be established.

Data Source(s): Random samples of laws drawn from Parliament or Minijust

Frequency/Timing of Data Acquisition: Annually

Estimated Cost of Data Acquisition: High. Budgets for the panels will include travel, per diem, lodging, stipend and possibly a place to meet privately.

Responsible Individual(s) at the Project: SLRA with M&E Specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: The panel will sit for both the baseline scoring and the first data point in May 2010 (Quarter 3). At this time a DQA will be performed to establish the credibility of the panel process and scorecard. The DQA will be performed by SLRA and JSTS with M&E Specialist.

Known Data Limitations and Significance (if any): Will have to determine margin of error for sample size.

Actions Taken or Planned to Address Data Limitations: Will specify margin of error.

Date of Future Data Quality Assessments: We plan only to do the one cross-check in May 2010.

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: The first data point will show whether or not the training and certification is taking hold with the drafters. The second, toward the end of the two years, should show a marked improvement over the first year.

Presentation of Data: Charts, Graphs, and Narrative

Review of Data: **Annually** against the baseline with feedback to the trainers so adjustments can be made in courses if needed.

Reporting of Data: Annually and in the quarter indicator is evaluated by the panel. If USAID need this data off cycle for MCC purposes and it is available, it will be provided.

OTHER NOTES

Notes on Baselines/Targets: Baseline will be established through an assessment of a random sample of 10 laws from the GOR Gazette analyzed by the panel of experts. Target of 50% is projected during year one and 70% in year two. Once the baseline percentage is established, these targets may require adjustment. Baseline will be set by the panel in the same sitting as the first assessment in quarter 3.

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
1	50%		When baseline established target may be adjusted.
2	70%		When baseline established target may be adjusted.

THIS SHEET LAST UPDATED ON: 10/30/2009

Rwanda JSP MCC Threshold Performance Indicator Reference Sheet 2.3.1

Project Objective: Raise Rwanda's Score on Ruling Justly Indicators under the MCC Threshold Program

Intermediate Result: PIR 2 Legislative reforms strengthened and expanded

Key Result Area: 2.3 Capacity of the Parliamentary Legislative Drafting Unit (LDU) to provide quality legal content, policy analysis and research improved

Indicator: 2.3.1 Percent of amendments and laws that are internally consistent, policy evident and potentially implementable.

DESCRIPTION

Precise Definition(s): Percentage of all amendments and laws bills drafted that, on analysis by a panel of experts, are found to be without inconsistencies, contain clear policy intent and have well reasoned guidance for implementation that is understandable and practical and takes into account the implementation context. The bills and laws referred to under 2.3.1 will be those specific to the project, that is, not developed prior to the project or developed outside of the project span of control. This conditionality will be tracked and included as part of indicator reporting.

Unit of Measure: Percentage

Disaggregated by: N/A

Justification & Management Utility: This will be a good measure of the effectiveness of assistance to Parliament's LDU in drafting compliant laws. Results will be used also to provide feedback to trainers.

PLAN FOR DATA ACQUISITION

Data Collection Method: A panel of experts commissioned by JSP will analyze a random sample of ten (10) laws passed in 2007-2008 to establish the baseline. Panel will repeat the process in June 2010 and in June 2011 and JSP will compare against baseline. A scorecard will be developed with panel input to help guide the panel in the parameters to be assessed and the meaning of the rating scale. A pass/fail threshold will be established.

Data Source(s): Random samples of laws drawn from Parliament or Minijust

Frequency/Timing of Data Acquisition: Annually

Estimated Cost of Data Acquisition: High. Budgets for the panels will include travel, per diem, lodging, stipend and possibly a place to meet privately.

Responsible Individual(s) at the Project: SLRA with M&E Specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: The panel will sit for both the baseline scoring and the first data point in June 2010 (Quarter 3). At this time a DQA will be performed to establish the credibility of the panel process and scorecard. The DQA will be performed by SLRA and JST with M&E Specialist. Recorded in M&E files.

Known Data Limitations and Significance (if any): Will have to determine margin of error for sample size.

Actions Taken or Planned to Address Data Limitations: Will specify margin of error.

Date of Future Data Quality Assessments: We plan only to do the one cross-check in June 2010.

Procedures for Future Data Quality Assessments: N/A

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: The first data point will show whether or not the training and certification is taking hold with the drafters. The second, toward the end of the two years, should show a marked improvement over the first year.

Presentation of Data: Charts, Graphs, and Narrative

Review of Data: Annually against the baseline with feedback to the trainers so adjustments can be made in courses if needed.

Reporting of Data: Annually and in the quarter indicator is evaluated by the panel. If USAID need this data off cycle for MCC purposes and it is available, it will be provided.

OTHER NOTES

Notes on Baselines/Targets: Baseline will be established through an assessment of a random sample of 10 laws from the GOR Gazette analyzed by the panel of experts. Target of 50% is expected in year one and 70% in year two. Baseline will be set by the panel in the same sitting as the first assessment in quarter 3.

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
1	50%		Third quarter may be too early to assess this target
2	70%		

THIS SHEET LAST UPDATED ON: 10/30/2009

Rwanda JSP MCC Threshold Indicator Reference Sheet 2.4.1

Project Objective: Raise Rwanda's Score on Ruling Justly Indicators under the MCC Threshold Program
Intermediate Result: PIR 2 Legislative reforms strengthened and expanded
Key Result Area: 2.4 Citizen advocacy and participation in Rwanda's evolving legal framework and justice system strengthened
Indicator: 2.4.1 Percentage of bills for which the GOR seeks public input at Stage One of the process (policy consideration at the line Ministries)

DESCRIPTION

Precise Definition(s): Refers to the number of times input from the public is sought by Ministries at the policy development stage of legislation (Stage One in which ministries set out the broad outlines of a policy or a draft for public consideration and input. Currently, this practice is rare.)

Unit of Measure: Percent

Disaggregated by: Ministries

Justification & Management Utility: This will measure the determination of the GOR to seek public input at the earliest formal stage of legislative development which has not been happening here except on an ad hoc basis. Here the public will have the greatest chance of influencing a piece of legislation which translates into voice and accountability. Any substantial differences between ministries will be of interest as well.

PLAN FOR DATA ACQUISITION

Data Collection Method: Minijust to be requested to ask Ministries to indicate when submitting draft legislation for refinement by drafters at Minijust what public input has been sought. This information will be converted to a percentage semi-annually.

Data Source(s): Minijust records **and also through coordination with the MCC Civil Society Strengthening project. Other sources will be sought also from among donor projects working with civil society.**

Frequency/Timing of Data Acquisition: Semi-annually

Estimated Cost of Data Acquisition: Low. Collection of data requires minimal project resources.

Responsible Individual(s) at the Project: Senior Legal Reform Advisor

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: DQA will be performed with the first input of data to confirm the validity of the process. SLRA and M&E Specialist will do the DQA. M&E will retain in PMP files. DQA will consist of an interview with the person(s) responsible for aggregating the data and an audit of data files. JSP M&E Specialist will also cross check with other USAID projects working at the Ministerial level to get feedback on public input.

Known Data Limitations and Significance (if any): It is possible that Minijust will not want to notify Ministries that they should report on public input or that Ministries just won't do it.

Actions Taken or Planned to Address Data Limitations: If the proposed system breaks down or doesn't get established, this indicator may have to be abandoned. However, before that step might be necessary, SLRA will work with the Minijust to see what might be done.

Date of Future Data Quality Assessments: Not necessary if the system checks out on the first DQA. However, M&E and SLRA will keep a watching brief over this indicator.

Procedures for Future Data Quality Assessments: Semi annually.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Data will be compared over time against targets and also will be a useful piece of information for use in legislative drafting training at ILPD in the CLE program.

Presentation of Data: Graphs, charts, and narratives

Review of Data: Data will be reviewed at the meetings for the mid year quarterly reports when indicators will be reported and discussed within the project.

Reporting of Data: Semi-annual, quarterly reports.

OTHER NOTES

Notes on Baselines/Targets: Baselines will be provided by Minijust. First year target is 25%, second year is 50%.

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
1	25%		3rd quarter
2	50%		7 th quarter

THIS SHEET LAST UPDATED ON: 10/30/2009

Rwanda JSP MCC Threshold Indicator Reference Sheet 2.4.2

Project Objective: Raise Rwanda's Score on Ruling Justly Indicators under the MCC Threshold Program

Intermediate Result: PIR 2 Legislative reforms strengthened and expanded

Key Result Area: 2.4 Citizen advocacy and participation in Rwanda's evolving legal framework and justice system strengthened

Indicator: 2.4.2 Percent of bills at Parliament that receive public comment or input.

DESCRIPTION

Precise Definition(s): The percentage of pieces of legislation under parliamentary consideration that receive public comment or input, e.g., submission of a brief by a CSO. Numerator, pieces of legislation that receive comment. Denominator, all legislation passed during the period.

Unit of Measure: Percent

Disaggregated by: Ministries

Justification & Management Utility: This will be a proxy for the extent to which people have a voice in Parliament for influencing legislation. If there is no point in people or organizations providing input at the Parliamentary level because they won't be heard, they won't bother. This is an important part of having voice in government. We already know that people are free to comment at the level of Parliament. The question is, to what extent do they make the effort. If the percentages that reflect this indicator do not increase over the life of the project, it will be an indication that public inputs are not being registered in the content of legislation and so undermine the incentive to try.

PLAN FOR DATA ACQUISITION

Data Collection Method: Records review by JSP staff.

Data Source(s): Parliamentary records

Frequency/Timing of Data Acquisition: Semi-annually

Estimated Cost of Data Acquisition: Low. Collection of data requires minimal project resources.

Responsible Individual(s) at the Project: Senior Legal Reform Advisor

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: DQA will be performed with the first input of data at the half year point. The purpose will be to confirm the validity of the arrangement for obtaining the indicator from parliament. SLRA and M&E Specialist will do the DQA. M&E will retain in PMP files. DQA will consist of an interview with the person(s) responsible for aggregating the data and an audit of data files. JSP M&E Specialist will also cross check with other USAID projects working at the Ministerial level to get feedback on public input.

Known Data Limitations and Significance (if any): It is possible that Parliament will not wish to open their files on participation to JSP though this is unlikely.

Actions Taken or Planned to Address Data Limitations: If the proposed system breaks down or doesn't get established, this indicator may have to be abandoned. However, before that step might be necessary, SLRA will work with the Minijust to see what might be done.

Date of Future Data Quality Assessments: Not necessary if the system checks out on the first DQA. However, M&E and SLRA will keep a watching brief over this indicator.

Procedures for Future Data Quality Assessments: Semi annually.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Data will be compared over time against targets and also will be a useful piece of information for use in legislative drafting training at ILPD in the CLE program.

Presentation of Data: Graphs, charts, and narratives

Review of Data: Data will be reviewed at the meetings for the mid year quarterly reports when indicators will be reported and discussed within the project.

Reporting of Data: Semi-annual quarterly reports.

OTHER NOTES

Notes on Baselines/Targets: Baselines will be provided by Parliament. First year target is 50%, second year is 90%.

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
1	50%		
2	90%		

THIS SHEET LAST UPDATED ON: 11/01/2009

Rwanda JSP MCC Threshold Performance Indicator Reference Sheet 3.0.1

Project Objective: Raise Rwanda's Score on Ruling Justly Indicators under the MCC Threshold Program
Project Intermediate Result: PIR 1: Professionalism, impartiality, effectiveness, and independence of judiciary strengthened and PIR 2: Legislative reforms strengthened and expanded
Key Result Area: 3.0 Crosscutting – Gender and Institution Building
Indicator: 3.0.1 Number of justice sector personnel that received USG training

DESCRIPTION

Precise Definition(s): Number of justice sector personnel that receive training due to project assistance, meaning either directly trained by the project or as a result of assistance provided to legal institutions to train justice sector personnel. Personnel Includes judges, magistrates, prosecutors, advocates, inspectors and court staff. Training refers to all training or education events whether short-term or long-term, in-country or abroad. Every time justice sector personnel attend training, it will be counted meaning that personnel may be counted more than once.

Unit of Measure: Number

Disaggregated by: Gender; Type of personnel; Type of training

Justification & Management Utility: This is an output indicator that will measure JSTS effort to improve the skills and capability of justice sector personnel in the specific areas covered by the project. Better trained personnel are a prerequisite for an improved legal system.

PLAN FOR DATA ACQUISITION

Data Collection Method: Review of partner and project training records

Data Source(s): Partner and project records

Frequency/Timing of Data Acquisition: Quarterly

Estimated Cost of Data Acquisition: Low. Collection of this data requires minimal project resources.

Responsible Individual(s) at the Project: M&E specialist

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: May 2010

Known Data Limitations and Significance (if any): N/A

Actions Taken or Planned to Address Data Limitations: N/A

Date of Future Data Quality Assessments: November 2010

Procedures for Future Data Quality Assessments: Project file audit

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Data will be analyzed and compared over time. The numbers will shed some light on the extent to which JSP is building up a cadre of trainees that might bring positive change to the justice sector. This may have some influence on JSP target setting or adjustment. **Information will be gathered also from other USG partners engaged in Justice Sector training for comparative purposes.**

Presentation of Data: Chart, table showing type of training or justice sector personnel

Review of Data: Quarterly at team meetings reviewing quarterly progress for USAID quarterly reporting.

Reporting of Data: Quarterly

OTHER NOTES

Notes on Baselines/Targets: Baseline is zero, targets will be set during the second quarter when JSP will have had more time to work with training partners. After the validation workshop for the Training Needs Assessment, JSP will spell out a Plan of Trainings for each segment of Justice Sector personnel. This plan will provide an accurate picture of the number of people who will be trained in each personnel category and provide a set of targets.

PERFORMANCE INDICATOR VALUES

Year	Target	Actual	Notes
1	TBD		Targets to be set in 2 nd quarter
2	TBD		Targets to be set in 2 nd quarter

THIS SHEET LAST UPDATED ON: 02/09/2009

ANNEX E. Consultations Held

United States Government

Guillame Bucyana, COTR, USAID

Ann Caspers. Charge d'Affaires, US Embassy

Tye Ferrell, Democracy & Governance officer, USAID

Paul Kaier, Democracy & Governance Advisor, USAID

Dennis Weller, Director, USAID

USAID Projects

Marco Lankhorst, Director, RCN Justice & Democracy

Zarir Merat, Director, Avocats Sans Frontieres

Pierre Munyura, Deputy director of CHAMP, Community HIV/AIDS Mobilization Project

Dr. Denis A. Roumestan, LPS Senior Technical Expert, ARD

Government of Rwanda

Bernard Bashoga, Legal Advisor, Chamber of Deputies

Emmanuel Butare, Principal State Attorney, Minijust

Sosthene Cyitatre, Clerk, the Senate

Benoît Gatete, the Vice President of Commercial High Court.

Anicet Habaruema, Secretary General Chamber of Deputies

Charles Karimba, Chamber of Deputies Translation team

Jean Pierre Kayitare Assistant Attorney General

Alphonsine Mirembe, Justice Sector Coordination Officer, Minijust

Betty Mutesi, MCC Liaison Officer, Ministry of Finance

Manasseh Rwemangeto, Chamber of Deputies

Partners/Professional Resources

Dieter Achtzen, Field Office Director, International Justice Mission

Paola Galizzi, Associate Clinical Professor Law and Director, Sustainable Development Legal Initiative, Fordham Law School

Gasaba Gratien - Director of Canadian Parliamentary Centre's World Bank Program in Parliament

Dr. Roelof H. Haveman, Vice Rector Academic Affairs and Research ILPD

Lucy Malenczuk, Deputy Director, Rwanda International Justice Mission

Niamh McClean, Chief Operating Officer, Global Partners & Associates
London School of Economics

Vastina Nsanze, Rector, ILPD

Barbara Rothstein, US District Judge, Western District of Washington Director,
Federal Judicial Center

Dr. Denis A. Roumestan, LPS Senior Technical Expert, ARD

Eugene Rwibasira, Spokesperson, Rwanda Civil Society Platform

Terry Theilon, IREX Media Project

Faustin Vuningoma, Executive Secretary, Umbrella Organization of Rwandan Local NGOs in Development (CCOAIB)

Ann Claire Williams, US Court of Appeals, Seventh Circuit

List of Attendees for Wednesday September 22, 2009 Workshop

NAMES	INSTITUTION/POSITION
Busingye Jhonson	High Court President
Alphonsine Mirembe	Justice Sector Coordination Officer/Minijust
Emmanuel Butare	Principal state Attorney/Minijust
Betty Mutesi,	MCC Liaison Officer/MINECOFIN
Jean Pierre Kayitare	Assistant Attorney General
Vastina Rukimirana	Rector/ILPD
Roelof Haveman	Vice Rector ILPD
Tye Ferrell	Democracy and Governance Team Leader/USAID
Guillaume Bucyana	Governance Specialist/USAID
Gatete Benoit	Commercial High Court President
Laurent Messiaen	BTC/Capacity Building Technical Assistant
Kabuye Jean	ULK/Lecturer
Constanzevon Sohhen	GTZ
Bwiza Blanche	Supreme Court
Felix A. Majyambere	Minijust
Anne Gahongayire	SG/Supreme Court
Bahizi B. Oscar	ILPD
Kabalira Stanislas	Supreme Court
Uwicyeza	Minijust
Me Mucyo Donatien	Kigali Bar Association
Me Anita Mugeni	Kigali Bar Association
Aguma K. Charles	Parliament/Chamber of Deputies
Ngoga Thierry	Kigali Bar Association
Ishema Pierre	ULK/ Law School Dean
Emmanuel Ugirashebuja	UNR/Law School Dean
Whidslest	STA Minisjust
Sibo Gahizi	Researcher/ILPD
Didas M. Kayihura	NUR/Lecturer
Kayitare J. Pierre	Minijust/Legislative drafter