



USAID
FROM THE AMERICAN PEOPLE



MILLENNIUM
CHALLENGE CORPORATION
UNITED STATES OF AMERICA

MILLENNIUM CHALLENGE CORPORATION THRESHOLD PROGRAM: RWANDA JUSTICE STRENGTHENING PROJECT

ANNUAL REPORT

January 1, - December 31, 2010

Author: Patricia Noonan
Contract No. AID-696-C-09-00001

January 31, 2011

This publication was produced for review by the United States Agency for International Development. It was prepared by Chemonics International. The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development, the Millennium Challenge Corporation, or the United States Government.

Table of Contents

| | |
|---|------------|
| Acronyms | iii |
| Executive Summary | 1 |
| Section I: Project Mobilization | 8 |
| Section II: Component 1 - Strengthen the professionalism, impartiality, effectiveness and independence of the judiciary by building its institutional capacity | 14 |
| Section III: Component 2 - Legislative reforms strengthened and expanded. | 33 |
| Section IV: Communications | 51 |
| Section V: Partnership Cost Sharing | 62 |
| Section VI: Partnership Collaboration | 66 |
| Section VII: Monitoring & Evaluation | 67 |

Acronyms

| | |
|-----------|--|
| AJF | African Justice Foundation |
| APLESA | Association of Parliamentary Libraries of Eastern & Southern Africa |
| CLE | Continuing Legal Education |
| COP | Chief of Party |
| CSO | Civil Society Organization |
| DLP | Diploma in Legal Practice |
| EAJEC | East African Judicial Education Committee |
| ELMS | Electronic Management System |
| HC | High Court |
| ICT | Information and Communication Technology |
| ICTNA | ICT Needs Assessment |
| ICTR | International Criminal Tribunal for Rwanda |
| ILPD | Institute of Legal Practice and Development |
| IOJT | International Organization of Judicial Training |
| KBA | Kigali Bar Association (now Rwandan Bar Association [RBA]) |
| KSA | Knowledge, Skills and Abilities |
| JSTS | Justice Sector Training Specialist |
| JSP | Rwanda Millennium Challenge Corporation Threshold Program: Justice Strengthening Project |
| LDSS | Legislative Drafting Support System |
| LDU | Legislative Drafting Unit |
| LNA | Library Needs Assessment |
| LOP | Life of the Project |
| LRA | Legal Reform Advisor |
| LRC | Law Reform Commission |
| MCC | Millennium Challenge Corporation |
| Minecofin | Rwandan Ministry of Finance and Economic Planning |
| Minijust | Rwandan Ministry of Justice |
| M&E | Monitoring and Evaluation |
| NPPA | National Public Prosecution Authority |
| Nuffic | Netherlands Organization for International Cooperation in Higher Education |
| PC | Peace Corps |
| RBA | Rwandan Bar Association |
| RGAC | Rwanda Governance Advisory Council |
| SC | Supreme Court |
| SLRA | Senior Legal Reform Advisor |
| TNA | Training Needs Assessment |
| TOT | Training of Trainers |
| USAID | United States Agency for International Development |
| VRAC | Vice-Rector of Academic Affairs |

Executive Summary

The Government of Rwanda (GOR) is undertaking ambitious reform in the justice sector. The Rwanda Millennium Challenge Corporation (MCC) Threshold Program Justice Strengthening Project (JSP) was designed by USAID and the GOR to support the government's capacity building efforts in the justice sector and improve the legislative process and quality of laws.

JSP supports relevant and high-quality training for justice sector actors, contributing to a judiciary that is better equipped to independently resolve conflicts fairly, efficiently, and effectively. Simultaneously, technical assistance is provided to partner institutions developing an open and participatory legislative process. By continuing to implement systemic reforms, Rwanda will move towards achieving its long-term development goals.

The principal goal of the Rwanda Millennium Challenge Corporation Threshold Program: Justice Strengthening Project (JSP) is to positively impact the Millennium Challenge Corporation's (MCC) Ruling Justly Indicators, specifically *Political Rights*, *Voice and Accountability*, and *Civil Liberties*.

Rwanda JSP addresses these critical needs through the lens of the MCC Ruling Justly Indicators:

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.

With limited exceptions due to the failure in the appointment of the Law Reform Commission member, the project met its 2010 milestones, demonstrating significant improvement in the capacity of ILPD, particularly in the development of faculty resources and courses in judgment writing and practical skills for lawyers and prosecutors, and the launch of the legislative menu to identify new laws or amend existing laws in order to support the GOR in its effort to improve its MCC ruling justly scores. As a result of JSP supported training in judgment writing, major changes have been adopted in the Rwandan judgment writing format in order to incorporate international norms.

The project has continued to build partnerships that will increase and expand the impact of project activities. JSP continues to partner with the Peace Corps (PC), ILPD and the Supreme Court (SC) in joint efforts to use PC volunteers to teach English to Rwandan judges and court staff in their districts. JSP continued to facilitate the partnership between the Commercial Law Development Program (CLDP) and the Supreme Court. CLDP and the Inspector General of the Supreme Court met during the study tour in Washington DC to identify areas of collaboration. CLDP continues to seek funding that will support the partnership, but will also identify regional opportunities in which Rwanda can be included. An introductory meeting was held with the International Association of Women Judges (IAWJ), the Chief Justice, and the Inspector General, which resulted in plans to hold an initial meeting of a Rwandan IAWJ Chapter early next year.

Since the inception of the project in August 2009, JSP in collaboration with our GOR partners has achieved the following milestones contained in the year one and year two work plans: (Activity numbers were changed in work plan year 2, deleting activities completed during year 1. Completed activities noted below, and activity numbers reflect the current year 2 work plan)

PIR 1: Strengthen the professionalism, impartiality, effectiveness and independence of the judiciary by building its capacity.

KRA 1.1: Knowledge of justice sector training needs improved.

Year 1 Activity Completed: Justice Sector training needs assessment submitted and approved.

KRA 1.2: Capacity of Justice Sector Institutions strengthened.

Activity 1: African judicial institute workshop planning ongoing; to be held June 6 & 7 2011.

Year 1 Activity Completed: Curriculum development workshop held and results incorporated into the ILPD 2010-2011 continuing legal education (CLE) calendar.

Activity 2: Training of trainers (TOT) completed for the first intake of ILPD faculty, including judges, lawyers and prosecutors, as well as ILPD academic and ICT staff. TOT for second group of ILPD faculty begun.

Activity 3: Individual practical skills courses developed and taught, including judgment writing, practical skills for lawyers, practical skills for prosecutors, librarian training, and a variety of IT and commercial law courses. Bonus activity includes partnership with the Peace Corps and the Supreme Court to develop English language training using Peace Corps volunteers.

Year 1 Activity Completed: ILPD self assessment tool and timetable for implementation completed and delivered to ILPD.

Activity 4: Legal Education Seminar held and follow-on plan developed.

Activity 5: Library and ICT needs assessments submitted to USAID and approved; library training for justice sector librarians delivered; IT equipment procured but delivery delayed due to winter storms; E-Learning policy submitted to ILPD; justice sector staff received training in use of the new micro-portals and the Electronic Learning Management System (ELMS) provided by the project.

KRA 1.3: Skills of justice sector actors enhanced.

Year 1 Activity Completed: Arm chair meeting for Supreme Court and High Court held.

Activity 6: Justice Sector Mentoring: ILPD faculty practiced teaching in the classroom and team taught with JSP consultants; JSP mentored ILPD academic, finance and IT staff; JSP

placed a law clerk with the Supreme Court for one year; Supreme Court Inspectorate mentored judges in order to improve judgment writing.

Activity 7: Exchange opportunities identified, and three completed.

PIR 2: Legislative reforms strengthened and expanded.

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

Activity 8: Draft of the orientation seminar for the Commissioners submitted to Minijust. Consultants confirmed; seminar contents developed.

Activity 9: Parliamentary Centre of Canada (PC) submitted a draft outline of procedures manual.

Year 1 Activity Completed: Paper on „Best Practices in Managing an LDU’ submitted to both Speakers.

Activity 10: Justice Sector ICT needs assessment completed and Legislative Drafting Support System designed and accepted.

Activity 11: No training on how to use the Manual was possible as the Manual is not yet written.

Activity 12: Communications & coordination among the drafters was delayed pending the creation of the LRC. A meeting of the drafters at Parliament, Minijust and the line Ministries is planned for January 2011 to discuss collaborative work on such matters as a new Ministerial Order, the LDSS and a possible Association of legislative drafters.

Activity 13: Research tools and methodologies for LRC staff not possible to date as LRC staff has not been appointed. The first training session will take place in February 2011 and will proceed whether the LRC staff is appointed or not.

Activity 14: Scope of work developed for consultant to be attached to LRC once formed.

Activity 15: Seminar on legislative reform and the MCC indicators in development, but cannot be delivered until LRC is formed.

KRA 2.2: Minijust Legislative Drafting Unit Performance Strengthened

Activity 16: Four weeks of training for legislative drafters completed; the legal glossary is in final draft stage; training reports delivered.

Year 1 Activity Completed: Legislative Drafting Diploma Course developed and adopted by ILPD.

Year 1 Activity Completed: Mentoring of the drafting staff at Minijust

Year 1 Activity Completed: Two interns worked at Minijust for the summer.

Activity 17: Selection of local IT consultant; drafting system needs identified; equipment identified; technical solution approved; procurement initiated; proposal for an LDSS developed and adopted at Minijust and at Parliament; training manuals developed; system management plan for sustainability delivered. Training on LDSS requires delivery of IT equipment.

Activity 18: List of priority equipment needs of the Minijust Library submitted to JSP; book and library resource priorities still in development as part of library training activity; IT equipment ordered.

Activity 19: No training in research methodology was possible as the personnel have only recently been hired. The course is in development. Training is planned for January. .

Activity 20: Training of justice sector librarians delivered; additional training scheduled for 2011; training report delivered.

Activity 21: Draft library consortium agreement prepared; one two-week training session held; draft materials list prepared.

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

Year 1 Activity Completed: The paper on „best practices’ in the management of legislative drafting staff was developed and submitted to both Speakers.

Activity 22: Two weeks of training for members of the LDU completed; two additional weeks of training scheduled for January-February 2011; training report for first session delivered.

Activity 23: Training in research methodology has been delayed until 2011; course in development.

Activity 24: Parliamentary ICT needs related to improving public access to the legislative process identified; agreement on the architecture of the micro-portal and of the legislative drafting system, including the functionality to track bills; meetings with the MCC Civil Society Strengthening Project and with PC.

Activity 25: Parliament’s ICT and Library needs assessed; reports submitted to USAID and approved; completed and agreed; list updated; procurement of updated list in process.

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

Activity 26: Justice Sector information needs assessment completed; agreement between Alfa XP and Minijust on design and location of the Legal Information Portal.

Activity 27: One meeting was held (a Policy Dialogue). It was attended by parliamentary Committee chairs and representatives of Civil Society.

Activity 28: Meetings held with civil society organizations to discuss ways to help them improve their access to the policy and legislative processes; Action plan discussed with MCC Civil Society Strengthening Project.

Activity 29: Policy Dialogue held; legislative „Menu’ developed; second Policy Dialogue planned for January 2011.

The following Consultants have provided their expertise since the inception of the project:

| NAME | PROFESSION | DATES | GENDER | TASKS |
|---------------------------------|---|--|--------|---|
| Hillarie Mukamazimpaka | Consultant, advocate intern | Sept. 2009 – March 30, 2010 | F | Civic Engagement Specialist |
| Erich de la Fuente | Communications Consultant | Jan. 12 – 27 | M | JSP Communications Plan |
| Prof. James Raymond | Judgment Writing Consultant | Jan. 14 – Feb. 6 May 1 – 22 | M | Armchair Meeting SC/HC; TOT SC/HC Judgment Writing; Judgment Writing SC/HC. TOT SC/HC Judgment Writing; Judgment Writing SC/HC; Judgment Writing Court Inspectors; Judgment Writing ILPD DLP |
| Sergey Chapkey | Alfa XP President | Jan. 15 – Feb. 12 Oct. 16 – Nov. 4 ¹ | M | ICT Needs Assessment ICT Implementation follow-up |
| Dmitry Shvidky | Alfa XP Consultant | Jan. 15 – Feb. 13 | M | ICT Needs Assessment |
| Mark Hamilton | JD, Consultant, Legislative Consulting Services | Jan. 30 – Mar. 7 Aug. 2 – 31 | M | ILPD Legislative Drafting Diploma Course; Library Needs Assessment ILPD Legislative Drafting Course Training Minijust and Parliament |
| Florence Nakachwa | LL.B , LL.M., Principal Lecturer, Law Development Center, Uganda, Consultant. | Feb. 1 – 13 | F | ILPD Legislative Drafting Diploma Course |
| Bajeneza Kevin | NICI Project Manager, Rwanda Information Technology Authority | Feb. 1 – Dec. 31 | F | ICT Training for ILPD Staff; TOT for ILPD ICT officers and Librarians; ICT Training for SC and HC |
| Miguel Bernal-Castillero | MA; LL.B; BCL | Feb. 17 – Dec. 31 | M | Legal Reform Advisor |
| Holly Flood | Director Middle East/Africa; Director, JSP, Chemonics | Feb. 23 – 26 Aug. 3 – 14 | F | Meetings with USAID; Project performance. Meetings with USAID; Year 2 Work Plan |

¹ There was no cost to the Project for Mr. Chapkey's October visit.

| NAME | PROFESSION | DATES | GENDER | TASKS |
|----------------------------|---|--|--------|--|
| Joanne Moore | Senior Vice President, Chemonics | Feb. 24 – 25 ² | F | Meetings with USAID; Project performance |
| Jean Marie Kamatali | JD, Ph.D., Assistant Director, LL.M Program in Democratic Governance and Rule of Law; Visiting Professor of Law, Ohio Northern University | Feb. 26 - Mar. 14 Jun. 6 – Jul. 10 Nov. 20 – Dec. 19 | M | Curriculum Development Justice Sector, TOT ILPD Staff ILPD Academic Staff Training; ILPD Faculty Training, Lawyers and Prosecutors; Legal Education Conference Concept Paper ILPD Faculty Training, Judges; TOT Curriculum Development, Lawyers, Prosecutors and Judges; Teaching Methodology, Lawyers, Prosecutors and Judges; SC/HC Team Teaching Judgment Writing |
| Will Keller | Field Accounting and Compliance Manager, Chemonics | May 18 – 27 | M | Project accounting and compliance |
| Nicole Rataski | JD/LLM Candidate | May 22 – July 30 | F | Intern, Minijust |
| Daniel Bey | JD/LLM Candidate | June 12 – July 30 | M | Intern, Minijust |
| Manal LaFratta | Manager, Africa; Manager, JSP, Chemonics | June 16 – 30 | F | Project performance |
| Brian Anderson | JD/LLM Candidate | Sept. 7, 2010 – Aug. 2011 | M | Clerk, Chief Justice Rwanda Supreme Court |
| Joyce Bukirwa | MSc. (Information Science), Bachelor of Library and Information Science (BLIS) | Nov. 27 – Dec. 11 | F | Justice sector librarian training; Consortium planning |
| Simon Engitu | Chair APLESA | Dec. 6 – 11 | M | Justice sector librarian training; consortium planning |

² There was no cost to the Project for Ms. Moore's visit.

Section I: Project Mobilization

The final Year One and Year Two work plans were approved by USAID and distributed to and approved by Rwandan stakeholders, including cost analysis based upon individual activities. All quarterly reports and the annual reports (2009 and contract year August 2009 - 2010) were submitted to USAID and circulated within the justice stakeholders. Comments received from these stakeholders were integrated and revised reports approved by USAID. USAID and JSP held their annual and quarterly progress presentations, and the JSP Communications/Branding & Marketing Plan was submitted and approved.

The knowledge, skills, and abilities of JSP staff were improved through an ongoing IT training program offered by a Rwandan consultant at the JSP offices. Participating in this training have been the two JSP drivers, office manager, finance assistant, and legal assistant. Training is individualized as staff progress at their own rate. As part of the Chemonics initiative to improve the capacity of field office staff the cost of tuition up to \$500 per year is available for professional improvement. With this support from Chemonics, the Finance Assistant completed a six week Microsoft Excel course, four staff completed an English language training program and one of the project drivers is completing a four-month computer hardware course which will enable him to trouble shoot project technical problems rather than bringing in outside professionals. The Legal Assistant participated in a US Embassy sponsored photography class. She is now the project photographer and very enthusiastic about continuing to improve her skills.

Milestones Achieved: USAID approval received: Year One and Year Two Work Plans including M&E; Communications/Branding & Marketing Plan; Second, Third, Fourth, Fifth and Sixth Quarterly Reports and progress presentations held; Annual Report (2009 and contract year August 2009-August 2010) approved and progress presentation held; ICT Needs Assessment; Library Needs Assessment; Justice Sector Needs Assessment.

During this year JSP collaborated with justice sector partners to create a training plan for 2011. This plan has been shared with JRLOS and our partners: (see next page)

2011 Training Plan for Justice Sector

| Type of Training | Training Days | Justice Sector Personnel | Estimated Number of Trainees | Projected Dates | Comments |
|---|---|--|---|------------------|---|
| Policy Dialogue on the Media Law | ½ day | Interested justice sector institutions and CSAs. | 50 | January 18, 2011 | Review of the law and development of amendment proposals for transmission to Parliament |
| LDSS Training of Trainers | 1 full day | Minijust LDU | 4 to 6 | Jan. 2011 | This will be the group that team teaches for the rest of LDSS users and can provide training after end of JSP. |
| LDSS Training | 2 days total (1 full day per training group) | Minijust LDU | 24 total (split into 2 groups) | Jan. 2011 | The entire Minijust LDU must receive comprehensive training. JSP suggests splitting LDU into two training groups to facilitate training logistics. |
| LDSS Training/Workshop | 2 days total. (1 full day per training group) | Draft Initiating Agencies | 50+ (1, ideally 2, reps from each ministry/agency; split into 2 groups) | Jan. 2011 | Drafters from each ministry or agency that initiates legislative drafts must receive training. Ideally 2 persons from each agency to ensure redundancy. JSP suggests splitting personnel into 2 groups to facilitate training logistics. Training to be co-taught with Minijust LDU Trainers. |
| LDSS Training | ½ day | Cabinet | Minimum 2 | Jan. 2011 | At least 2 persons per institution to ensure redundancy. Training to be co-taught with Minijust LDU Trainers. |
| LDSS Training | ½ day | Prime Minister's Office | Minimum 2 | Jan. 2011 | At least 2 persons per institution to ensure redundancy. Training to be co-taught with Minijust LDU Trainers. |
| LDSS Training | ½ day | President's office | Minimum 2 | Jan. 2011 | At least 2 persons per institution to ensure redundancy. Training to be co-taught with Minijust LDU Trainers. |

| Type of Training | Training Days | Justice Sector Personnel | Estimated Number of Trainees | Projected Dates | Comments |
|---|---------------|--|---|----------------------------|--|
| English Language Training for Judges | 1 day/week | Intermediate and lower court judges | 200 | Feb. to June 2011 (weekly) | Feb. 2011 a pilot program will begin in Kigali, expanding in May 2011. Faculty will be Peace Corps volunteers with training costs supported through the project. |
| Legislative Drafting (Part 2) | 10 days | Minijust LDU | 15 | January 16-28 2011 | Using three modules from the ILPD Diploma Course. |
| Librarians' Training (Part 2) | 10 days | Librarians from all participating institutions | 10 | January 2011 | Focus will be on implementing the Consortium strategies (book collection and purchasing) drafted during Part 1 |
| LIP Functional Test | ½ day | All participating Justice Sector Institutions | Min. 6 persons (min. 1 per institution) | Jan. or Feb. 2011 | This will serve as an initial testing of the Legal Information Portal and the resources available through it. |
| Orientation Seminar for Law Reform Commission | 3 days | Law Reform Commissioners | 7 | Jan. or Feb. 2011 | Topics will include „lessons from other LRCs’; ’implications of joining the EAC; et al; will prepare the Commissioners to act quickly |
| Legislative Drafting (Part 2) | 10 days | Parliament LDU | 12 | February 2011 | Using three modules from the ILPD Diploma Course. |
| Micro-portal TOT Training (Intra-net applications) | 1 day | Minijust | Minimum 2 | Feb. 2011 | These Trainers would then teach entire institutional staff on the use of the intranet applications accessible from the micro-portal |
| Micro-portal TOT Training (Intra-net applications) | 1 day | Supreme Court | Minimum 2 | Feb. 2011 | These Trainers would then teach entire institutional staff on the use of the intranet applications accessible from the micro-portal |

| Type of Training | Training Days | Justice Sector Personnel | Estimated Number of Trainees | Projected Dates | Comments |
|---|---------------|---|-----------------------------------|-----------------|---|
| Micro-portal TOT Training (Intra-net applications) | 1 day | National Public Prosecution Authority | Minimum 2 | Feb 2011 | These Trainers would then teach entire institutional staff on the use of the intranet applications accessible from the micro-portal |
| Micro-portal TOT Training (Intra-net applications) | 1 day | ILPD | Minimum 2 | Feb. 2011 | These Trainers would then teach entire institutional staff on the use of the intranet applications accessible from the micro-portal |
| Micro-portal TOT Training (Intra-net applications) | 1 day | Parliament | Minimum 2 | Feb. 2011 | These Trainers would then teach entire institutional staff on the use of the intranet applications accessible from the micro-portal |
| Micro-portal TOT Training (Intra-net applications) | 1 day | RBA | Minimum 2 | Feb. 2011 | These Trainers would then teach entire institutional staff on the use of the intranet applications accessible from the micro-portal |
| LIP TOT Training | 2 days | All participating Justice Sector Institutions | Minimum 2 persons per institution | Feb. 2011 | These trainers would then team teach other staff on using, updating and adding to the research tools on the LIP. |
| Training in Research Methodology | 3 days | Minijust LDU | 15 | Feb. 2011 | Basic research skills: plain writing; concise briefs; use of internet and web-based resources. |
| Training in Research Methodology | 3 days | Parliament LDU | 12 | Feb 2011 | Basic research skills: plain writing; concise briefs; use of internet and web-based resources. |
| Training Seminar for Law Reform Commission | 3 days | LRC Commissioners and staff | 25 | March 2011 | How to use the Procedures and Policies Manual |

| Type of Training | Training Days | Justice Sector Personnel | Estimated Number of Trainees | Projected Dates | Comments |
|---|---------------|--|------------------------------|------------------|---|
| Legislative Reform Seminar for Law Reform Commission | 3 days | LRC Commissioners and staff | 25 | March 2011 | Reform and the MCC indicators; value of outreach to the public and CSOs; importance of making a strong start. |
| Advanced Training of ILPD Faculty | 3 days | Judges, Lawyers and Prosecutors | 20 | Feb - March 2011 | Continued training for ILPD faculty, building upon the earlier basic training. |
| Team Teaching with ILPD Faculty | 3 days | Judges, Lawyers and Prosecutors | 10 | Feb - March 2011 | JSP consultants will team teach with ILPD faculty. |
| Coaching of ILPD IT, Academic Staff and Faculty | 3 days | ILPD staff | 3 | Feb - March 2011 | Individual coaching of ILPD faculty, academic staff and IT staff by JSP consultants. |
| Judgment Writing Course | 3 days | Intermediate Court judges | 15 | Feb - March 2011 | Judgment writing training expanded to include intermediate court judges. |
| Practical Skills for Lawyers | 2 days | Members of Bar Association | 15 | Feb - March 2011 | Continued training for lawyers |
| Practical Skills for Prosecutors | 2 days | NPPA State Attorneys | 15 | Feb - March 2011 | Continued training for prosecutors |
| Policy Dialogue (Topic TBD) | ½ day | All interested justice sector institutions and civil society orgs. | 40 | March 2011 | Third in the Series; costs to be shared with RGAC and MCC project(s). |
| Training on Research and Advocacy | 3 days | Civil Society Partners | 25 | April 2011 | Value of hard data as a strategic tool; how to use data to influence political leaders; value of facts over claims. |
| Research Training for Law Reform Commission | 3 days | LRC staff | 10 | April 2011 | Basic research skills: plain writing; concise briefs; use of internet and web-based resources. |

| Type of Training | Training Days | Justice Sector Personnel | Estimated Number of Trainees | Projected Dates | Comments |
|---|---------------|--|------------------------------|--------------------|--|
| Policy Dialogue (Topic TBD) | ½ day | All interested justice sector institutions and civil society orgs. | 40 | June 2011 | Third in the Series; costs to be shared with RGAC and MCC project(s). |
| African Judicial Institute Workshop | 2 days | Invited justice sector institutions | 30 | June 6 – 7, 2011 | The is “Judicial Education – Practices, Challenges and the Way Forward” |
| International Legislative Drafting Institute (Tulane U.) | 10 days | Parliament staff | 1 | June 13 – 24, 2011 | Member of the Senate staff will take course and work with the Legislative support Unit on his/her return |
| Advanced Training of ILPD Faculty | 3 days | Judges, Lawyers and Prosecutors | 20 | June 2011 | Continued training of ILPD faculty |
| Team Teaching with ILPD Faculty | 3 days | Judges, Lawyers and Prosecutors | 10 | June 2011 | Continued team teaching with ILPD faculty |
| Coaching of ILPD IT and Academic Staff and Faculty | 3 days | ILPD staff | 3 | June 2011 | Continued coaching of ILPD staff and faculty |
| Judgment Writing Course | 3 days | Intermediate Court judges | 15 | June 2011 | Taught by ILPD judge faculty with support from JSP |
| Practical Skills for Lawyers | 2 days | Members of Bar Association | 15 | June 2011 | Taught by ILPD lawyer faculty with support from JSP |
| Practical Skills for Prosecutors | 2 days | NPPA State Attorneys | 15 | June 2011 | Taught by ILPD prosecutor faculty with support from JSP |

Section II: Component 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

Justice Sector Training Needs Assessment (TNA):

Milestones Achieved: TNA conducted, validated and approved by USAID and GOR 2009.

KRA 1.2: Capacity of the justice sector institutions strengthened

Activity 1: African Judicial Institute Workshop.

The planning committee was activated in June 2010 and includes representatives from Minijust, the Supreme Court (SC), National Prosecution Public Authority (NPPA) and the Rwanda Bar Association (RBA). The theme is “Judicial Education – Practices, Challenges and the Way Forward”. The workshop will be held at the ILPD campus June 6 & 7 2011. ILPD cost share will include providing lodging for all of the participants.

Curriculum development workshop:

Milestone Achieved: Curriculum development workshop held; ILPD CLE 2010-2011 calendar adopted by ILPD.

Activity 2: Training of trainers (TOT).

TOT delivered during 2010 include: (see next page)

TRAINING OF TRAINERS – JANUARY 1 TO DECEMBER 31, 2010

| TRAINING | DATES | TRAINER(S) | VENUE | PARTICIPANTS |
|---|--------------------------------|---------------------------|---------------------------------------|---|
| <u>TOT Training for Judges – Judgment Writing I</u> | January 30 & February 2 – 3 | Prof. James C. RAYMOND | KIGALI (Laico Hotel) | 10 participants: 3 Supreme Court judges, 5 High Court judges, 2 Court Inspectors |
| <u>TOT Training for Prosecutors: Teaching Methodology I</u> | March 5 – 6 | Prof. Jean Marie KAMATALI | KIGALI (JSP Office) | 7 participants: 4 Chief Prosecutors, 2 National Prosecutors, 1 Inspector |
| <u>TOT Training for Lawyers: Teaching Methodology I</u> | March 12 – 13 | Prof. Jean Marie KAMATALI | KIGALI (JSP Office) | 11 participants: 10 lawyers members of the Rwanda Bar Association, 1 Principal State Attorney |
| <u>TOT Training for Judges: Judgment Writing II</u> | May 4 – 5 | Prof. James C. RAYMOND | KIGALI (Top Tower Hotel) | 10 participants: 3 Supreme Court judges, 1 Commercial High Court judge, 4 High Court judges, 2 Court Inspectors |
| <u>TOT Training for Prosecutors: Teaching Methodology</u> | June 11 – 12 | Prof. Jean Marie KAMATALI | KIGALI (JSP Office) | 7 participants: 2 National Prosecutors, 4 Chief Prosecutors and 1 Inspector |
| <u>TOT Training for Judges: Curriculum Development and Teaching Methodology</u> | June 14 – 15 | Prof. Jean Marie KAMATALI | KIGALI (Hotel des Milles Collines) | 9 participants: 2 Supreme Court judges, 4 High Court judges, 1 Commercial High Court judge, 2 Court Inspectors. |
| <u>TOT Training for Lawyers: Teaching Methodology</u> | June 17 – 18 | Prof. Jean Marie KAMATALI | KIGALI (JSP Office) | 9 participants: 9 members of the Rwanda Bar Association |
| <u>TOT Training for Judges: Phase 2: Syllabus on Judgment Writing and Teaching Practice</u> | June 23 | Prof. Jean Marie KAMATALI | KIGALI (Serena Hotel) | 6 participants: 1 Supreme Court judge, 4 High Court judges, 1 Court Inspector |

| TRAINING | DATES | TRAINER(S) | VENUE | PARTICIPANTS |
|---|-----------------------------|---------------------------|---------------------------|--|
| <u>TOT Training for Lawyers: Practical Skills</u> | November 23-24 & December 1 | Prof. Jean-Marie KAMATALI | KIGALI (JSP Offices) | 6 participants from the Bar Association |
| <u>Judgment Writing Handbook Development Workshop</u> | December 2 | Prof. Jean-Marie KAMATALI | KIGALI (Beausejour Hotel) | 4 participants: 1 Supreme Court judge, 3 High Court judges |
| <u>Advanced TOT for Prosecutors</u> | December 8 – 10 | Prof. Jean-Marie KAMATALI | KIGALI (JSP Offices) | 6 participants: 4 Chief Prosecutors, 1 National Prosecutor and 1 Inspector |
| <u>ILPD Faculty Training in Curriculum Development and Teaching Methodology</u> | December 17 | Prof. Jean-Marie KAMATALI | KIGALI (JSP Offices) | 6 participants from ILPD Faculty |

ILPD and JSP have partnered to develop a faculty certification program that was implemented through TOT opportunities, creating a pool of ILPD faculty: judges, lawyers and prosecutors who have demonstrated teaching skills that include curriculum development, adult teaching methodology and ICT. Twenty-four (24) legal professionals have been awarded ILPD certification recognizing their successful completion of the ILPD faculty training program. ILPD certified faculty include:

| | Name of Trainee | Profession | Gender |
|-----|----------------------------|------------------------------------|---------------|
| 1. | RUGEGE Sam | Deputy Chief Justice, SC | M |
| 2. | MUGENZI Louis Marie | Judge, SC | M |
| 3. | KABALIRA Stanislas | Inspector, SC | M |
| 4. | KALIWABO Charles | Inspector, SC | M |
| 5. | RUTANZANA Angeline | Judge, HC | F |
| 6. | GAKWAYA Justin | Judge, HC | M |
| 7. | HITIMANA Jean Marie Vassey | Judge, HC | M |
| 8. | MUHIMA Antoine | Judge, HC | M |
| 9. | KIBUKA Jean Luc | Judge, HC | M |
| 10. | MUTAYOBA Alphonse | National Prosecutor, NPPA | M |
| 11. | NKUSI Augustin | National Prosecutor, NPPA | M |
| 12. | GATAMBIYE Sylvere | Chief Prosecutor, NPPA | M |
| 13. | BUDENGELI Boniface | Chief Prosecutor, NPPA | M |
| 14. | NTAGENGWA Vital | Chief Prosecutor, NPPA | M |
| 15. | NIYONZIMA Vincent | Chief Prosecutor, NPPA | M |
| 16. | HABYARIMANA Angelique | Inspector, NPPA | F |
| 17. | BUTARE Emmanuel | Principal State Attorney, Minijust | M |
| 18. | CYAGA Eric | Lawyer, Member of the KBA | M |
| 19. | HAKUNDANABAH Theotime | Lawyer, Member of the KBA | M |
| 20. | KABERA Johnson | Lawyer, Member of the KBA | M |
| 21. | KAYIHURA Didas | Lawyer, Member of the KBA | M |
| 22. | MUSORE GAKUNZI Valery | Lawyer, Member of the KBA | F |
| 23. | NKEZA Clement | Lawyer, Member of the KBA | M |
| 24. | RUBASHA Herbert | Lawyer, Member of the KBA | M |

Faculty who graduated from this certification program participated in advanced training with Prof. Kamatali during the sixth quarter. Judge faculty began work on a judgment writing bench book that will be designed to provide judges a quick reference when drafting their opinions. During the seventh quarter the advanced training for this faculty group will continue.

During the sixth quarter, a second group of ILPD faculty began the faculty certification program. In addition JSP supports mentoring of faculty through team teaching and classroom observation. JSP consultants and ILPD faculty work together to provide feedback, identifying successful teaching methodologies, as well as areas that require improved skills.

Prior to the launch of the project, the Rwandan Supreme Court had identified judgment writing as one of the priority needs, both in terms of revising their practice to reflect international norms and disseminating judgment writing skills throughout the judiciary. JSP worked closely with the SC to develop a strategy that would support the revision of judgment writing in Rwanda and train judges as faculty who can teach judgment writing skills. The SC identified a trainer, Prof. James Raymond, with the skills and professional recognition necessary to launch a dialogue among Rwandan judges that led to consensus on the form and content of their judgments moving forward. Prof. Raymond has over twenty-six (26) year of experience teaching lawyers and judges in more than twenty-five (25) countries, including numerous publications on legal writing. He has been a training consultant to the ICTR over the past few years, and is respected not only internationally, but also among regional judges.

Judgment Writing was launched with an armchair meeting, led by Prof. Raymond and the Deputy Chief Justice, Sam Rugege, where judges of the SC and High Court (HC) began their dialogue about judicial writing in Rwanda and the challenges judges face. ILPD and the SC identified ten judges who participated in extensive training of trainers with Prof. Raymond, preparing them to teach their peers. The first two judgment writing trainings focused on international norms, and included a checklist for judges to use as they write. Prof. Raymond defined the fundamental question to ask when reading a judgment as: Could your neighbor, who is not a lawyer, understand who are the parties, why the parties are in court, what are the legal and factual issues raised, what the judge decided and why?

Building on the work of Prof. Raymond, Prof. Jean Marie Kamatali continues to lead a series of trainings for judges who had previously participated in the first TOT with Prof. Raymond, focusing on curriculum development, adult teaching methodologies and team teaching. Prof. Kamatali is the former dean of the National University in Rwanda law school, and currently the Assistant Director of the LL.M Democratic Governance and Rule of Law Program at Ohio Northern University. During these trainings, judges created their own curriculum, importing lessons learned with Prof. Raymond, but adjusting to reflect realities in Rwanda. Together they built power point slides, teaching manuals and training materials that judges took into the field as they continued judgment writing training delivered to all of the judges in Rwanda. During the seventh quarter these judge faculty will continue to develop a bench book that will provide judges with a written resource.

The transformative aspect of this process is that the judges created a judgment template that incorporates international norms adapted to the Rwandan circumstance. The new template was approved for incorporation into the judgment writing training materials that are used throughout Rwanda. This template was also incorporated into the evaluation of judgments by court inspectors.

The measured, methodical, inclusive and open SC/ILPD/JSP collaborative strategy over the past sixteen (16) months has built a consensus among the judges that supported a major shift in judgment writing for Rwandan judges. The new judgment template is more transparent and easier to understand for someone without legal training, and much easier to enforce. The training process has improved the competence and professional self esteem of the participating judges, as well as creating an ongoing dialogue among the judges about their professional practice, thereby creating an environment that supports judicial independence.

ILPD Administration & Staff: During 2010, JSP provided ICT training opportunities to ILPD administrators and staff in Microsoft Office programs including Word, Excel and PowerPoint.

The five most successful participants in the ICT training courses offered to ILPD staff were selected by ILPD to become trainers who could teach ICT within the ILPD Diploma Course, teach fellow ILPD staff, and provide day to day support to staff and students with ICT questions and problems. All participants successfully completed the TOT which included a complete Computer Basics curriculum to be taught at ILPD by TOT participants. The curriculum provided to ILPD included printable training manuals, instructor guide, hands-on exercises and practice files, and classroom PowerPoint slides that will be used by the ILPD staff trainers.

During 2011 JSP will provide a local consultant who will be available to team teach with ILPD ICT trainers, ensuring that they are able to effectively deliver the curriculum.

ILPD Academic Staff: During Year One ILPD academic staff was offered the opportunity to participate in JSP supported training that included:

- Administration and Organization of Continuing Legal Education (including revision of a Handbook on the Organization of Short Courses): Vice Rector for Academic Affairs and JSP Justice Sector Training Specialist
 - o Working with development partners, third parties and government agencies
 - o Administrative procedures
 - o Step by step guidance in using the Handbook on the Organization of Short Courses, including how to use it electronically
- Preparing, Delivering and Evaluating Training: Prof. Jean Marie Kamatali
 - o How to develop course objectives
 - o How to identify training materials that support course objectives
 - o How to identify reading materials and exercises
 - o Drafting the syllabus
 - o Adult teaching methodologies: both theoretical and practice
 - o Developing and using evaluation tools
 - o Review and comment on draft teaching handbook
- Academic Administration and Student Advising: Prof. Jean Marie Kamatali
 - o Organizing and conducting orientation for new students and faculty
 - o Academic advising, theoretical and practical skills
 - o Effective communication skills with faculty, staff and students
 - o Leadership: Heads of Modules or Heads of Programs
 - o Managing grievances
 - o Motivation skills – faculty, staff and students
- ICT: Word, Excel, PowerPoint
- Mentoring & on the job training: JSP consultants and staff provided both mentoring and on the job training to ILPD academic staff when they were available to collaborate.

During 2011 JSP will support capacity building for academic staff which will include on the job training and mentoring, building skills in organizing and delivering training, interactive teaching methodology and evaluation.

Milestones Achieved: Twenty-four ILPD faculty trainers complete ILPD certification program; TOT curriculum and course materials developed; faculty trained in curriculum development, adult

teaching methodology and ICT skills; team teaching implemented; judge faculty begin teaching judgment writing; second group of ILPD faculty begin faculty certification program; advanced TOT completed for judges, prosecutors and lawyers.

Activity 3: Individual courses developed.

During 2010 JSP partnered with ILPD to deliver the following courses to justice sector professionals:

COURSES DELIVERED – JANUARY 1 TO DECEMBER 31, 2010

| TRAINING | DATES | TRAINER(S) | VENUE | PARTICIPANTS |
|--|-------------------|---------------------------|-----------------------------|---|
| Armchair Meeting for Supreme Court and High Court judges | January 29 | Prof. James C. RAYMOND | KIGALI (Supreme Court) | 28 participants: 13 Supreme Court judges, 1 Court Inspector, 9 High Court judges, 5 Commercial High Court judges |
| Judgment Writing Training I | February 5 – 6 | Prof. James C. Raymond | KIGALI (Laico Hotel) | 49 participants: 12 Supreme Court judges, 5 Court Inspectors, 24 High Court judges, 5 Commercial High Court judges, 2 Military High Court judges, 1 ILPD Lecturer |
| ILPD Academic Staff Training – Academic Administration and Advising | March 2 – 3 | Prof. Jean Marie KAMATALI | NYANZA (Heritage Hotel) | 6 participants: All members of ILPD Academic staff |
| ILPD Academic Staff – Training in Basic Computer Skills II | March 12, 19 & 26 | Kevin BAJENEZA | KIGALI (JSP Office) | 7 participants: All members of ILPD staff |
| Judgment Writing Training II | May 6 – 7 | Prof. James C. RAYMOND | KIGALI (Top Tower Hotel) | 51 participants: 12 Supreme Court judges, 6 Commercial High Court judges, 5 Military High Court Judges 23 High Court judges, 5 Court Inspectors |
| Evaluation of Judgments for Court Inspectors | May 8 | Prof. James C. RAYMOND | KIGALI (JSP Office) | 5 participants: 5 court inspectors |

| TRAINING | DATES | TRAINER(S) | VENUE | PARTICIPANTS |
|---|--------------|--|------------------------------|---|
| Judgment Writing Course for ILPD Diploma in Legal Practice | May 10 – 21 | Professor James C. RAYMOND Angeline RUTAZANA Justin GAKWAYA Jean-Marie Vienne HITIMANA Antoine MUHIMA | NYANZA (ILPD Campus) | 38 participants: All students in the Diploma in Legal Practice program at the ILPD |
| International Commercial Law Trainings for Judges | May 10 – 21 | Solicitors and Barristers from Allen & Overy, LLC | KIGALI (Top Tower Hotel) | 32 participants: 11 Supreme Court judges, 5 Commercial High Court judges, 12 Commercial Court judges, 4 Court Inspectors |
| International Commercial Law Trainings for Prosecutors | May 10 – 21 | Solicitors and Barristers from Allen & Overy, LLC | KIGALI (Top Tower Hotel) | 18 participants: 11 Principal State Attorneys, 4 Rwanda Revenue Authority attorneys, 2 Social Security Fund attorneys, 1 National Bank attorney |
| International Commercial Law Trainings for Lawyers | May 10 – 21 | Solicitors and Barristers from Allen & Overy, LLC | KIGALI (Top Tower Hotel) | 118 participants: 118 members of the Rwanda Bar Association |
| Training for ILPD Staff – Microsoft Office | June 3 – 7 | Kevin BAJENEZA | NYANZA (ILPD Campus) | 5 participants: 5 Members of ILPD Staff |
| Team Teaching – Lawyers: Professional Practice | June 28 – 30 | Johnson KABERA George M. KALISA Herbert RUBASHA Didas KAYIHURA | KIGALI (Beausejour Hotel) | 20 participants: 20 Lawyers from the Rwanda Bar Association |

| TRAINING | DATES | TRAINER(S) | VENUE | PARTICIPANTS |
|---|------------------|--|--------------------------------------|---|
| Team Teaching – Prosecutors: Professional Practice | June 30 – July 2 | Sylvere GATAMBIYE Boniface BUDENGERI Vital NTAGENGWA Vincent NIYONZIMA Augustin NKUSI Prof. Jean Marie KAMATALI | KIGALI (Beausejour Hotel) | 13 participants: 13 Prosecutors from the NPPA |
| Training for Judges – Microsoft PowerPoint | July 2 | Kevin BAJENEZA | KIGALI (Supreme Court) | 6 participants: 1 Supreme Court judge, 3 High Court judges, 1 Commercial High Court judge, 1 Inspector |
| Team Teaching – Judgment Writing | July 7 – 9 | J.M.V. HITIMANA and Charles KALIWABO | MUSANZE (Centre d’Accueil Fatima) | 60 participants: 4 Commercial Court judges, 2 TGI Vice Presidents, 23 TGI Judges, 12 TB Presidents, 19 TB Judges. |
| Team Teaching – Judgment Writing | July 7 – 9 | Justin GAKWAYA Stanislas KABALIRA and Antoine MUHIMA | HUYE (Petit Prince Hotel) | 42 participants: 2 TC Vice-Presidents, 2 Commercial Court judges, 1 TGI President, 1 TGI Vice President, 13 TGI judges, 9 TB Presidents, 13 TB judges, 1 PC judge |
| Team Teaching – Judgment Writing | July 7 – 9 | Louis Marie MUGENZI and Angeline RUTAZANA | KIGALI (Beausejour Hotel) | 48 participants: 2 TGI Presidents, 2 TGI Vice-Presidents, 22 TGI judges, 6 TB Presidents, 11 TB judges and 5 TC judges. |
| Webmasters Training | July 12 – 14 | Clement UWAJENEZA Emmanuel AROME Joseph GAGA | KIGALI (JSP Office) | 7 participants: 3 Webmasters, 2 members of Rwanda Bar Association, 1 Researcher, 1 Intern. |

| TRAINING | DATES | TRAINER(S) | VENUE | PARTICIPANTS |
|---|-----------------|---|--|--|
| Team Teaching – Judgment Writing | July 14 – 16 | Stanislas KABALIRA and Antoine MUHIMA | RUSIZI (Centre d'accueil Saint Francois) | 24 participants: 2 TGI Presidents, 7 TGI judges, 8 TB Presidents and 7 TB judges. |
| Team Teaching – Judgment Writing | July 14 – 16 | Justin GAKWAYA and J.M.V. HITIMANA | RWAMAGANA (Dereva Hotel) | 39 participants: 2 TGI Presidents, 1 TGI Vice-President, 13 TGI judges, 11 TB Presidents and 12 TB judges. |
| Team Teaching – Judgment Writing | July 14 – 16 | Angeline RUTAZANA | KIGALI (Alpha Palace Hotel) | 48 participants: 2 TGI Presidents, 1 TGI Vice-President, 10 TGI judges, 9 TB Presidents, 9 TB judges and 17 Military Tribunal judges |
| Legislative Drafting Training – Minijust | August 2 – 14 | Mark HAMILTON | GINSEYI (Hotel Belvedere) | 13 participants: 12 Principal State Attorneys, 1 Assistant Attorney General |
| Legislative Drafting Training – Parliament | August 16 – 24 | Mark HAMILTON | GINSEYI (Hotel Belvedere) | 14 participants: 6 Drafters, 4 Translators, 3 Researchers, 1 Counsel |
| Sage Pastel Training for ILPD Finance Department | October 13 – 15 | Francis RUGELINYANGE | NYANZA (ILPD Campus) | 4 participants from ILPD Finance Department |
| Electronic Learning Management System – ILPD Faculty and Staff | October 26 – 29 | Emmanuel AROME Clement UWAJENEZA Sergey CHAPKEY | NYANZA (ILPD Campus) | 13 participants: Rector, Vice Rector, Registrar, 3 Library staff, 3 Administrative Staff, 3 Lecturers, ICT Officer |
| Distance Learning Course – ILPD Faculty and Staff | October 29 | Emmanuel AROME | NYANZA (ILPD Campus) | 4 participants: 3 Lecturers, 1 ICT Officer |

| TRAINING | DATES | TRAINER(S) | VENUE | PARTICIPANTS |
|--|------------------------------|---------------------------------|---------------------------------|---|
| Site and Content Managers Training | November 11 – 12 | Emmanuel AROME Joseph GAGA | KIGALI (Cyberlink Café) | 16 participants from 7 Institutions |
| ILPD Faculty Training in Practical Skills | November 25 – 26 | Prof. Jean-Marie KAMATALI | KIGALI (JSP Offices) | 9 participants from ILPD Faculty |
| Training for Justice Sector Librarians | November 29 – December 10 | Joyce BUKIRWA & Simon ENGITU | KIGALI (JSP Offices) | 9 participants from 5 institutions |
| Workshop Seminar on Legal Education in Rwanda | December 2 – 3 | Prof. Jean-Marie KAMATALI | NYANZA (ILPD Campus) | 21 participants from 10 institutions |
| Training Practical Skills for Lawyers | December 13 – 14 | Prof. Jean-Marie KAMATALI | KIGALI (Beausejour Hotel) | 10 participants: 9 Members of Bar Association, 1 ILPD Lecturer |

In addition, JSP supported the creation of a Basic Computer Skills curriculum that will be taught in the diploma program by ILPD staff, as well as revisions in the judgment module of the diploma program.

ILPD Finance and Accounting Staff: Finance and accounting staff support all ILPD training activities, and their increased capacity will improve the ability of ILPD to develop and deliver training. During 2010 JSP supported training for ILPD finance and Accounting staff that included:

| NAME OF TRAINEE | POSITION AT ILPD | GENDER | TRAINING |
|-----------------------|--------------------------------------|--------|-----------------------|
| SHIRIMPUMU Erick N. | Director, Finance and Administration | M | Sage Pastel Evolution |
| NYAGENZI Gael P. | Budget Officer | M | Sage Pastel Evolution |
| UWILINGIYIMANA Yvette | Accountant | F | Sage Pastel Evolution |
| NGARAMBE Vincent | Procurement Officer | M | Procurement Processes |

Training participants reported that they not only learned new skills in general ledger and accounts, but also identified areas where they were making errors. Participants requested and received additional training during 2010 that included receivables, budget, inventory, fixed asset management and payroll, that will include during 2011 at least one day of follow-up after three months to monitor implementation and obtain feedback.

Milestones Achieved: Course syllabi developed; courses team taught; at least one course each for judges, lawyers and prosecutors taught collaboratively by ILPD faculty and JSP consultants.

ILPD self-assessment strategy:

Milestone Achieved: ILPD self-assessment tool and timeline delivered.

Activity 4: Legal Education Seminar.

Six planning meetings were held in preparation for the Legal Education Seminar. Participants in the planning reviewed the training needs assessment conducted by JSP in 2009, as well as the results of the “stakeholders workshop on curriculum review” organized by the NUR and ULK faculties of law. The Seminar, which took place on December 2-3, 2010 at the ILPD facilities in Nyanza, was designed to bring together employers of law graduates and representatives of legal educators in Rwanda as stakeholders. Present at the seminar were the deans of all law faculties in Rwanda, as well as the Rector of the ILPD, and additional representatives from these institutions. Also, representatives were present from the Supreme Court, Minijust, the National Public Prosecution Authority, the Rwanda Bar Association, and the National Higher Education Council.

All stakeholders drafted reports prior to the Seminar, which were included in the Seminar materials provided to participants. The reports of employers detailed their needs of law graduates in terms of skills and abilities, and where they found gaps between the quality of lawyer produced by law faculties and the quality of lawyer required by their organizations. Law faculties and the ILPD reported on the reforms that have taken place in their respective institutions, and areas for improvement. On the first day of the seminar employers presented their reports and fielded questions about them, and all participants broke into working groups to develop a cohesive overall assessment of the needs of employers of law graduates and the gaps between these needs and the training currently received by law graduates. The second day of the seminar involved presentations by educators, and working groups to discuss these presentations. At the conclusion of the Seminar, and based on the working group sessions, participants developed a list of solutions to the problems

identified and a plan to follow-up to achieve the solutions, including a recommendation for a faculty retreat to be held in February 2011.

Milestones Achieved: Legal Education Seminar held; follow-on plan delivered.

Activity 5: Library (LNA) and ICT (ICTNA) Needs Assessments.

The LNA and ICTNA were submitted to USAID and approved in March 2010.

Alfa XP in collaboration with the local consultant, AxIS, is engaged in the development and implementation of the Information Technology component of the Project, which includes the following:

- a) E-Learning Management System (ELMS) management information system that will streamline and automate both the academic administration process and learning activities, in classroom and online. The system includes one distance learning course on legislative strengthening to be used as an online companion for the 2-week legislative drafting course offered by ILPD and a working model for the ELMS interactive courseware. The system is owned and operated by the ILPD.

The ELMS has been validated and is now hosted and installed at ILPD campus in Nyanza. Once the servers arrived, the training of ILPD staff in both the ELMS and the creation of Distance Learning Courses was conducted from October 26 to 29. In case the need arises to assist the ILPD in the creation of Distance Learning courses, JSP staff was also trained in the use of CourseLab software and the integration of created courses into the ELMS.

- b) Legislative Drafting Support System (LDSS), a distributed workflow, records management and collaboration system for government officials involved in the legislative drafting process in the executive and legislative branches, as well as civil society organizations.

The Legislative Drafting Units of Minijust and Parliament have both reviewed and tested the LDSS. Their comments served to amend and finalize the system, which has since been validated by Minijust and Parliament. The LDSS has been installed in the servers currently hosted at Minijust and, upon arrival of the procured IT equipment, specialized trainings will be conducted for the entire Legislative Drafting Unit of Minijust and Parliament, as well as legislative drafters at other relevant government institutions (agencies, ministries, cabinet, Prime Minister's office, President's office).

- c) Legal Information Portal (LIP) envisioned as an entry point to all online resources related to law and justice, including but not limited to the national database of laws, law drafts, court decisions, law libraries catalogues and other legal materials.

Planning meetings were held with stakeholders on the scope and content of the planned Legal Information Portal. The result of these meetings was the development of a Concept Paper which has since been validated by Minijust, the designated implementing institution for the LIP.

- d) Interactive websites for Justice Sector Institutions and Parliament: The Legal Information Portal will include interactive websites (micro-portals) for Parliament and five justice sector institutions: 1) Supreme Court, 2) National Public Prosecution Service, 3) Ministry of Justice,

4) Rwanda Bar Association, and 5) ILPD.

Two trainings for site and content managers of the micro-portals have been conducted (July 12 to 14 and November 11 to 12). Representatives from each of the six participating Justice Sector institutions were trained in how to administrate the micro-portals, how to manage content and how to add pages and features to the sites. Upon completion of the trainings, the project has moved to ensure validation from each institution and permission to migrate their former sites to the micro-portals.

A draft eLearning policy has been prepared and submitted to ILPD for their revisions and comments.

Responding to some of the needs identified in the Library Needs Assessment, JSP hosted a two-week librarian training for current librarians and staff from November 29, 2010 through December 10, 2010. The goal of the training was to develop human resource capacity in the Rwanda Justice Sector for performance improvement in library management/administration and collaboration. This was done with the following objectives:

- To expose the participants to the basics of information management in a library;
- To equip the participants with basic computer skills for library management;
- To expose participants to modern library management practices; and
- To enable participants contribute towards formation of the Rwanda Law Libraries Consortium.

Major topics covered by the training included: Library Routines; Library Classification; Collection Development; Library Cataloguing; Introduction to Integrated Library Management Systems; MARC cataloguing, Library Budgeting; Ordering and Acquisition; Legal Research Skills; and Preparing Research Guides.

Participants were introduced to the role and importance of a library consortium on which basis the generated ideas for the Consortium of Rwanda Law Libraries (CRL). These have been used to create a draft agreement for the CRL.

Participants were also instructed on how to develop a joint collection development policy for Rwandan law libraries, and were thus able to create a draft Collection Development Policy for law libraries in Rwanda.

In addition to the knowledge and skills gained by the participants, a mailing list for justice sector Librarians was set up. This will provide a forum for continuous learning and online support.

A third week of training for Justice Sector Librarians is planned for January 2011.

Milestones Achieved: Library and ICT Needs Assessments submitted, validated and approved by USAID and stakeholders; training of librarians from various justice sector institutions with marked improvement in knowledge and skills.

KRA 1.3: Skills of justice sector actors enhanced

Year One Activity Completed: Armchair meetings for Supreme and High Court Justices.

Milestone Achieved: Armchair meeting held.

Activity 6: Justice Sector Mentoring.

Activities during 2010 include:

- Mentoring – judgment writing;
- Justice Sector staff receive training in site and content management for micro-portals;
- Supreme Court, clerk attached to the Chief Justice.

Improved judgment writing continues throughout the career of the judge and requires ongoing mentoring, education and collaboration. In order to support the implementation of skills learned during the JSP-sponsored judgment writing training, the Inspector General, Regis Rukindakuvuga, has incorporated the tools provided during judgment writing training, including Prof. James C. Raymond’s “checklist for judgments,” to evaluate decisions of the courts. These tools will be used in the Inspectorate’s routine quality control mandate, whereby ten (10) judgments per judge will be evaluated. The evaluation will make certain that judgments are properly addressing issues of law raised in the cases.

When the decision auditing is complete, judges will be brought together to discuss the findings of the audit and will receive mentoring to address any identified problem areas. The continued mentoring will consist of reinforcing principles learned in the judgment writing training, including separating complex or numerous legal issues, identifying correct legal issues within a case, and the proper analysis and application of law in decisions.

See Activity 5 description for details of training for justice sector site and content managers for the micro-portals.

Brian D. Anderson began his one year assignment as a judicial clerk to Aloysie Cyanzayire, Chief Justice of the Supreme Court of Rwanda. At the request of the Chief Justice, Mr. Anderson’s mentoring efforts this quarter have included:

- Evaluation of the function of the Office of the Registrar of the Supreme Court to determine what aspects of the registrars’ work can be modified or eliminated in order to improve job efficiency and service to the public, and to expedite the work of the Court ; draft report on the function of Court Registrars and recommendations to improve job function and efficiency; recommendations accepted for immediate implementation included:
 - Development of a standard format for pleadings filed with the Court, including instructions on formatting and sections to be included, e.g. statement of jurisdiction;
 - Development of manuals available at the Court in hard copy, and online for litigants and attorneys as a guide to understanding the jurisdiction of the court and how to gain access;
 - Participation with the working group establishing an electronic case management system at the SC to ensure that the needs of the Court registrars are met with the case management software; and
 - Investigation into the possibilities of electronic case filing and electronic communication with Court personnel and litigants.
- Evaluation of appellate procedure in Rwanda and a report recommendation the adoption of uniform rules of appellate procedure; recommendations included:
 - Adoption of a uniform format for a case caption;

- Requirement of a statement of jurisdiction, wherein parties would state the relevant facts and law that provide them jurisdiction in the court where they file;
- Adoption of uniform formatting requirements for documents, including the addition of an appendix referencing documents cited in briefs;
- Evaluation of the publication of jurisprudence in Rwanda, and recommendations for best practices of publication; recommendations included:
 - Revising the format of published decisions to use a uniform format, including general case information such as case name, number, court, date decided, date of hearing, author of opinion, names of judges on the panel, and attorneys;
 - Using paragraph numbers in all published decisions for ease of reference;
 - Adopting a reporter volume and number system for bound publications for ease of reference;
 - Developing and adopting a uniform system of citation for cases to be easily cited in legal documents;
 - Developing various index systems in bound print volumes for research purposes, such as tables of courts, laws, cases reported, and topical indices.
- Coordinating with the Supreme Court ICT Director and JSP ICT team to facilitate introduction and implementation of the new court web portal and coordination with the internal electronic case management system;
- Coordinating with the Supreme Court ICT Director and outside consultants in the implementation of an automated records management system in the Court Registry.

Milestones Achieved: Inspector General engaged in mentoring judges in order to implement new judgment writing skills; Clerk engaged in mentoring on case management, law reports and ICT.

Activity 7: Exchange opportunities.

During 2010 Parliament sent one member of the staff to Tulane University to participate in a legal drafting course. In October Chief Justice, Aloysie Cyanzayire, Inspector General, Regis Rukundakuvuga, and the Director General of ICT, Fred Gashemeza participated in the international visiting fellows program at the Federal Judicial Center (FJC). The Supreme Court funded all of the expenses related to the Inspector General's participation, travel for the Chief Justice, while JSP funded all of the expenses related to the participation of the ICT Director and in-country travel for all participants. Chief of Party traveled with the delegation in order to facilitate and enrich the program.

The Chief Justice and Inspector General focused their attention on how to improve the administrative work of the court, the quality of the work product, and reduce the case backlog. The ICT Director participated in separate meetings designed to explore the ways IT can be used to support the work of the judges, and how to identify resources to be included in the web portal and legal information portals developed and supported by JSP.

The Chief Justice and Inspector General also met with the Commercial Law Development Program representatives in order to identify areas of collaboration and potential funding. A meeting was held with the International Association of Women Judges who extended an invitation to the Chief Justice to participate in the next annual meeting of the organization in Namibia.

Concrete results of this opportunity include the initiation of an internal dialogue on modification of internal regulations of the court that will improve the management of cases, as well as a review of current laws for modification opportunities that will improve the administration of the court as well as its independence.

In addition the SC is exploring the development of course software for continuing education, and establishing an ICT committee that includes judges and staff who can further inform the ICT department in order to improve ICT support. The Inspector General is continuing to work with the FJC to develop a 5 year strategic plan for the inspection department that will improve the quality of the inspection process and impact the quality of judgments.

Planning has begun for an exchange opportunity for a Parliament staff member in legislative drafting at Tulane University's 17th Annual International Legislative Drafting Institute from June 13 to 24, 2011.

Milestones Achieved: Three (3) exchange opportunities completed.

Challenges and Opportunities

The collaboration between JSP and our partners is generally excellent, and the impact can be seen in the impressive results achieved. ILPD has become an active partner, taking the lead in the administration of training and focusing on sustainability issues. There are now less than eight months remaining for the project, so it is critical that every effort is made to ensure that project partners are able to build upon our joint efforts.

The project monitoring and evaluation activity for indicator 1.0.1, "The quality of court decisions is improved based upon international standards" (MCC Indicator), required that 25 decisions from the Supreme Court and Court of Appeals be evaluated by Rwandans without legal training using a methodology and questionnaire approved by MCC through Mathematica. Immediately prior to conducting the evaluation, the SC raised a constitutional issue with regard to this evaluation, and as a result the planned evaluation was cancelled. Unfortunately, the dialogue that surrounded the termination of the evaluation activity negatively impacted the working relationship between the project and Supreme Court. The project and USAID team are working to restore the previously excellent working relationship with the court. However, the question of transparency in judicial decisions will be raised during the dialogue concerning content of the LIP where it had been anticipated that all SC and HC decisions would be scanned onto the site and available to the public.

Several of the challenges identified in the TNA that continue to impact project partnership activities include:

- Limited time available to ILPD staff and justice sector actors to participate in planning and training activities. Training needs of the justice sector are extensive and continue to be beyond the current resources provided by the GOR to ILPD;
- Vacancies at ILPD, particularly within the academic branch including the Vice Rector for Academic Affairs;
- The SC, NPPA and RBA have continued to overwhelmingly nominate men to participate in JSP-supported faculty training. The level of participation does not reflect the much higher percentage of women employed in the judiciary and as lawyers. It is essential that justice sector stakeholders make a better effort to identify qualified women to participate in JSP-sponsored teaching opportunities. Teachers become role models for their students, and the lack of female teachers sends a gender biased message from the government to the legal community. The project has raised the under-representation of women with stakeholders, as well as at focal point meetings, but to date has not realized significant improvement in the number of women nominated by their professional institutions.

Opportunities continue to include the enthusiasm and commitment of the Rwandan Ministry of Justice (Minijust), NPPA, RBA, ILPD leadership and staff, as well as the well-informed and focused support from USAID. Participants in ILPD/JSP training activities have found their trainings to be relevant to their practical work and have dedicated time and energy to participating in multiple courses that will build their KSAs. The working relationship between ILPD and JSP has continued to improve, and the partnership seems to have hit its stride.

Planned Activities for Next Quarter

Planned activities for the seventh quarter include:

- Continued planning for the African Judicial Institute Workshop;
- Continued TOT for ILPD faculty;
- ILPD faculty retreat;
- Mentoring of judges and court staff;
- ILPD practical skills courses delivered;
- E-Learning policy reviewed by ILPD;
- English language training for judges begins;
- Continued curriculum development, building upon materials created by ILPD faculty;
- Legal Education Seminar follow on plan implementation begins;
- ELMS, LDSS and LIP implementation continues;
- IT training continues;
- Implementation of Library consortium recommendations.

Section III: Component 2 - Legislative reforms strengthened and expanded.

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

The legislation establishing the National Law Reform Commission was adopted in June 2010 by Parliament and it was “gazetted” in July 2010. As of the end of 2010, however, the Commissioners and the staff have not been named. What has been possible to date therefore is planning – as opposed to action. In that vein, a tentative agenda for the Orientation Seminar envisaged in Activity 8 was submitted to Minijust for their consideration. Initial discussions were held with the Parliamentary Centre regarding the Seminar and the framework of the Manual of procedures planned in Activity 13.

Activity 8: Orientation law seminar for Law Reform Commission (LRC) Commissioners.

The framework for the seminar has been developed and two of the background papers have been completed. Further progress is not possible until the Commissioners have been appointed.

Milestones Achieved: Consultants confirmed; seminar contents developed.

Activity 9: Develop a Manual of Operating Policies and Procedures (MOPP)

The original plan was to do this as a stand-alone activity – and the Parliamentary Centre did prepare a framework for a Manual. In June, it was decided to change the focus and hire a former Commissioner to act as a mentor and to lead the development of the Manual and the activities planned to support the LRC. To date, no action has been taken, pending the appointment of the Commissioners.

Milestones Achieved: none

Activity 10: Integrate the LRC into Justice Sector IT Systems.

Milestones Achieved: IT consultant selected; Justice Sector ICT needs assessment completed and Legislative Drafting Support System designed and accepted.

Activity 11: Training on the MOPP and on How to set priorities

Since the Manual has not been completed, it was not possible to hold this Seminar.

Milestones Achieved: none

Activity 12: Collaboration among Drafters

The first meeting of the drafters is to be held January 12 2011 – at the invitation of the Minister of Justice – and ALL the drafters (including those in the line Ministries) will be invited. The meeting will discuss collaborative work on such matters as a new Ministerial Order, the LDSS and a possible Association of legislative drafters.

Milestones Achieved: Agenda prepared; agenda approved

Activity 13: Learning how to use Research Tools and Methodologies

Milestones Achieved: No action possible to date; the first training session will take place in February 2011 and will proceed whether the LRC staff are appointed or not.

Activity 14: Appointment of a former LRC Secretary-General or Commissioner

JSP asked the PC to take on the task of recruiting this person for the period mid-January to mid-May 2011. Unfortunately, the Centre was not able to find a suitable candidate. JSP is now advertising for the position, dependent always on the appointment of the Commissioners in a timely fashion and on approval of the candidate by the Commission.

Milestone Achieved: Scope of work developed for consultant to be attached to LRC once formed.

Activity 15: Seminar on Legislative Reform and the MCC Indicators

As with the other activities in this section, this activity depends on the approval of the Commissioners, and hence little has been done pending their appointment. Background papers have been written, a framework developed, and the seminar can be delivered within six weeks of its approval by the Commissioners. The purpose is to bring the Commission fully up to speed on best practices and the opportunities and challenges posed by the MCC indicators.

KRA 2.2: Minijust Legislative Drafting Unit (LDU) Performance Strengthened

Activity 16: Training of the Legislative Drafters

All of the new drafting staff at Minijust and Parliament were trained for two weeks using four of the modules of the Diploma Course. The evaluation of the training was positive, although it was suggested that the trainers should include a Rwandan to provide local legal context. That will be done in the next sessions which had to be postponed from December to January due to the availability of the trainer.

Personnel who received training included:

| N° | NAMES | INSTITUTION | DAYS ATTENDED | GENDER |
|-----------|-----------------------|------------------------------------|----------------------|---------------|
| 1. | AGUMA K. Charles | Principal State Attorney, Minijust | 5 | M |
| 2. | ATUKUNDA Linda Grace | Principal State Attorney, Minijust | 10 | F |
| 3. | BIRUNGI Odethi | Principal State Attorney, Minijust | 10 | F |
| 4. | DUSHIMIMANA Lambert | Principal State Attorney, Minijust | 10 | M |
| 5. | GATERA Raymond | Principal State Attorney, Minijust | 10 | M |
| 6. | HAVUGIYAREMYE Aimable | Principal State Attorney, Minijust | 10 | F |

| N° | NAMES | INSTITUTION | DAYS ATTENDED | GENDER |
|-----|----------------------------|------------------------------------|---------------|--------|
| 7. | IKIRIZA Ruth | Principal State Attorney, Minijust | 10 | F |
| 8. | KAGOYIRE Alice | Principal State Attorney, Minijust | 4 | F |
| 9. | MAJYAMBERE Félix Aimable | Principal State Attorney, Minijust | 10 | M |
| 10. | MWINE Frank | Principal State Attorney, Minijust | 10 | M |
| 11. | NGIRINSHUTI Samuel | Principal State Attorney, Minijust | 10 | M |
| 12. | SONGA GASHABIZI Alain | Principal State Attorney, Minijust | 10 | M |
| 13. | KAYITARE Jean Pierre | Asst. Attorney General, Minijust | 5 | M |
| 14. | HARERIMANA Charles | Translator, Chamber of Deputies | 7 | M |
| 15. | NDAHAYO Sylvestre | Translator, Chamber of Deputies | 6 | M |
| 16. | MICO Augustin | Drafter, Chamber of Deputies | 7 | M |
| 17. | FURERE MUCYO David | Drafter, Chamber of Deputies | 7 | M |
| 18. | MUKAMURENZI Donata | Drafter, Chamber of Deputies | 5 | F |
| 19. | NDAGIJIMANA Eric | Drafter, Chamber of Deputies | 7 | M |
| 20. | NIYITEGEKA Marianne | Drafter, Chamber of Deputies | 7 | F |
| 21. | MUSABYIMANA Pierre | Researcher, Chamber of Deputies | 7 | M |
| 22. | NZIRAGUTINYA J.P. Aristote | Researcher, Chamber of Deputies | 7 | M |
| 23. | NGENDAHAHO Jean Baptiste | Translator, Senate | 7 | M |
| 24. | NSANZIMANA Alexis | Translator, Senate | 7 | M |
| 25. | TURIKUMANA Emmanuel | Drafter, Senate | 7 | M |
| 26. | RUSAGAMBA Lévi | Researcher, Senate | 7 | M |
| 27. | MURAGIJIMANA Emmanuel | Counsel, Chamber of Deputies | 2 | M |

The glossary called for in this activity is behind schedule but is in its final revision and is expected by the end of the next quarter.

Milestones Achieved: Training given to all LDU staff; reports on training received.

Support legislative drafting courses and degrees.

During the planning consultations, a decision was taken to develop a diploma program in legislative drafting before offering specific modules or further *ad hoc* training. A Diploma Course Advisory Committee was formed and it met four times..

Two consultants – Florence Nakachwa from Uganda and Mark Hamilton from the USA – came to Kigali to develop the modules, based on the outline approved by the Advisory Committee.

They developed a 17 module course, complete with reading materials, exercises and an estimate of the teaching time required. Learning outcomes and prerequisites are detailed.

The 17 modules are:

Module 1: Introduction to Legislative Drafting

Module 2: Professional Responsibility

Module 3: Policy Development and the Problem-Solving Approach

Module 4: Research Before Drafting

Module 5: Understanding the Legal Context for New Legislation

Module 6: Fundamental Principles of Drafting Legislation

Module 7: Efficiency and Use of Technology in Drafting Legislation **Module 8: Legislative Style**

Module 9: Particular Legislative Provisions

Module 10: Organization and Structure of Legislation

Module 11: Subsidiary Legislation

Module 12: Amendment and Repeal

Module 13: Statutory Interpretation

Module 14: International Instruments

Module 15: Principles of Good Governance

Module 16: Matters of Translation

Module 17: Training in Substantive Law Subject Areas

The Course was submitted to ILPD in April 2010. The Board of ILPD endorsed the Course in June and submitted the Course to the Higher Education Council for accreditation.

Milestones Achieved: Advisory Committee formed; draft of a Diploma Course developed; initial modules developed; Course submitted to and adopted by ILPD.

Learning by Doing.

The mentoring was done by the Interns (next activity).

Milestones Achieved: Schedule developed; mentoring conducted; reports from mentors received.

Summer Internships.

During the summer of 2010 JSP placed two student interns with Minijust, Daniel Bey and Nicole Rataski, both LLM students at Ohio Northern University. Daniel worked on the Legislative Glossary and drafts of English texts. Nicole did research on cases assigned by the Minister and on laws that are under review, including the Genocide Law.

Three days in the life of intern (extern) as reported by Nicole Rataski:

| | |
|-------|--|
| Day 1 | Supreme Court hearings all morning |
| Day 2 | Worked on memo for arbitration case |
| Day 3 | Went to Rutunga to donate goats to a village of widows from the genocide |

My role in the Ministry is to assist with creating the defense of the Rwandan government in various cases. On the cases that I have been assigned, I am given all pleadings (or a summary if it is not in English) and I have to do research on the topic and prepare a memo for the lead attorney on the case. Not only this, but in doing this research I have frequently been asked how it would be done in the U.S. if the case was in front of a court there. Though many laws are similar to the U.S., such as the commercial laws, there are many laws that are very, very different than the U.S.

This is the best part of the externship. I thought that by coming here I would learn so much from the people I worked with, and I have; however, I did not expect my colleagues to be so interested in learning about the American system and how it differs from the system here. For example, I worked on a case that was an obvious separation of powers if viewed through the lens of U.S. principles of law; however, separation of powers is not something that is engrained in the law in Rwanda. In fact, when I starting talking about it I was met with a multitude of questions and it turned into a discussion that lasted a couple hours.

Milestones Achieved: Law schools contacted; students recruited; students arrive; reports on internships received.

Activity 17: Finalize the Legislative Drafting Support System (LDSS).

Legislative Drafting Support System (LDSS), a distributed workflow, records management and collaboration system for government officials involved in the legislative drafting process in the executive and legislative branches, as well as civil society organizations.

The Legislative Drafting Units of Minijust and Parliament have both reviewed and tested the LDSS. Their comments served to amend and finalize the system, which has since been validated by Minijust and Parliament. The LDSS has been installed in the servers currently hosted at Minijust and, upon arrival of the procured IT equipment, specialized trainings will be conducted for the entire Legislative Drafting Unit staffs of Minijust and Parliament, as well as legislative drafters at other relevant government institutions (agencies, ministries, cabinet, Prime Minister's office, President's office).

Legal Information Portal (LIP) envisioned as an entry point to all online resources related to law and justice, including but not limited to the national database of laws, law drafts, court decisions, law libraries catalogues and other legal materials.

Planning meetings were held with stakeholders on the scope and content of the planned Legal Information Portal. The result of these meetings was the development of a Concept Paper which has since been validated by Minijust, the designated implementing institution for the LIP.

Interactive websites for Justice Sector Institutions and Parliament: The Legal Information Portal will include interactive websites (micro-portals) for Parliament and five justice sector institutions: 1) Supreme Court, 2) National Public Prosecution Service, 3) Ministry of Justice, 4) Rwanda Bar Association, and 5) ILPD.

Two trainings for site and content managers of the micro-portals have been conducted (July 12 to 14 and November 11 to 12). Representatives from each of the six participating Justice Sector institutions were trained in how to administrate the micro-portals, how to manage content and how to add pages and features to the sites. Upon completion of the trainings, the project has moved to ensure

validation from each institution and permission to migrate their former sites to the micro-portals.

A “sustainability management Plan” was developed by the JRLS secretariat, but was not adopted.

Milestones Achieved: Selection of local IT consultant; system needs identified; equipment identified; technical solution approved; procurement initiated; proposal for an LDSS developed and adopted at Minijust and at Parliament; training manuals developed; system management plan for sustainability delivered. Training on LDSS requires delivery of IT equipment.

Activity 18: Provide resources.

The educational and resource needs of the Library at Minijust were identified in the LNA and endorsed at a meeting of the Library staff of the institutions. .

The recommendations related to Minijust are:

- Acquire a high-speed scanner and digitize the entire Gazette post-1962;
- Purchase the texts proposed by the Minijust librarian that can be digitized and made accessible through the proposed Legal Information Portal within the limitations of the JSP budget allocation.
- Purchase copies of the text-books proposed for Legislative Drafting Diploma Course;
- Formation of a Rwanda law Libraries Consortium.

The acquisition of the scanner is in process. Scanning will begin during the seventh quarter. The Minijust Librarian prepared a proposal for the materials and texts to be acquired, but this list needs to be prioritized with adequate input from justice sector stakeholders. The final list of texts to be bought is one of the planned outputs of the training for Librarians during the seventh quarter. (Activity 20 below). One objective of that training is to encourage the formation of a Consortium of law Libraries – which can then order on a collective basis what is needed and can be used by all the libraries acting together. As part of the training, the librarians will develop and prioritize a resource list.

Milestones Achieved: List of priority needs submitted to JSP by Minijust librarian; equipment ordered.

Activity 19: Provide training in research methodology

No training in research methodology has yet been given as the personnel to be trained were not in place until the end of the sixth quarter at Parliament and are still not in place at the Law Reform Commission. The first training has been booked for February 2011 and will proceed for the staff at Parliament and Minijust whether or not the LRC staff has been appointed.

Milestones Achieved: None.

Activity 20: Training of all of the Librarians at all project partner Institutions

Responding to some of the needs identified in the Library Needs Assessment, JSP hosted a two-week librarian training for current librarians and staff from November 29, 2010 through December 10, 2010. The goal of the training was to develop human resource capacity in the Rwanda Justice Sector

for performance improvement in library management/administration and collaboration. This was done with the following objectives:

- To expose the participants to the basics of information management in a library;
- To equip the participants with basic computer skills for library management;
- To expose participants to modern library management practices; and
- To enable participants contribute towards formation of the Rwanda Law Libraries Consortium.

Major topics covered by the training included: Library Routines; Library Classification; Collection Development; Library Cataloguing; Introduction to Integrated Library Management Systems; MARC cataloguing, Library Budgeting; Ordering and Acquisition; Legal Research Skills; and Preparing Research Guides.

Participants were introduced to the role and importance of a library consortium on which basis the generated ideas for the Consortium of Rwanda Law Libraries (CRL). These have been used to create a draft agreement for the CRL.

Participants were also instructed on how to develop a joint collection development policy for Rwandan law libraries, and were thus able to create a draft Collection Development Policy for law libraries in Rwanda.

In addition to the knowledge and skills gained by the participants, a mailing list for justice sector Librarians was set up. This will provide a forum for continuous learning and online support

The training was given by the Simon Engitu, Chair of the East African Librarians Association and by Joyce Bukirwa, an international Library Sciences teacher and consultant based in Kampala.

One measure of the quality of the training: the skills of the 8 participants were measured before and after the training and increased from 155 out of a possible 384 points to 261 out of 384 – an increase of 68%.

Milestones Achieved: APLESA consultant designs and delivers course; report on course.

Activity 21: Library Consortium

During the December training for justice sector librarians, the training consultants led a discussion of the merits of forming a Consortium of law libraries. The participants responded enthusiastically and developed a set of principles which have been referred to one of the lawyers at Minijust to be refined into a formal agreement which will then be considered at the second training session in January. Those final recommendations will be referred to the departmental heads for review and approval.

One advantage of using the APLESA Chairman is that this will help the Libraries here to become more connected in the EAC.

Milestones Achieved: Agreement drafted; one training session held. .

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

Activity 22: Train the Legislative Drafters

The same training was delivered to the drafters at both Minijust and at Parliament.

All of the new drafting staff at Minijust and Parliament were trained for two weeks using four of the modules of the Diploma Course. The evaluation of the training was positive, although it was suggested that the trainers should include a Rwandan to provide local legal context. That will be done in the next sessions which had to be postponed from December to January due to the availability of the trainer.

| N° | NAMES | INSTITUTION | DAYS ATTENDED | GENDER |
|-----|----------------------------|------------------------------------|---------------|--------|
| 28. | AGUMA K. Charles | Principal State Attorney, Minijust | 5 | M |
| 29. | ATUKUNDA Linda Grace | Principal State Attorney, Minijust | 10 | F |
| 30. | BIRUNGI Odethi | Principal State Attorney, Minijust | 10 | F |
| 31. | DUSHIMIMANA Lambert | Principal State Attorney, Minijust | 10 | M |
| 32. | GATERA Raymond | Principal State Attorney, Minijust | 10 | M |
| 33. | HAVUGIYAREMYE Aimable | Principal State Attorney, Minijust | 10 | F |
| 34. | IKIRIZA Ruth | Principal State Attorney, Minijust | 10 | F |
| 35. | KAGOYIRE Alice | Principal State Attorney, Minijust | 4 | F |
| 36. | MAJYAMBERE Félix Aimable | Principal State Attorney, Minijust | 10 | M |
| 37. | MWINE Frank | Principal State Attorney, Minijust | 10 | M |
| 38. | NGIRINSHUTI Samuel | Principal State Attorney, Minijust | 10 | M |
| 39. | SONGA GASHABIZI Alain | Principal State Attorney, Minijust | 10 | M |
| 40. | KAYITARE Jean Pierre | Asst. Attorney General, Minijust | 5 | M |
| 41. | HARERIMANA Charles | Translator, Chamber of Deputies | 7 | M |
| 42. | NDAHAYO Sylvestre | Translator, Chamber of Deputies | 6 | M |
| 43. | MICO Augustin | Drafter, Chamber of Deputies | 7 | M |
| 44. | FURERE MUCYO David | Drafter, Chamber of Deputies | 7 | M |
| 45. | MUKAMURENZI Donata | Drafter, Chamber of Deputies | 5 | F |
| 46. | NDAGIJIMANA Eric | Drafter, Chamber of Deputies | 7 | M |
| 47. | NIYITEGEKA Marianne | Drafter, Chamber of Deputies | 7 | F |
| 48. | MUSABYIMANA Pierre | Researcher, Chamber of Deputies | 7 | M |
| 49. | NZIRAGUTINYA J.P. Aristote | Researcher, Chamber of Deputies | 7 | M |
| 50. | NGENDAHAHO Jean Baptiste | Translator, Senate | 7 | M |
| 51. | NSANZIMANA Alexis | Translator, Senate | 7 | M |
| 52. | TURIKUMANA Emmanuel | Drafter, Senate | 7 | M |
| 53. | RUSAGAMBA Lévi | Researcher, Senate | 7 | M |
| 54. | MURAGIJIMANA Emmanuel | Counsel, Chamber of Deputies | 2 | M |

Milestones Achieved: Training given to drafters, translators and researchers; Reports on the training received.

Support the establishment of the LDU.

The PC developed a paper setting out best practices in the management of legislative drafting personnel in the Parliamentary context (e.g., who decides priority of work assignments, as Committees and individual MPs will each think their needs should be given the highest priority). The paper was delivered to both Speakers in September of 2010.

Milestones Achieved: Paper developed; paper delivered.

Activity 23: Provide training in research methodology

No training in research methodology has yet been given as the personnel to be trained were not in place until the end of this quarter at Parliament and are still not in place at the Law Reform Commission. The first training has been scheduled for February 2011 for the staff at Parliament and Minijust whether or not the LRC has been appointed.

The training will concentrate on the use of internet tools to learn what has been done in other legislatures.

Milestones Achieved: None.

Activity 24: Support public input processes.

The LDSS has been designed and accepted by justice sector stakeholders, including Parliament. Coupled with the LIP, the systems will make public access and input to the legislative process more feasible by broadcasting what is under consideration and encouraging input from everyone.

In order to ready Parliament for the new system, the Parliament web-site was updated and modernized into a micro-portal.

Parliament has been working on its own bill-tracking software – and has accepted that the LDSS does much more than simply track the stage at which a bill is situated.

JSP has continued informal discussions with the MCC Civil Society Strengthening Project. The projects will jointly train civil society in how to access the systems once they are running.

Milestones Achieved: Parliamentary ICT needs related to opening up the legislative process identified; agreement on the architecture of the micro-portal and of the legislative drafting system, including the functionality to track bills; meetings with the MCC Civic Participation Project and with PC; web-site updated.

Activity 25: Provide equipment and resources to Parliament.

The LNA and ICTNA were submitted to USAID and approved in March 2010. The two needs assessments of the partner institutions included an assessment of the needs of the Parliament.

The process in both cases was participatory and transparent. Meetings were held with the institutions as a group at the beginning and end of each assessment – and with the staff of each institution during the process. In both cases, all of the partners, including Parliament, were invited to a formal validation meeting and they were asked to sign a formal document showing their agreement with the final texts of the assessment report(s) and with the proposed plans for improvement/change.

With regard to ICT at Parliament, the equipment needs of the legislative drafters were identified, but the ICT manager of Parliament did not participate in the validation process. Before starting procurement, JSP went again to Parliament, and at that meeting learned that certain ICT policies had changed over the intervening weeks (.e.g., the policy was desk-tops, but it had changed to laptops; Parliament had requested network hardware, but had subsequently that was been purchased). The list of equipment to be procured for parliament was updated based upon the most recent information.

With regard to the Library at Parliament, a full assessment of material needs was not possible, as the Parliament was in the process of recruiting staff to fill the two librarian positions.

Parliament is part of the group that is working to create the Libraries Consortium – and material purchases will now be guided by the views of the group as a whole.

Milestones Achieved: Parliament’s ICT and Library needs assessed; reports submitted to USAID and approved; completed and agreed; ICT list updated; procurement of updated equipment list in process; book lists under review by library group.

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

Activity 26: Legal information portal.

Legal Information Portal (LIP) envisioned as an entry point to all online resources related to law and justice, including but not limited to the national database of laws, law drafts, court decisions, law libraries catalogues and other legal materials.

Planning meetings were held with stakeholders on the scope and content of the planned Legal Information Portal. The result of these meetings was the development of a Concept Paper which has since been validated by Minijust, the designated implementing institution for the LIP.

It was agreed during the meetings that the LIP will be hosted by Minijust.

Milestones Achieved: Needs assessment; agreement between Alfa XP and Minijust and Parliament on design and location of the portal.

Activity 27: Working with parliamentary committees.

CSO leaders report that the parliamentary process is very open to them and that they are frequently invited to attend committee meetings and to comment on draft bills.

The goal of this activity is to further improve relations between civil society organizations (CSOs) and the Committees of Parliament.

JSP proposed to Parliament the organization of a one-day „koffee klatsch’ meeting between the Chairs of all or some of the Committees and related CSOs, with a limited and general agenda. The purpose of this first meeting was primarily to share ideas and build relationships over coffee and lunch, and to break down barriers and distrust.

Parliament chose not to support the proposal and indicated that their concern was that not enough of the general public, schools, etc., visit or are interested in Parliament. They asked for support for an „open house’ day instead – which would invite the public to come and tour the buildings, have a soda, etc. JSP indicated that the idea is a good one but not within the mandate of this activity, which is targeted at improving relations between CSOs and the Committees.

One meeting did take place under JSP auspices (see Activity 29 below) which brought together representatives of Parliament and Civil Society (and others) – at which time parliament asked JSP and Civil Society to be ready to provide technical assistance and advice to the Committees that are occupied with the legislation that relates to the MCC indicators (the legislative „menu’).

Milestones Achieved: One meeting was held that was attended by parliamentary Committee chairs and representatives of Civil Society.

Activity 28: Working with civil society partners.

Two meetings were held to support, in cooperation with the International Centre for Not-for-profit Legislation (ICNL), the development by civil society of a brief regarding the National NGO’s legislation that is currently being considered at Parliament.

At the meetings, the draft legislation was reviewed on a clause by clause basis – and how to influence the retention of good clauses and the deletion of bad ones was discussed intensively.

The first meeting was held at the project Office on January 21, 2010. It was attended by:

| NAMES | ORGANIZATION | GENDER |
|-----------------------|---|--------|
| KAIRABA Annie | RISD | F |
| MATAGOMA Paul | AJIPRODHO | M |
| RWIBASIRA Eugene | Rwanda Civil Society Platform | M |
| NINSIIMA Caleb | FACT Rwanda | M |
| SAFARI Emmanuel | CLADHO | M |
| MUNYANEZA James | The Rwandan Association of Journalists | M |
| RUBONEKA Suzanne | Profemme Twese Hamwe | F |
| KLINGELHOFER Stephan | International Center for Not-for-Profit Law | M |
| GAPARAYI Idi | International Center for Not-for-Profit Law | M |
| BOSLEY John | Chemonics | M |
| MUKAMAZIMPAKA Hilarie | Chemonics | F |

During this meeting, the group decided to hold a larger, second meeting – at which the text was reviewed and a Drafting Committee was appointed to develop the written brief to be presented to the Senate Committee on Justice and Legal Affairs.

The second meeting was held at the R.I.S.D. and was also supported technically by the project. Those who attended were:

| Name | Organization | Title | Gender |
|--------------------------|------------------------|--------------------------|--------|
| RUTAYISIRE Fidele | Profemme Twesehamwe | Board member | F |
| Dr NKURUNZIZA Joseph | Never Again Rwanda | Executive director | M |
| KAIRABA Annie | RISD | Executive Secretary | F |
| MUTONI Fidele | RISD | Legal Advisor | F |
| GATANGULIYA Deicole | RISD | | F |
| KAREKEZI Thaddée | Civil Society Platform | Executive Secretary | M |
| RWIBASIRA Eugene | Civil Society Platform | Spokesperson | M |
| RUDAKEMWA Annick Nicky | Civil Society Platform | Information and Outreach | F |
| UWASE Sabine | Avega | Legal Advisor | M |
| Maitre SAFARI Emmanuel | CLADHO | Executive Secretary | M |
| BICAMUMPAKA Aloys | Areco Rwanda nziza | | F |
| GAHAMANYI Jules | Arama | Executive Director | M |
| KABERA P Claver | Transparency Rwanda | Legal Advisor | M |
| GAHIMA Betty | Benishyaka | Executive Secretary | F |
| VAID Steve | FENAPH (VSO) | | M |
| UMWALI Hyacinthe | AVP | | F |
| RUBAYIZA Samuel | Kanyarwanda | E.S | M |
| MUSABYEMRIYA Godelive | UGAMA | Assistant technique | F |
| NYAMPINGA Gertrude | Liprodhor | Executive secretary | F |
| GASHUMBA Damascene | REDO | Executive director | M |
| BURASANZWE Oswald | MINALOC | Jurist | M |
| MOHINDA Charles | MINALOC | Legal expert | M |
| GAPARAY Idi | ICNL | Lawyer | M |
| BOSLEY John | Chemonics | Advisor | M |
| GASATURA Baker | GTUPV | President | M |
| MUKAMAZIMPAKA Hilarie | Chemonics | Advisor | F |
| BERNAL-CASTILLERO Miguel | Chemonics | Advisor | M |

As of the end of the sixth quarter, the brief has not been finalized and the Senate has not yet held any hearings on the legislation. It is presently at the Chamber to be translated (after being amended by the Chamber) and will then be sent to the Senate.

A meeting was also held with IREX to discuss possible collaboration between this project and the Rwanda MCC Threshold Program Civil Society Strengthening Project.

Outcomes include the participation of IREX in the next Policy Dialogue – which will focus on the Media Law (in January) and an agreement in principle to train civil society in research-based advocacy with the MCC CSSP

No training in research methodology and strategy vis-à-vis Parliament was held, for reasons explained in previous sections. The training session will take place in March of 2011, whether or not the staff has been hired at the Law Reform Commission.

Milestones Achieved: Meetings held with civil society organizations; Action plan developed with MCC Civil Society Strengthening Project.

Activity 29: Development of a Legislative Menu.

On April 15, 2010 the Rwanda Governance Advisory Council (RGAC) and Minijust, with the support of the JSP, hosted a “Policy Dialogue on Legislative Reform”. This is the first of a proposed series of dialogue forums sponsored by RGAC that are intended to enhance people’s voice and civil participation, while fostering transparency and accountability in the legislative process.

Forty-four (44) representatives from Government, civil society and the development partners attended this first „Dialogue’. The goal was to develop a „menu’ of legislative reforms that can be adopted in the next 8 months that would improve the status quo related to Civil Liberties, Political Rights and/or Voice and Accountability. The purpose of the event was to identify at least 8 legislative changes that can be drafted and adopted between now and August 2011 that will positively impact three of the MCC indicators: Civil Liberties, Political Rights, and Voice and Accountability.

The Minister, the Honorable Tharcisse Karugarama, personally opened the policy dialogue meeting and endorsed the policy dialogue process. He stressed the importance of capacitated Institutions – such as Courts that feel empowered to act independently, and the soon to be created Law Reform Commission.

The Minister’s vision is that the Law Reform Commission will be linked with the Legislative Drafting Unit of Minijust, the Institute for Legal Practice and Development and the Rwanda JSP. Together, they will become a “factory” that write high quality laws quickly. “The Government of Rwanda looks forward to having the Rwanda MCC JSP be supportive in the effort to make good quality laws since once Rwanda has good laws, it can deal with the implementation of those laws.”

After a day of quite open and frank discussions, the meeting adopted the following list of possible legislative changes, as compiled by the RGAC:

PROPOSALS OF LEGISLATIVE CHANGES

Legislative reforms proposed in Policy dialogue are divided into two groups: The first group gathers amendment on existing laws and regulations (A), and the second group assembles proposals of new laws and regulations (B). For certain proposals, because of their nature, participants proposed a policy or strategy rather than a law or regulation(C).

A. Laws and regulations to be amended

| N° | LAW TO BE AMENDED | CURRENT STATUS | ISSUE TO BE ADDRESSED | PROPOSAL |
|----|---|-----------------------------|--|---|
| 1. | Constitution | In parliament for amendment | Some articles infringe the independence of the Judiciary by the intervention of the executive power in their appointment Another issue is the limited and renewable tenure by the appointing authority. | Art 149 paragraph 2 should be amended to limit the intervention of the executive in the nomination of judges. Art. 142 paragraphs, 3, 4 and 5 should be amended. |
| 2. | Law on the statutes for judges and other judicial personnel; Organic Law Organizing the Supreme Court | Laws to be amended | Enhance the Independence of judges and judicial system | To start the amendment process of these laws to strengthen the independence of the judicial system. |
| 3. | Law on the media | In parliament for amendment | Some press offences are punished by the penal code and/or by the media law as crimes; Definition of a journalist is not complete, community radios are not included. | Decriminalization of defamation and make it a civil fault; Review the definition of a journalist to become more inclusive (Art.2 point 7 of the Media Law) |
| 4. | 4 laws in amendment process: Electoral code; Law governing Bar Association; Law governing the Rwanda National Police and; Law to fight Genocide ideology. | In parliament for amendment | Once these laws amended they will enhance civil liberties, political rights and voice and accountability indicators | Speed up the process of amendment of these laws by the Parliament. |

B. Proposal of New laws and new regulations

| N° | CURRENT SITUATION | ISSUE TO BE ADDRESSED | PROPOSALS |
|----|--|--|---|
| 1. | The right to receive and impart information is provided by the Constitution and by the Universal Declaration of Human Rights. A law on access to information has been drafted in English. | Access to information is a foundation for citizen participation, good governance and efficient public administration. A law organizing and governing the exercise of this right should be enacted. | Translate as soon as possible in French and Kinyarwanda the draft law on access to information and speed up the process of its enactment by the parliament. |
| 2. | - Inequalities of salaries between workers; - Implementation of the law regulating labor in Rwanda, especially on remuneration during maternity leave by private institutions without a law on maternity insurance. | Necessity to fix a minimum wage to ensure work; Facilitate maternity leave and job insurance. | Enact a Ministerial order fixing the minimum wage as it is provided by art.76 of the law regulating labor; Enact the law on Maternity Insurance to facilitate the implementation of article 66 of the Law regulating labor on remuneration during maternity leave. |
| 3. | Rwanda ratified the UN Convention Against Torture (CAT). The convention plays a role of a prevention mechanism against torture. | Necessity to sanction people committing the crime of torture. | Enact a law providing clear definition and categories of the crime of torture and that provides clear and fair sanctions to individuals who commit it. |
| 4. | Specific laws determining the organization and functioning of FBO and Local NGO's are currently before the parliament. | Need of a legal framework that supports FBO and local NGO's in the implementation of their activities improving welfare of the population. | Speed up the process of enacting both laws by the parliament. |
| 5. | Agency and public institution misconduct are reported informally without any legal framework governing it. | Protect and organize people who report misconduct of state's agencies and institutions. | Enact a law organizing and protecting "whistle-blowers". |

C. Proposal of new Policies and Strategies

| N° | CURRENT SITUATION | ISSUE TO BE ADDRESSED | PROPOSALS |
|----|--|---|---|
| 1 | Our Constitution requires 30% of women in decision making organ. Women are not competitive enough in technical posts. | Ensure that gender balance is respected in all public institutions; Strengthen the technical capacity of women to make them more competitive in technical posts. | Adopt a strategy that will encourage gender in local government, especially at the level of sector decision making organs; MIGEPROF and National Council for women to be in charge |
| 2 | Commissioners of National Electoral Commission (NEC) are proposed by the cabinet and approved by the Senate | Political parties do not appear in the nomination of NEC commissioners | Adopt a policy involving Forum of Political Parties in the selection of some commissioners of NEC to be approved by the Senate. |
| 3 | Right to demonstration exercised in the limits of the law is protected by the Constitution and other laws. | Conditions to receive permit for public demonstration are not clearly known | Setting of a policy or regulation that clearly lays out the requirements and terms for receiving a permit for public demonstration. |

Technical Support

JSP and RGAC are willing to provide their technical input in amending, drafting new laws and regulations, and in formulating policies and strategies.

JSP and other MCC projects have offered to provide technical assistance to Minijust and to Parliament to support the development and adoption of the necessary legislation.

The process has just begun – and time will tell whether it will result in expedited and real legislative reform. But when JSP originally added the idea of a dialogue and legislative reform to its work plan, several comments were made to the Project to the effect that the GOR would never agree, was not really interested in opening up space or in legislative reform, *et cetera*.

This activity has been selected by USAID as a „success story’.

RGAC has, in the last few days of 2010, asked for a second Policy Dialogue – which will be held in early 2011 and, in cooperation with the MCC Media Strengthening project, will focus on reform of the media law. RGAC has also indicated that JSP will be asked to review the Freedom of information legislation and to help develop a media policy

Milestones Achieved: Policy Dialogue held; legislative „Menu’ developed.

Challenges and Opportunities

Currently, the challenges identified include:

- The LRC Commissioners have not been named (and gazetted) and it is not clear when that will happen. If the Commission is not established by January 31 2011, JSP will have to eliminate the LRC activities.
- It may be difficult to find a ‚mentor’ for the LRC who is willing to come for four months.

General Comment

- JSP has been frustrated by the delays in the creation of the Commission. The plan was to help it get to speed quickly, by: conducting an orientation seminar (as opposed to a seminar exclusively focused on comparative law); developing a manual of procedures and holding a seminar to train the staff in the use of the manual; building on top of existing databases the capacity to search the laws and compare quickly; developing a process to encourage public suggestions for change (as provided for in the legislated mandate of the Commission). JSP still wants to do these activities – and more – if the Commission is established in time for JSP to be effective, given JSP’s timeframe.
- The reality is, however, that those appointments must have been made by February 15 2011 or else the project will have to look elsewhere.

Currently identified opportunities include:

- RGAC seems to be quite serious about finding opportunities for JSP to provide input into legislative reforms.

Planned Activities for Next Quarter

Planned activities for the next quarter include:

- If commissioners are appointed in January, deliver Orientation Seminar in February;

- Find an experienced international LRC commissioner to attach to the LRC for 3-4 months;
- Develop a first draft of the procedural manual for the LRC;
- Bill drafting training for the new drafting staff at Minijust based on the Diploma Course;
- Assist Minijust to develop the Legislative Glossary and to harmonize the drafting manuals
- Continue implementation of the ICT Work Plan – specifically, deliver the LDSS and the LIP;
- Purchase of books for the library at Minijust;
- Bill drafting training for the drafting staff at Parliament based on the Diploma Course;
- Purchase of books for the Library at Parliament;
- More training for the Librarians;
- Develop the Consortium of law libraries agreement;
- Hold the second policy dialogue and follow up on the Legislative Menu and support technical advice on proposed legislation, including the Access to Information bill

Section IV: Communications

During the third quarter, the JSP received from Communications Consultant Erich de la Fuente the Communications Strategy for the JSP. This document has served as a roadmap to follow in implementing a coherent message and image for the project during the fourth quarter.

The Communications Strategy includes the following activities:

1. Inform/Educate Stakeholders on what the JSP is, its impact and the Benefits to the GOR and Rwandan citizens.

A written overview presentation has been prepared and discussed with GOR focal points. The JSP boilerplate/mission statement has been included in any presentation made by JSP and strict adherence to branding guidelines has been kept. Further, the JSP offices, where numerous meetings and trainings are conducted, are decorated with the JSP mission statement, branded signage indoors and out, and with pictures and news stories of JSP activities and supported trainings.

2. Strengthen Communications Channels with JSP Stakeholders.

The actions proposed under this objective included establishing processes to conduct at least quarterly meetings with stakeholders; develop institutional Quarterly Newsletters; and, contribute to the JRLOS Secretariat's website.

Meetings have been held throughout 2010 with all JSP stakeholders, including regular working meetings with USAID, ILPD, the Supreme Court and Parliament. Meetings with stakeholders included:

| Date | Stakeholder(s) | JSP Representative(s) |
|---------|---|--|
| Jan. 14 | ILPD Steering Committee | COP, JSTS |
| Jan. 14 | Minijust focal points | COP, JSTS, SLRA |
| Jan. 18 | JRLOS Secretariat | COP, SLRA, ICTNA Team, Communications Consultant |
| Jan. 19 | ILPD | COP, JSTS |
| Jan. 21 | CSOs (meeting regarding NGO legislation) | SLRA |
| Jan. 27 | Chief Justice and Inspector General of the Supreme Court | COP, JSTS, LRA |
| Jan. 28 | Vice President Supreme Court | COP, JSTS, Prof. Raymond |
| Feb. 2 | ILPD Diploma Course Advisory Committee | SLRA, LRA, Mark Hamilton, Florence Nakachwa |
| Feb. 3 | Assistant Attorney General (Minijust) | SLRA |
| Feb. 4 | ILPD Diploma Course Advisory Committee | SLRA, LRA, Mark Hamilton, Florence Nakachwa |
| Feb. 4 | Rwanda MCC Threshold Program: Media Strengthening Project | SLRA, LRA |

| Date | Stakeholder(s) | JSP Representative(s) |
|---------|---|---|
| Feb. 8 | Permanent Secretary (Supreme Court) | COP |
| Feb. 9 | JRLOS IT Committee | COP, LRA, ICTNA Team |
| Feb. 10 | CSOs (meeting regarding NGO legislation) | SLRA, LRA |
| Feb. 18 | Parliament (regarding LRC legislation) | SLRA |
| Feb. 22 | Rwanda MCC Threshold Program: Media Strengthening Project | SLRA, LRA |
| Feb. 22 | Assistant Attorney General, Minijust | SLRA |
| Feb. 25 | Deputy Clerk of the Chamber of Deputies | SLRA |
| Feb. 26 | ILPD | JSTS |
| Mar. 1 | President of High Court and President of Board of Directors of ILPD | COP/JSTS |
| Mar. 3 | Rwanda Governance Advisory Council | LRA |
| Mar. 5 | Permanent Secretary (Minijust), ILPD Rector, Focal Points (Minijust), USAID | COP, JSTS, SLRA, LRA. |
| Mar. 5 | Legislative Drafting Diploma Course Advisory Committee | SLRA |
| Mar. 17 | Rwanda Governance Advisory Council | SLRA |
| Mar. 18 | Chief Justice, Supreme Court | COP, LRA |
| Mar. 19 | Vice President, Supreme Court | COP |
| Mar. 19 | Rwanda MCC Threshold Program: Civil Society Strengthening Project (1 and 2) | SLRA |
| Mar. 22 | Kigali Bar Association | COP, JSTS |
| Mar. 22 | Rwanda MCC Threshold Program: Civil Society Strengthening Project (1) | SLRA, LRA |
| Mar. 23 | Focal Points of JRLOS | COP |
| Mar. 24 | Advisor to the Speaker of the Senate | SLRA |
| Mar. 26 | ILPD | COP, JSTS |
| Mar. 30 | JRLOS Steering Committee | COP |
| Mar. 30 | Clerk and Speaker (Chamber of Deputies) | SLRA |
| Mar. 30 | Deputy Speaker of the Senate | SLRA |
| Apr. 8 | Permanent Secretary, Supreme Court | COP, JSTS, Guillaume Bucyana (USAID Governance Specialist) |
| Apr. 12 | Permanent Secretary, Minijust plus four other Minijust staff | COP, JSTS, Guillaume Bucyana (USAID Governance Specialist) |
| Apr. 15 | Policy Dialogue on Legislative Reform | COP, JSTS, SLRA, LRA, USAID (Dennis Weller, Tye Ferrell, Guillaume Bucyana) |
| Apr. 19 | Mathematica, MCC Senior Program Officer | COP, JSTS, SLRA, LRA |

| Date | Stakeholder(s) | JSP Representative(s) |
|---------|--|--|
| Apr. 19 | USAID | COP, SLRA |
| Apr. 21 | JRLOS Secretariat, ILPD, NPPA, Minijust (ICT Meeting) | COP, LRA, AxIS |
| Apr. 22 | RGAC, Parliament, Minijust (Policy Dialogue post mortem) | COP, LRA, Guillaume Bucyana (USAID Governance Specialist) |
| Apr. 26 | JRLOS Secretariat IT Advisor (Jean-Louis Kaliningondo) | LRA, AxIS |
| Apr. 27 | ILPD Steering Committee | COP, JSTS, Guillaume Bucyana (USAID Governance Specialist) |
| Apr. 27 | ILPD (Erick Shirimpumu, Emmanuel) | LRA, AxIS |
| Apr. 29 | KBA (Thierry Ngoga Gakuba) | COP, JSTS, LRA, AxIS |
| May 4 | Legal Aid Forum | COP |
| May 5 | Supreme Court (Fred Gashemeza) | COP, LRA, AxIS |
| May 10 | ILPD | LRA |
| May 11 | ILPD | LRA |
| May 12 | AxIS (weekly update) | COP, SLRA, LRA |
| May 12 | ILPD | LRA |
| May 13 | National Public Prosecution Authority (Stéphane Nyembo, Jane Kembabazi, and Jean Damascène Habimana) | SLRA, LRA, AxIS |
| May 13 | Kigali Bar Association (Thierry Ngoga Gakuba plus 2) | LRA, JSTS, AxIS |
| May 14 | ILPD | LRA |
| May 17 | ILPD | LRA |
| May 18 | AxIS (weekly update) | LRA |
| May 18 | JRLOS Secretariat (Ulrich Leist, Jean-Louis Kaliningondo) | LRA, AxIS |
| May 18 | Focal Points (Vastina Nsanze, Betty Mutesi) | SLRA, LRA |
| May 18 | ICT MOU (Guillaume Bucyana, Jean-Louis Kaliningondo, Betty Mutesi) | SLRA, LRA |
| May 19 | RDB/IT | SLRA, LRA, AxIS |
| May 19 | Minijust (Ulrich Leist, Jean-Louis Kaliningondo) | SLRA, LRA, AxIS |
| May 19 | Assistant Attorney General, Minijust | SLRA |
| May 20 | ILPD ELMS Requirements Discussion | LRA, AxIS |
| May 25 | AxIS (weekly update) | SLRA, LRA |
| May 26 | Preparatory Committee of the Legal Education Seminar | JSTS |

| Date | Stakeholder(s) | JSP Representative(s) |
|---------|--|------------------------------|
| May 27 | Parliament (Deputy Clerk Senate, Chambers, ICT Director) | SLRA, LRA, AxIS |
| May 28 | JRLOS (Jean-Louis Kaliningondo) | LRA |
| May 31 | Supreme Court - Executive Assistant of the Chief Justice | LRA |
| June 1 | AxIS (weekly update) | SLRA, LRA |
| June 1 | JRLOS Secretariat (Stéphane Nyembo) | LRA, AxIS |
| June 8 | AxIS (weekly update) | SLRA, LRA |
| June 9 | ILPD (Oswald Tuyenzire, Emmanuel Ndizeye) re: ILPD Trainings | JSTS, LRA, Emerance Umurerwa |
| June 10 | US Embassy presentation on Rwandan legal system by RCN | COP, SLRA, JSTS, LRA |
| June 14 | Assistant Attorney General, Minijust | SLRA |
| June 15 | AxIS (weekly update) | SLRA, LRA |
| June 15 | Vastina Nsanze (ILPD) to sign ELMS | SLRA, LRA |
| June 17 | Democracy and Governance Quarterly Partners' Meeting | COP, SLRA, LRA |
| June 22 | AxIS (weekly update) | SLRA, LRA |
| June 22 | JRLOS (Jean-Louis Kaliningondo) | SLRA, LRA, AxIS |
| June 28 | Senate (Deputy Clerk and ICT Director) | SLRA, AxIS |
| June 29 | ILPD | COP |
| June 29 | AxIS (weekly update) | SLRA |
| June 30 | Kigali Bar Association | SLRA |
| June 30 | USAID | COP |
| July 2 | Sibo Gahizi, ILPD; Victor Mugabei, Minijust; Rubango Epimake, Minijust | COP, Prof. Kamatali |
| July 7 | Sibo Gahizi, ILPD; Rubango Epimake, Minijust | Prof. Kamatali |
| July 7 | Clement Uwajeneza (AxIS) | SLRA, LRA |
| July 9 | Vastina Nsanze, Rector, ILPD; Emmanuel Ndizeye, Acting VRAC, ILPD, John Reddy, Country Director, Peace Corps; Rukundo Kanyankole, Education Program Manager, Peace Corps | COP |
| July 10 | Chief Justice Aloysie Cyanzayire(SC) | COP |
| July 12 | Felix Aimable (Minijust) | SLRA |
| July 15 | Mia Warren (USAID) | LRA |
| July 19 | Chief Justice Aloysie Cyanzayire (SC) | COP |

| Date | Stakeholder(s) | JSP Representative(s) |
|---------|---|--|
| July 19 | Thierry Ngoga (RBA) | SLRA |
| July 20 | Clement Uwajeneza (AxIS) | SLRA, LRA |
| July 20 | Bernard Bashoga, Deputy Clerk, Chamber of Deputies | SLRA |
| July 21 | Peace Corps, John Reddy Country Director, Rukundo Kanyankole, Education Program Manager, Vastina Nzanze, Rector, ILPD | COP |
| July 21 | Nicole Rataski, Daniel Bey, Tye Ferrell (USAID) | COP, SLRA, LRA |
| July 22 | Regis Rukundakuvuga, Inspector General | COP; Guillaume Bucyana, USAID |
| July 22 | Emmanuel Gasana (MEMS/USAID) | COP, SLRA, LRA |
| July 23 | Nicole Rataski, Daniel Bey | COP, SLRA, LRA |
| July 23 | Clement Uwajeneza (AxIS) | SLRA, LRA |
| July 23 | Jean-Louis Kaliningondo (JRLOS), Stephane Nyambo (NPPA) | LRA, AxIS |
| July 26 | Madeleine Nrere, Deputy Clerk, Senate | SLRA |
| July 26 | Tito Farias (COP, MCC Civil Society Strengthening Project, IREX) | SLRA |
| July 27 | Clement Uwajeneza (AxIS) | SLRA, LRA |
| July 27 | Malik Chaka, Director MCC Threshold Programs | Tye Ferrell, USAID DG Team Leader, COP, SLRA |
| July 28 | Summer Interns MINIJUST and Supreme Court | COP, SLRA, LRA |
| July 29 | Emmanuel Butare (Minijust) | COP, SLRA |
| July 29 | Augustin Habimana, Director of Outreach (Parliament) | SLRA |
| July 30 | African Justice Foundation | COP |
| Aug. 2 | Jean Pierre Kayitare, Assistant Attorney General, (Minijust) | SLRA |
| Aug. 3 | Augustin Habimana, Director of Outreach (Parliament) | LRA, AxIS |
| Aug. 3 | Clement Uwajeneza (AxIS) | LRA |
| Aug. 4 | Legal Education Seminar Planning meeting | LRA |
| Aug. 11 | Chief Justice Aloysie Cyanzayire | LRA, Holly Flood, PMU, Brian Anderson, Clerk |
| Aug. 11 | Jean-Louis Kaliningondo (JRLOS), William Gatwaza (Minijust) | LRA, AxIS |
| Aug. 16 | Bernard Bashoga, Deputy Clerk, Chamber of Deputies | SLRA |

| Date | Stakeholder(s) | JSP Representative(s) |
|----------|--|--------------------------|
| Aug. 17 | Clement Uwajeneza (AxIS) | LRA |
| Aug. 24 | Clement Uwajeneza (AxIS) | LRA |
| Sept. 2 | Emmanuel Gasana (MEMS/USAID) | SLRA, LRA |
| Sept. 7 | Clement Uwajeneza (AxIS) | SLRA, LRA |
| Sept. 7 | Jean-Louis Kalingongo (JRLOS) | SLRA, LRA, AxIS |
| Sept. 7 | Patrick Pratt and John Bosco Bogingo, International Bridges to Justice | SLRA, LRA |
| Sept. 15 | Brian Anderson | COP, LRA |
| Sept. 16 | Chief Justice Aloysie Cyanzayire | COP, LRA, Brian Anderson |
| Sept. 20 | Betty Mutese, MCC Liaison | COP, SLRA |
| Sept. 20 | Bernard Bashoga, Deputy Clerk, Chamber of Deputies | SLRA |
| Sept. 20 | Augustin Habimana, Director of Outreach, Parliament | SLRA |
| Sept. 20 | Cyatire Sosthene, Clerk, Senate | SLRA |
| Sept. 21 | Clement Uwajeneza (AxIS) – Weekly ICT | SLRA, LRA |
| Sept. 21 | African Justice Foundation, Jessica Withey Coordinator | COP |
| Sept. 20 | Emmanuel Butare, focal point MINIJUST | SLRA |
| Sept. 21 | Peace Corps, Rukundo Kanyankole, Education Program Manager, Regis Rukundakuvuga, Inspector General | COP, Brian Anderson |
| Sept. 22 | African Justice Foundation, Jessica Withey Coordinator | LRA, Brian Anderson |
| Sept. 23 | African Justice Foundation, Jessica Withey Coordinator | SLRA |
| Sept. 24 | ILPD – ELMS Validation | COP, LRA |
| Sept. 28 | Clement Uwajeneza (AxIS) – Weekly ICT | SLRA, LRA |
| Sept. 29 | Brian Anderson | LRA |
| Oct. 4 | Peace Corps Coordination Meeting | COP, Brian Anderson |
| Oct. 5 | Clement Uwajeneza (AxIS) – Weekly Status | LRA |
| Oct. 6 | Jean-Louis Kaliningondo (JRLOS) | LRA |
| Oct. 6 | Brian Anderson (Supreme Court) | LRA |
| Oct. 6 | Fred Gashemeza (Supreme Court) – Pre- departure briefing | LRA |
| Oct. 6 | USAID Partners Meeting | COP |
| Oct. 7 | MCC Coordinating Meeting with USAID | COP |

| Date | Stakeholder(s) | JSP Representative(s) |
|---------|--|---|
| Oct. 18 | Clement Uwajeneza (AxIS), Sergey Chapkey | SLA, LRA |
| Oct. 19 | Jean-Louis Kaliningondo (JRLOS) | LRA, Sergey Chapkey (Alfa-XP), Clement Uwajeneza (AxIS) |
| Oct. 20 | Brian Anderson (Supreme Court) | LRA |
| Oct. 20 | Alice Kagoyire (Minijust), Raymond Gatera (Minijust), Felix Aimable Najyambere (Minijust), Emmanuel Butare (Minijust), Jean-Louis Kaliningondo (JRLOS) | LRA, Sergey Chapkey (Alfa-XP), Clement Uwajeneza (AxIS) |
| Oct. 21 | Jean-Louis Kaliningondo (JRLOS), William Gatwaza (Minijust), Emmanuel Bambanza (Minijust), Evariste Nzibaza (NPPA) | LRA, Sergey Chapkey (Alfa-XP), Clement Uwajeneza (AxIS), Emmanuel Arome (AxIS) |
| Oct. 22 | Brian Anderson (Supreme Court) | LRA, Sergey Chapkey (Alfa-XP) |
| Oct. 25 | Sergey Chapkey (Alfa XP) | COP, SLA, LRA, Ginger Elsea |
| Oct. 25 | Guillaume Bucyana (COTR) | COP, Ginger Elsea |
| Oct. 27 | Brian Anderson (Supreme Court) | LRA |
| Oct. 27 | Fred Gashezema, (Supreme Court), Jean-Louis Kaliningondo (JRLOS), Brian Anderson (Supreme Court), Navin Ganatra (Symphony Rwanda) | LRA, Sergey Chapkey (Alfa-XP), Clement Uwajeneza (AxIS) |
| Oct. 27 | Legal Education Seminar Working Group: Yves Sibo Gahizi (ILPD), Epimaque Rubango (Minijust), Emmanuel Butare (Minijust), Titien Habumigisha, Alfred Nywagaba (NHEC), Fructuose Bigirimana (Dean, INES-Ruhengeri), Thierry Ngoga (KBA), Angélique Habyarimana (NPPA), Robert Turyahebwa | Brian Anderson, Didas Kayihura, Emérance Umurerwa. |
| Oct. 27 | Vastina Nsaza (Rector ILPD), Sibo Gahizi (ILPD) | COP |
| Oct. 27 | MCC Partner Meeting USAID | COP |
| Nov. 1 | Augustin Habimana (Parliament), Donatien Uhoraningoga (Parliament) | SLA, LRA, Sergey Chapkey (Alfa-XP), Clement Uwajeneza (AxIS) |
| Nov. 1 | Paul Kaiser (USAID), Guillaume Bucyana (USAID), Tito Farias (IREX) | COP, SLA, LRA, Sergey Chapkey (Alfa-XP) |
| Nov. 2 | 12 members of the Ministry of Justice Legislative Drafting Unit | LRA, Sergey Chapkey (Alfa-XP), Emmanuel Kabahizi (AxIS) |
| Nov. 2 | Regis Rukundakuvuga (Inspector General SC) | COP, Brian Andeson (Clerk, Chief Justice) |
| Nov. 3 | Esperance Nsafari (Minijust), Ulrich Leist (JRLOS), Jean-Louis Kaliningondo (JRLOS), Victor Mugabe (JRLOS), Jean-Pierre Kayitare (Minijust), William Gatwaza (Minijust) | COP, LRA, Guillaume Bucyana (USAID), Sergey Chapkey (Alfa-XP) |
| Nov. 3 | Sosthene Cyitatre (Senate), Bernard Bashoga (Chamber of Deputies), Yvan (Parliament) | LRA, Sergey Chapkey (Alfa-XP), Emmanuel Kabahizi (AxIS), Clement Uwajeneza (AxIS) |

| Date | Stakeholder(s) | JSP Representative(s) |
|---------|--|-------------------------------------|
| Nov. 4 | Brian Anderson (Supreme Court) | COP, LRA, Sergey Chapkey (Alfa-XP) |
| Nov. 4 | Clement Uwajeneza (AxIS), Emmanuel Kabahizi (AxIS) Sergey Chapkey (Alfa XP) | SLA, LRA |
| Nov. 5 | African Judicial Workshop Working Group: Vastina Nsaze (ILPD Rector), Emmanuel Itamawa (Inspector of Courts), Emmanuel Butare (Minijust), Ephram Marala (Prosecutor), Sibo Gahizi (ILPD), Oscar Bahizi (VRAF ILPD) | COP |
| Nov. 8 | Pierre Rumiga, Hawa Niwemwana | SLA |
| Nov. 9 | English Language Training Program: Kathleen Frazier (Peace Corps); Ashley Williamson (Peace Corps) | Brian Anderson |
| Nov. 10 | English Language Training Program: Kathleen Frazier (Peace Corps); Ashley Williamson (Peace Corps) | Brian Anderson |
| Nov. 10 | MCC Partners and Donors meeting USAID | COP |
| Nov. 12 | George Kalisa | SLA |
| Nov. 12 | Sosthene Cyitatre (Senate) | SLA |
| Nov. 15 | Meeting with USAID COTR, Guillaume Bucyana | COP, SLA |
| Nov. 16 | Clement Uwajeneza (AxIS) – re: LIP | SLA, LRA |
| Nov. 16 | Nadine Umotoni | SLA |
| Nov. 17 | Brian Anderson (Supreme Court) | LRA |
| Nov. 17 | Legal Education Seminar Working Group: Fructuose Bigirimana (Dean, INES-Ruhengeri), Alfred Nuwagaba (NHEC), Emmanuel Butare (MINIJUST), Victor Mugabe (MINIJUST) | COP, Didas Kayihura, Brian Anderson |
| Nov. 18 | Focal Point Meeting: Betty Mutesi (Minecofin) | COP, SLA, LRA |
| Nov. 24 | Brian Anderson (Supreme Court) | COP, LRA |
| Dec. 3 | Professor Shyaka, Louise Brunet | SLA |
| Dec. 6 | Betty Mutesi, MCC Liaison | COP |
| Dec. 6 | Jean Pierre Kayitare | SLA |
| Dec. 6 | Felix Aimable, Charles Kaguma, Pierre Rumiga | SLA |
| Dec. 6 | Odette Dumontier, Jocelyn Lambert | SLA |
| Dec. 6 | Jean Marie Kamatali, Brian Anderson | LRA |
| Dec. 7 | Chief Justice Aloysie Cyanzire, Anne Gahongayire, PS | COP, Brian Anderson |
| Dec. 8 | Brian Anderson (Supreme Court) | LRA |

| Date | Stakeholder(s) | JSP Representative(s) |
|---------|--|-------------------------------|
| Dec. 9 | Representatives from the University of Chicago’s Harris School | COP, SLA, LRA |
| Dec. 15 | Brian Anderson (Supreme Court) | LRA |
| Dec. 17 | Jean-Louis Kaliningondo (JRLOS) | LRA, Clement Uwajeneza (AxIS) |
| Dec. 29 | Joseph Rurangwa (USAID MCC Governance Specialist) | COP, LRA |

In addition JSP hosted one of the quarterly USAID DG meetings, including all of the partners receiving USAID funding for related activities. After updates on USAID and various project activities, JSP presented a brief overview of the legislative “menu” activity, and solicited commitments for technical support to this effort. As a result of this outreach, technical support has been identified so far for four of the laws identified during the Policy Dialogue.

Starting in the third quarter, JSP has published a Quarterly Newsletter entitled *A Just Rwanda*. The newsletter is sent electronically to over 150 stakeholders and collaborators and has also been distributed in paper format. The Quarterly Newsletter also serves the purposes of a project brochure as it includes key information regarding the JSP mission, activities and future events.

Feedback on the newsletter has underlined its substantive educational value in addition to raising awareness about JSP activities and events. For example, a number of justice sector professionals have commented on the “building blocks” essential to writing clear judgments included in the newsletter, and indicated that this information was previously unknown and useful in their day-to-day legal writing tasks. Thus, legal professionals unable to participate in the judgment writing seminar obtained benefit from the training by way of the Newsletter.

3. Raise awareness of JSP as a MCC Assistance Initiative, administered by USAID

A standard boilerplate was developed and approved by USAID. The boilerplate/mission statement is included in all pertinent JSP materials (including the first issue of the Newsletter) and is prominently displayed in large-scale prints in all JSP offices and training rooms.

USAID and MCC branding guidelines have been strictly adhered to. The standard templates for letters, presentations and publication cover pages have undergone several modifications in consultation and under the directives of USAID. As these modifications have been adopted, all subsequent materials have been properly branded. A properly branded outdoor sign has been displayed outside the JSP offices and branded display banners have been displayed at all JSP training activities.

4. Partner with other MCC programs to improve media coverage related to MCC objectives

Cooperation and collaboration between the MCC partners is both strong and effective. JSP facilitated the collaboration between the Police Strengthening Project and the NPPA. LRA and the JSTS participated as presenters at the Rwanda Now training of journalists workshop organized by the Media Strengthening Project in March 2010.

Representative from each of the other four MCC projects participated in the Policy Dialogue on Legislative Reform. Some, including the Media Strengthening Project, have agreed to contribute their technical expertise to the „Legislative Menu’ by developing an analysis of the media law. A second Policy Dialogue will focus exclusively on the Media Law and will be a joint activity of JSP and the MCC Media Strengthening Project.

Further, JSP is working with the Civil Society Strengthening Project to develop the strategic capacity of CSOs who want to influence policy and legislative outcomes.

Challenges and Opportunities

Currently, the main challenge identified for the upcoming quarter is:

- The delay in the delivery of the procured IT equipment and subsequent inability to use these as a vehicle for promoting the Justice Sector institutions and JSP activities.

Currently identified opportunities for the upcoming quarter include:

- The micro-portals developed by JSP for six justice sector institutions will soon be accessible on the internet, providing another venue for JSP activities to be broadcast.

Planned Activities for Next Quarter

In addition to continuing ongoing activities, planned activities for the seventh quarter include:

- Continue regular meetings with JSP stakeholders;
- Publish three Success Stories based on project-assisted activities; and
- Publish the fifth issue of *A Just Rwanda*, the Quarterly Newsletter of the JSP.

Section V: Partnership Cost Sharing

The government of Rwanda has contributed generously to partnership activities, both in terms of human resources and enthusiasm for project activities. The Supreme and High Courts released ten judges to participate in extensive training that included curriculum development, teaching methodology, team teaching and ICT skills, all without additional compensation. The RBA and NPPA also nominated individuals who trained as ILPD faculty, all of them collaborating without additional pay. Both the SC and NPPA are in the process of negotiating an MOU with ILPD whereby they will second their members to ILPD as faculty for periods of six months to one year.

The Policy Dialogue was a joint venture between Minijust, the Governance Advisory Council (RGAC) and JSP – including an element of cost-sharing by the RGAC. Each partner (e.g., Parliament, Minijust) provides a focal point – a member of staff whose task is to serve as the liaison between JSP and that institution. Several other staff gave of their time to serve on the Diploma in Legislative Drafting Advisory Committee – and did not ask even for transport support.

ILPD prepared a statement of ILPD contributions to project activities for the first six months of 2010 that not only documents their contributions to the partnership, but also an evaluation of the various project activities. Since the completion of the new ILPD building in Nyanza, ILPD has hosted participants in joint activities, including the legal education seminar. ILPD plans to host participants in the next legal education seminar and faculty retreat, as well as the June African Judicial Institute workshop.

What follows is a document submitted by ILPD detailing our mutual contributions to program activities, as well comments and observations:

Activities jointly carried out by the ILPD and the MCC (Rwanda) Threshold Program/JSP in line with the implementation of the Rwanda MCC Threshold program

Period: December 2009 to June 2010

Introduction

The JSP is the project that is implementing the Rwanda MCC Threshold program. The latter helps the Justice sector institutions to strengthen the capacities of their staff in offering different trainings. ILPD as a government institution with a mission of organizing and delivering legal trainings for the justice sector institutions has benefited a lot from the implementation of that project. In this regard, the JSP has sponsored trainings to enable ILPD permanent staff to efficiently fulfill their daily duties. JSP has also organized and sponsored training of trainers who will constitute a pool of external trainers able to deliver courses for the ILPD. Even though ILPD is the first beneficiary, it has played a significant role during the process of implementing all those trainings. The table below shows the trainings that JSP organized and co-sponsored and the role ILPD has so far played.

Trainings & Activities carried out

(See next page)

| Trainings & Activities | Dates | Beneficiaries | The role of JSP | The role of the ILPD | | Comments & Observations |
|--|--------------------------------------|--|---------------------------------------|---|--|--|
| | | | | Items | Costs | |
| 1. Training on teaching methodology in Nyanza | Dec. 9 – 11, 2009 | ILPD academic staff | - Trainers - Catering for trainees | Contact with the Hotel /Venue | ILPD facilitated contacts & negotiations between JSP and the Hotel | The training was very beneficial. The academic staff learnt about teaching methodology. This training was like an introduction. There is a need of another training of a similar kind. |
| 2. Training on academic administration and academic advising in Nyanza | Mar. 2-3, 2010 | ILPD academic staff | - Trainers - Catering | Contact with the Hotel/Venue | ILPD facilitated contacts & negotiations between JSP and the Hotel | The training was very beneficial to the academic staff .The academic staff learnt about teaching methodology. This training was like an introduction. There is a need of another training of a similar kind. |
| 3. Training on teaching methodology & curriculum development (ToT) for Prosecutors | Mar. 6-7, 2010 June 11-12, 2010 | 10 prosecutors to become ILPD trainers | - Catering - Trainers - Banners | Printing certificates, Mission orders for ILPD Staff who supervised the training | 60,000Rwf 9,800Rwf | Because of this training, the number of prosecutors who can teach at ILPD has increased. |
| 4. Training on teaching methodology & curriculum development (ToT) for Lawyers | Mar. 12-13, 2010 June 17-19, 2010 | 10 Lawyers to become ILPD trainers | - Catering - Trainers - Banners | Printing certificates, Mission orders for ILPD Staff who supervised the training | 60,000 Rwf 9,800 Rwf | Because of this training, the number of lawyers who can teach at the ILPD has increased. |

| | | | | | | |
|---|---------------------------------------|--|---------------------------------------|---|---|--|
| 5. Training on teaching methodology & curriculum development (ToT) for Judges | May 4-5, 2010 June 14-15, 2010 | 10 Judges to become ILPD trainers | - Catering - Trainers - Banners | Printing certificates, Mission orders for ILPD Staff who supervised the training | 60,000 Rwf 9,800 Rwf | Because of this training the number of judges who can teach at the ILPD has increased. |
| 6. Judgment writing /Judges | May 6-7, 2010 | 52 Judges | - Catering - Trainers - Banners | Printing certificates, Mission orders for ILPD Staff who supervised the training | 312,000 Rwf 9,800 Rwf | The judges trained will train other judges throughout the country. The objective of this training is to improve the writing of judgment by Rwandan judges |
| 7. Training on business law | May 10-21, 2010 | - Lawyers from KBA - Legal professionals from Minijust - Judges from Supreme Court | - Catering - Rooms for training | -Banners -Photocopying course materials -transport of course materials - printing certificates - Photocopying training materials - Production of CDs (course materials) - mission orders/ ILPD staff - Invitations to the trainees | 100,000 Rwf 1,268,000 Rwf 162,840 Rwf 600,000 Rwf 500,000 Rwf 100,000 Rwf 425,200 Rwf | All participants in the training learnt a lot about the topic. The knowledge and skills acquired will help the participants to more efficiently deal with commercial cases before the court. |

| | | | | | | |
|---|--|----------------------|--|---|--|--|
| 8. ICT Training (in Kigali and at ILPD) | - March 12,19,26, 2010 - June 2-4, 2010 | ILPD Staff | - Trainers - Transport fees for trainees - Catering for the trainees | The ILPD hosted the meeting and availed Computer room for the training which took place at ILPD | | All the ILPD staff have benefited from the ICT training organized and sponsored by the JSP. The ILPD staff is now using the knowledge and skills acquired in professionally fulfilling their daily duties. |
| 9. Training on finance & Accounting in Kigali | | ILPD financial staff | - Trainers - Transport fees - Accommodation for the trainees | | | |
| 10. Meeting on E-Learning Management system(ELMS) | - May 20, 2010 | ILPD | - Hiring the consultant who developed the ELMS document | - Room for the meeting at ILPD | | The participants in the meeting commented on the document to improve it. The document was signed by both ILPD and Rwanda JSP. |
| Total amount: 3, 687,240 Rwf | | | | | | |

Section VI: Partnership Collaboration

In addition to collaborating with our MCC partners, JSP has regularly collaborated with institutions in order to nurture sustainable long term partnerships:

- **Federal Judicial Center:** to identify opportunities for exchanges with the Rwandan Supreme Court and professional development for judges;
- **Allen & Overy LLP:** in order to implement the commercial law training, as well as to identify opportunities for a long term partnership with ILPD and the College of Law;
- **Peace Corps:** to develop and institutional partnership with ILPD in order to facilitate regular placement of one or more volunteers each year;
- **Commercial Law Development Program:** to explore partnership opportunities with ILPD;
- **Ohio Northern University:** legal interns: through the efforts of Prof. Kamatali, the university has placed three legal interns in Rwanda, one for an entire year as a clerk to the SC, and two summer interns at Minijust;
- **Nuffic:** JSP has met regularly with representatives of Nuffic in order to insure collaboration and avoid duplication in project activities, including a new project that will begin in September 2010, Netherlands Initiation of Cooperation in Higher Education (NICHE) which will focus on capacity building for ILPD;
- **CCOAIB (Umbrella organization of Rwandan Local NGOs in Development):** to facilitate collaboration between the GOR and civil society;
- **ARD/Rwanda Legislative Strengthening Project:** to insure continuity between that project and JSP;
- **GTZ:** to harmonize project activities with GTZ sponsored capacity building training for prosecutors;
- **Union of Human Rights Associations (CLADHO);** ICT coordination and planning.
- **Embassy of the Netherlands;** ICT coordination and planning.
- **Legal Aid Forum:** ICT coordination and planning.
- **International Association of Women Judges:** in order to explore the possibility of forming a Rwandan chapter;

Section VII: Monitoring & Evaluation

The monitoring and evaluation table is presented below. Each indicator has been separated onto its own table and the respective comments are found below each table.

Please note that for this Annual Report the Monitoring & Evaluation table has been adjusted to include results from calendar year 2010. Where reference is made to Contract Years, Year 1 runs from August 24, 2009 to August 23, 2010 and Year 2 from August 24, 2010 to August 23, 2011.

Also note that Project Quarters are organized as follows:

- Quarter 1: August 24, 2009– September 30, 2009
- Quarter 2: October 1, 2009 – December 31, 2009
- Quarter 3: January 1, 2010 – March 31, 2010
- Quarter 4: April 1, 2010 – June 30, 2010
- Quarter 5: July 1, 2010 – September 30, 2010
- Quarter 6: October 1, 2010 – December 31, 2010
- Quarter 7: January 1, 2011 – March 30, 2011
- Quarter 8: April 1, 2011 – June 30, 2011
- Quarter 9: July 1, 2011 – August 23, 2011

M&E Reporting Table – January 1 to December 31, 2010

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

| Indicator | Reporting Period | Unit of Measure | Disaggregation | Baseline Value | LOP Target | Total Progress To Date (Q1-Q6) |
|--|------------------|-----------------------------------|-------------------------|----------------|------------|--------------------------------|
| 1.0.1 The quality of court decisions is improved based on international standards (MCC Indicator) | Q4 and Q8 | Average Score by Panel of Experts | Project-Assisted Judges | 40% | 50% | See Comment below. |

Comments

- Indicator measurement temporarily suspended pending resolution of data sharing with the Supreme Court.

| Indicator | Reporting Period | Unit of Measure | Disaggregation | Baseline Value | LOP Target | Total Progress To Date (Q1-Q6) |
|---|------------------|-----------------|----------------|----------------|------------|--------------------------------|
| 1.0.2 Number of laws, amendments, regulations, and procedures related to judicial independence supported with USG assistance | Quarterly | Number | N/A | 0 | 6 | 1 |

Comments

- JSP staff has continued review of GOR Official Gazette
- From Q5: The Supreme Court adopted a revised judgment writing format created by participants in project-supported trainings. The new format is more transparent, encourages legal reasoning, and will be easier to enforce thereby increasing judicial independence and respect.

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

| Indicator | Reporting Period | Unit of Measure | Disaggregation | Baseline Value | LOP Target | Total Progress To Date (Q1-Q6) |
|---|-------------------|--|----------------|----------------|------------|--------------------------------|
| 1.1.1 Justice sector training needs assessment completed - milestone indicator | Once in Quarter 1 | Milestone: Final Training Needs Assessment | N/A | 0 | 1 | 1 Milestone achieved in Q2. |

| KRA 1.2 Capacity of the ILPD strengthened | | | | | | |
|--|------------------|--|----------------|----------------|--------------|--|
| Indicator | Reporting Period | Unit of Measure | Disaggregation | Baseline Value | LOP Target | Total Progress To Date (Q1-Q6) |
| 1.2.1 Continuing legal education (CLE) curriculum developed by ILPD (milestones indicator) | Quarterly | Milestones: 1- Handbook of Short-term courses 2- CLE Curriculum 3- Course books 4- Syllabi 5- CLE curriculum offered 6- Faculty trained to teach CLE courses | By Milestone | 0 | 6 Milestones | 5 Milestones achieved (Course books pending) |

Comments

- Milestone 3 - Course books: Course books have been developed for CLE courses in Practical Skills for Lawyers, Practical Skills for Prosecutors and Judgment Writing Manual for Judges. Awaiting copyright permissions before delivering them (expected for Q7).
- **Activity 1: African Judicial Institute Workshop:** The date for the workshop has been set for June 6 & 7, 2011 at the ILPD campus. Planning continues.
- **Activity 2: Training of Trainers (TOT):** Three Advanced TOT courses completed (for lawyers, judges and prosecutors); ILPD faculty participated in coaching activities; ILPD staff participated in IT coaching activity; Draft teaching manual complete.
- **Activity 3: Individual courses developed:** Draft course books for three courses revised and expanded (Practical Skills for Lawyers; Practical Skills for Prosecutors; Judgment Writing Manual for Judges); Curriculum developed for English Language for Judges; Practical Skills for Lawyers delivered using the revised course book; Electronic Learning Management System and Distance Learning program designed, implemented and ILPD staff trained; Sage Pastel training completed for four ILPD accounting and finance staff.
- **Activity 4: Coordination of justice sector training institutions – Legal Education Seminar:** Legal Education Seminar held on December 2 – 3; Follow on plan developed.
- **Activity 5: Library and ICT:** ELMS has been installed at ILPD and staff have received training in both ELMS and in creating Distance Learning courses; LDSS has been validated by Minijust and Parliament and training are scheduled for January/February 2011; Second Micro-Portal training conducted and at least two staff members from each stakeholder institution has been trained in the administration and content management of the Micro-portals; the SC has validated and authorized migration of their website to the new micro-portal; Legal Information Portal concept paper developed and validated by Minijust; Training for Justice Sector librarians held.

| KRA 1.3: Skills of justice sector actors enhanced | | | | | | | |
|--|------------------|------------------|--|----------------|----------------|------------|--|
| Indicator | Reporting Period | Unit of Measure | Disaggregation by category of justice sector actor | Baseline Value | Year 1 Results | LOP Target | Latest Progress |
| 1.3.1 Improvement in practical skills scores based on pre- and post-training assessments of participants completing ILPD project assisted CLE courses. | Quarterly | Average of score | ILPD Academic Staff | 18% | 57% | 60% | 70% |
| | | | ILPD Faculty – Prosecutors | 9% | 53% | 60% | 76.6% |
| | | | ILPD Faculty – Lawyers | 11% | 52% | 60% | 86.6% |
| | | | ILPD Faculty – Judges | 40% | 68% | 60% | None recorded. |
| | | | Basic Computer Skills | 63% | 77% | 70% | All basic trainings conducted prior to Q6. Target met. |
| | | | Advanced Computer Skills | 33% | N/A | 60% | 90% |
| | | | Librarians | 40% | N/A | 60% | 68% |

Comments

- ILPD Faculty Training on Curriculum Development and Teaching Methodology held November 25 to 26. Pre- and post-training evaluation results show improvement in practical skills scores from 49.4% to 70%.
- Advanced TOT for Prosecutors held December 8 to 10. Pre- and post-training evaluation results showed improvement in practical skills scores from 43% to 76.6%.
- TOT: Practical Skills for Lawyers held November 23 to 24 and December 1. Pre- and post-training evaluation results show improvement in skills from 53.3% to 86.6%.
- Judgment Writing Handbook Development Workshop held for judges. No skills transferred, so no evaluations were conducted.
- Site and Content Managers Training held November 11 to 12. Pre- and post-training evaluation results show improvement in skills from 33% (27% in Day 1 and 38% in Day 2) to 90% (87.5% in Day 1 and 92.5% in Day 2). This training served to set the baseline value for this category of justice sector actors.
- Training for Justice Librarians held from November 29 to December 9. Pre- and post-training evaluation results show improvement in skills from 40% (155/384) to 68% (261/384). This training served to set the baseline value for this category of justice sector actors.
- **Activity 6: Justice Sector Mentoring:** Supreme Court Inspectorate using judgment evaluation checklist developed with JSP assistance; justice sector staff receive training in site and content management for the micro-portals; Clerk attached to the Chief Justice of the Supreme Court.
- **Activity 7: Exchange opportunities:** Visit of Chief Justice, Inspector General and Senior ICT Director of the SC to the Federal Judicial Center completed from October 18 to 22, 2010; planning has begun for sending a second Parliamentary staff member to Tulane University’s 17th Annual International Legislative Drafting Institute from June 13 to 24, 2011.

| Project Intermediate Result (Objective) 2.0: Legislative reforms strengthened and expanded | | | | | | |
|--|--------------------------------|-----------------|---|----------------|------------|---|
| Indicator | Reporting Period | Unit of Measure | Disaggregation | Baseline Value | LOP Target | Total Progress To Date (Q1-Q6) |
| 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) | Quarterly (starting by year 2) | Number | Supported or not supported by the project | 0 | 8 | Zero (0) laws passed that have impact and that were supported by the project. |

Comments

- JSP staff has continued review of GOR Official Gazette. No laws or amendments identified that “significantly improve” the indicators.

| KRA 2.1: Law Reform Commission’s capacity for effective legal review established | | | | | | |
|--|------------------------------|-----------------|---|----------------|------------|--------------------------------|
| Indicator | Reporting Period | Unit of Measure | Disaggregation by type of policy or procedure | Baseline Value | LOP Target | Total Progress To Date (Q1-Q6) |
| 2.1.1 Manual of operating procedures adopted by LRC (milestone indicator) | Quarterly | Number | Policy or Procedure | 0 | 1 | 0 |
| 2.1.2 Percent of LRC recommendations judged to have the potential to impact positively on the functioning of the legal system. | Annually (Year 2, Quarter 7) | Percent | Political Rights Civil Liberties V & A | 0 | 15% | 0 |

Comments

- The Law Reform Commission (LRC) is not yet operative. This has important negative impact on the ability to complete or act on Indicators 2.1.1 and 2.1.2 and on Activities 8 to 11, 13 and 15, which are all directly related to the LRC.
- Activity 8: Orientation seminar for Law Reform Commission (LRC) Commissioners:** Draft proposal has been submitted to Jean-Pierre Kayitare, Assistant Attorney General.
- Activity 9: Develop a Manual of Operating Policies and Procedures (MOPP) for the LRC:** No action possible (LRC is not yet operative).
- Activity 10: Integrate the LRC into Justice Sector IT Systems:** The Legal Information Portal, which will allow access by the public to the legislative process, is in development.
- Activity 11: Training on MOPP and How to Set Priorities:** No action possible (LRC is not yet operative).
- Activity 12: Collaboration among the Legislative Drafters:** First collective meeting of all Minijust and Parliamentary legislative drafters scheduled for January 14, 2011.
- Activity 13: Learning how to use Research Tools and Methodologies:** Training is scheduled for March 2011, provided LRC staff has been named by then.
- Activity 14: Attachment of a former Secretary General or Commissioner:** A draft scope of work has been prepared and recruitment efforts continue.
- Activity 15: Seminar on Legal Reform Related to the MCC Indicators for the LRC:** No action possible (LRC is not yet operative).

| KRA 2.2: Minijust Legislative Drafting Unit performance strengthened | | | | | | |
|--|------------------|-----------------|-------------------------------|----------------|--|--|
| Indicator | Reporting Period | Unit of Measure | Disaggregation by institution | Baseline Value | LOP Target | Total Progress To Date (Q1-Q6) |
| 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 | Percent | Minijust. Parliament. | 0 | 50% of all drafters to take 50% of modules | 80% of all drafters have taken 25% of modules. |
| 2.2.2 Percent of bills that are internally consistent, policy evident and potentially implementable. | Annually | Percent | N/A | 50% | 70% | |

Comments

- 2.2.1: Second training for Legislative Drafters scheduled for January (Minijust) and February (Parliament) 2011.
- 2.2.2: Year 2 measurement to be conducted in Q8. The panel of experts will score ten (10) passed laws that have been drafted by Legislative Drafting staff that has taken project-sponsored trainings.
- **Activity 16: Support Legislative Drafting Training:** An additional 3 to 4 of the 16 modules of the Diploma Course in Legislative Drafting will be taught to Minijust LDU in February 2011. Multilingual Legal Glossary is in its final revision for adoption by Minijust LDU.
- **Activity 17: Finalize the Legislative Drafting Support System (LDSS):** LDSS has been developed and validated by Minijust and Parliament. Training for all users scheduled for January and February 2011.
- **Activity 18: Provide Resources to the Minijust Library:** Procurement of IT equipment continues and delivery of the equipment is expected in Q7; List of books to be procured placed on hold until a common collection strategy is developed across the sector; Training for justice sector librarians delivered; Draft agreement for a Consortium of Law Libraries drafted.
- **Activity 19: Provide Training in Research Methodology:** Training planning continues and is scheduled for Q7.
- **Activity 20: Training of the Librarians at all Project Partner Institutions:** Training plan finalized and approved; Training conducted from November 29 to December 10.
- **Activity 21: Formation of Library Consortium:** Draft agreement for a Consortium of Law Libraries drafted and under discussion amongst justice sector institutions.

| KRA 2.3: Capacity of the Parliamentary Legislative Drafting Units to provide quality legal content, policy analysis and research improved | | | | | | |
|---|------------------|-----------------|----------------|----------------|------------|--------------------------------|
| Indicator | Reporting Period | Unit of Measure | Disaggregation | Baseline Value | LOP Target | Total Progress To Date (Q1-Q6) |
| 2.3.1 Percentage of Amendments and Laws passed that are internally consistent, policy evident and potentially implementable | Annually | Percent | N/A | 50% | 70% | See comments below. |

Comments

- 2.3.1: Year 2 measurement to be conducted in Q8. The panel of experts will score ten (10) passed laws that have been drafted by Legislative Drafting staff that has taken project-sponsored trainings.
- **Activity 22: Support Legislative Drafting Training:** An additional 3 to 4 of the 16 modules of the Diploma Course in Legislative Drafting will be taught to Parliament LDU in March 2011. The „best practices’ paper (related to the management of bill drafting units) was delivered to both Speakers.
- **Activity 23: Training in Research Methodology:** Training planning continues and is scheduled for Q7.
- **Activity 24: Support Public Input Processes and Training:** Parliament micro-portal is ready and awaiting Parliament validation; Parliament staff trained in site and content management of the micro-portal; LDSS has been validated by Clerks of both chambers of Parliament; Micro-portal and LDSS will support public input in the legislative process.
- **Activity 25: Provide Equipment and Resources to Parliament:** Delivery of the IT equipment is expected in Q7; List of books to be procured placed on hold until a common collection strategy is developed across the sector; Training for justice sector librarians delivered; Draft agreement for a Consortium of Law Libraries drafted.

| KRA 2.4: Citizen Advocacy and participation in Rwanda’s evolving legal framework and justice system strengthened | | | | | | |
|--|------------------|-----------------|------------------------------|----------------|------------|--|
| Indicator | Reporting Period | Unit of Measure | Disaggregation by Ministries | Baseline Value | LOP Target | Total Progress To Date (Q1-Q6) |
| 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 | Percent | N/A | TBD in Q7 | 50% | Baseline not yet determined. See comments below. |
| 2.4.2 Percent of bills at Parliament that receive public input | Semi-annually | Percent | N/A | 40% | 90% | See comments below. |

Comments

- 2.4.1: Survey questionnaire submitted to Minijust in Q4 to identify baseline. Data not yet returned.
- 2.4.2: Questionnaire submitted to Parliament to measure progress up to Q6. Data not yet returned.
- **Activity 26: Legal Information Portal (LIP):** Requirements gathering conducted; Concept Paper validated; Development has begun and technical testing expected next quarter.
- **Activity 27: Working with Parliamentary Committees:** Workshop planned for Q6 postponed indefinitely by Parliament.
- **Activity 28: Working with Civil Society Partners:** Second Policy Dialogue planned for January 2011; topic will be the Media Law.
- **Activity 29: Development of a Legislative Menu:** Agreement on the Media Law as the theme for the next Dialogue will provide further items on the legislative menu.

| KRA 3.0: Crosscutting-Gender and Institution capacity building | | | | | | | | |
|---|------------------|-----------------|---|----------------|------------|--------------|--------------|----------------|
| Indicator | Reporting Period | Unit of Measure | Disaggregation by gender, type of personnel, type of training | Baseline Value | LOP Target | 2010 Results | LOP Progress | Overall Status |
| 3.0.1 Number of justice sector personnel that received USG training | Quarterly | Number | Total | 0 | 485 | 955 | 1,029 | +539 |
| | | | Male | 0 | 388 | 661 | 721 | +333 |
| | | | Female | 0 | 97 | 294 | 308 | +211 |
| | | | ILPD Staff | 0 | 60 | 54 | 96 | +36 |
| | | | Judges | 0 | 130 | 471 | 471 | +341 |
| | | | Prosecutors | 0 | 70 | 51 | 51 | -19 |
| | | | Lawyers | 0 | 70 | 212 | 212 | -142 |
| | | | CSAs | 0 | 85 | 89 | 121 | +36 |
| | | | Librarians | 0 | 10 | 9 | 9 | -1 |
| | | | Bill Drafters | 0 | 50 | 27 | 27 | -23 |
| | | | ICT Specialists | 0 | 10 | 42 | 42 | +32 |
| | | | TOT | 0 | 130 | 106 | 134 | +4 |
| | | | Substantive | 0 | 185 | 677 | 709 | +524 |
| | | | ICT | 0 | 35 | 77 | 91 | +56 |
| | | | Advocacy | 0 | 85 | 68 | 68 | -17 |
| Bill Drafting | 0 | 50 | 27 | 27 | -23 | | | |

Comments Quarter 6:

- LOP Target reflects Contract Year 1 plus Contract Year 2 targets. LOP Progress covers the dates August 24, 2009 to December 31, 2010.
- Note that the data reflects participants at the training and is not further disaggregated to training days (i.e. a participant who attended the same subject-matter training five days is counted only once, the same amount as a participant who only attended the training one day).
- Below is a summary of the 46 trainings conducted in 2010. For the full attendance list per training, please consult **Annex A** – Training Attendance Lists for 2010.

| TRAINING | DATES | TRAINER(S) | VENUE | PARTICIPANTS | DISAGGREGATION |
|--|---|---------------------------|----------------------------|---|---|
| Armchair Meeting for Supreme Court and High Court judges | January 29, 2010 | Prof. James C. RAYMOND | KIGALI (Supreme Court) | 28 participants: 13 Supreme Court judges, 1 Court Inspector, 9 High Court judges, 5 Commercial High Court judges | 19 Male, 9 Female Judges Substantive |
| TOT Training for Judges – Judgment Writing I | January 30 & February 2 – 3, 2010 | Prof. James C. Raymond | KIGALI (Laico Hotel) | 10 participants: 3 Supreme Court judges, 5 High Court judges, 2 Court Inspectors | 9 Male, 1 Female Judges TOT Training |
| Judgment Writing Training I | February 5 – 6, 2010 | Prof. James C. Raymond | KIGALI (Laico Hotel) | 49 participants: 12 Supreme Court judges, 5 Court Inspectors, 24 High Court judges, 5 Commercial High Court judges, 2 Military High Court judges, 1 ILPD Lecturer | 35 Male, 14 Female Judges Substantive |
| ICT Needs Assessment Workshop | February 9, 2010 | JSP | KIGALI (Minijust) | 19 participants from 14 organizations | 17 Male, 2 Female ICT Specialists ICT |
| Discussion Meeting on Draft Law for National NGOs | February 10, 2010 | RISD and JSP | KIGALI (RISD Office) | 24 participants from 19 organizations | 17 Male, 7 Female CSA's Advocacy |
| ILPD Academic Staff Training – Academic Administration and Advising | March 2 – 3, 2010 | Prof. Jean Marie KAMATALI | NYANZA (Heritage Hotel) | 6 participants: All members of ILPD Academic staff | 5 Male, 1 Female ILPD Staff TOT Training |
| TOT Training for Prosecutors: Teaching Methodology I | March 5 – 6, 2010 | Prof. Jean Marie KAMATALI | KIGALI (JSP Office) | 7 participants: 4 Chief Prosecutors, 2 National Prosecutors, 1 Inspector | 6 Male, 1 Female Prosecutors TOT Training |
| TOT Training for Lawyers: Teaching Methodology I | March 12 – 13, 2010 | Prof. Jean Marie KAMATALI | KIGALI (JSP Office) | 11 participants: 10 lawyers members of the Rwanda Bar Association, 1 Principal State Attorney | 11 Male, 0 Female Lawyers TOT Training |
| ILPD Academic Staff – Training in Basic Computer Skills II | March 12, 19 & 26, 2010 | Kevin BAJENEZA | KIGALI (JSP Office) | 7 participants: All members of ILPD staff | 5 Male, 2 Female ILPD Staff ICT |

| TRAINING | DATES | TRAINER(S) | VENUE | PARTICIPANTS | DISAGGREGATION |
|---|-------------------|---|-----------------------------|---|---|
| Policy Dialogue on Legislative Reforms | April 15, 2010 | RGAC and JSP | KIGALI (Laico Hotel) | 44 participants from 29 Organizations | 29 Male, 15 Female CSA's Advocacy |
| TOT Training for Judges: Judgment Writing II | May 4 – 5, 2010 | Prof. James C. RAYMOND | KIGALI (Top Tower Hotel) | 10 participants: 3 Supreme Court judges, 1 Commercial High Court judge, 4 High Court judges, 2 Court Inspectors | 8 Male, 2 Female Judges TOT Training |
| Judgment Writing Training II | May 6 – 7, 2010 | Prof. James C. RAYMOND | KIGALI (Top Tower Hotel) | 51 participants: 12 Supreme Court judges, 6 Commercial High Court judges, 5 Military High Court Judges 23 High Court judges, 5 Court Inspectors | 38 Male, 13 Female Judges Substantive |
| Evaluation of Judgments for Court Inspectors | May 8, 2010 | Prof. James C. RAYMOND | KIGALI (JSP Office) | 5 participants: 5 court inspectors | 4 Male, 1 Female Judges Substantive |
| Judgment Writing Course for ILPD Diploma in Legal Practice | May 10 – 21, 2010 | Professor James C. RAYMOND Angeline RUTAZANA Justin GAKWAYA Jean-Marie Vianney HITIMANA Antoine MUHIMA | NYANZA (ILPD Campus) | 38 participants: All students in the Diploma in Legal Practice program at the ILPD | 23 Male, 15 Female Lawyers Substantive |
| International Commercial Law Trainings for Judges | May 10 – 21, 2010 | Solicitors and Barristers from Allen & Overy, LLC | KIGALI (Top Tower Hotel) | 32 participants: 11 Supreme Court judges, 5 Commercial High Court judges, 12 Commercial Court judges, 4 Court Inspectors | 23 Male, 9 Female Judges Substantive |
| International Commercial Law Trainings for Prosecutors | May 10 – 21, 2010 | Solicitors and Barristers from Allen & Overy, LLC | KIGALI (Top Tower Hotel) | 18 participants: 11 Principal State Attorneys, 4 Rwanda Revenue Authority attorneys, 2 Social Security Fund attorneys, 1 National Bank attorney | 14 Male, 4 Female Prosecutors Substantive |
| International Commercial Law Trainings for Lawyers | May 10 – 21, 2010 | Solicitors and Barristers from Allen & Overy, LLC | KIGALI (Top Tower Hotel) | 118 participants: 118 members of the Rwanda Bar Association | 69 Male, 49 Female Lawyers Substantive |

| TRAINING | DATES | TRAINER(S) | VENUE | PARTICIPANTS | DISAGGREGATION |
|--|------------------------|--|---------------------------------------|---|---|
| Training for ILPD Staff – Microsoft Office | June 3 – 7, 2010 | Kevin BAJENEZA | NYANZA (ILPD Campus) | 5 participants: 5 Members of ILPD Staff | 5 Male, 0 Female ILPD Staff ICT |
| TOT Training for Prosecutors: Teaching Methodology | June 11 – 12, 2010 | Prof. Jean Marie KAMATALI | KIGALI (JSP Office) | 7 participants: 2 National Prosecutors, 4 Chief Prosecutors and 1 Inspector | 6 Male, 1 Female Prosecutors TOT Training |
| TOT Training for Judges: Curriculum Development and Teaching Methodology | June 14 – 15, 2010 | Prof. Jean Marie KAMATALI | KIGALI (Hotel des Milles Collines) | 9 participants: 2 Supreme Court judges, 4 High Court judges, 1 Commercial High Court judge, 2 Court Inspectors. | 8 Male, 1 Female Judges TOT Training |
| TOT Training for Lawyers: Teaching Methodology | June 17 – 18, 2010 | Prof. Jean Marie KAMATALI | KIGALI (JSP Office) | 9 participants: 9 members of the Rwanda Bar Association | 9 Male, 0 Female Lawyers TOT Training |
| TOT Training for Judges: Phase 2: Syllabus on Judgment Writing and Teaching Practice | June 23, 2010 | Prof. Jean Marie KAMATALI | KIGALI (Serena Hotel) | 6 participants: 1 Supreme Court judge, 4 High Court judges, 1 Court Inspector | 5 Male, 1 Female Judges TOT Training |
| Team Teaching – Lawyers: Professional Practice | June 28 – 30, 2010 | Johnson KABERA George M. KALISA Herbert RUBASHA Didas KAYIHURA | KIGALI (Beausejour Hotel) | 20 participants: 20 Lawyers from the Rwanda Bar Association | 12 Male, 8 Female Lawyers Substantive |
| Team Teaching – Prosecutors: Professional Practice | June 30 – July 2, 2010 | Sylvere GATAMBIYE Boniface BUDENGERI Vital NTAGENGWA Vincent NIYONZIMA Augustin NKUSI Prof. Jean Marie KAMATALI | KIGALI (Beausejour Hotel) | 13 participants: 13 Prosecutors from the NPPA | 10 Male, 3 Female Prosecutors Substantive |
| Training for Judges – Microsoft PowerPoint | July 2, 2010 | Kevin BAJENEZA | KIGALI (Supreme Court) | 6 participants: 1 Supreme Court judge, 3 High Court judges, 1 Commercial High Court judge, 1 Inspector | 5 Male, 1 Female Judges ICT |
| Team Teaching – Judgment Writing | July 7 – 9, 2010 | J.M.V. HITIMANA and Charles KALIWABO | MUSANZE (Centre d’Accueil Fatima) | 60 participants: 4 Commercial Court judges, 2 TGI Vice Presidents, 23 TGI Judges, 12 TB Presidents, 19 TB Judges. | 40 Male, 20 Female Judges Substantive |

| TRAINING | DATES | TRAINER(S) | VENUE | PARTICIPANTS | DISAGGREGATION |
|---|-------------------------|---|--|---|---|
| Team Teaching – Judgment Writing | July 7-9, 2010 | Justin GAKWAYA, Stanislas KABALIRA and Antoine MUHIMA | HUYE (Petit Prince Hotel) | 42 participants: 2 TC Vice-Presidents, 2 Commercial Court judges, 1 TGI President, 1 TGI Vice President, 13 TGI judges, 9 TB Presidents, 13 TB judges, 1 PC judge | 22 Male, 20 Female Judges Substantive |
| Team Teaching – Judgment Writing | July 7-9, 2010 | Louis Marie MUGENZI and Angeline RUTAZANA | KIGALI (Beausejour Hotel) | 48 participants: 2 TGI Presidents, 2 TGI Vice- Presidents, 22 TGI judges, 6 TB Presidents, 11 TB judges and 5 TC judges. | 21 Male, 27 Female Judges Substantive |
| Webmasters Training | July 12-14, 2010 | Clement UWAJENEZA Emmanuel AROME Joseph GAGA | KIGALI (JSP Office) | 7 participants: 3 Webmasters, 2 members of Rwanda Bar Association, 1 Researcher, 1 Intern. | 6 Male, 1 Female ICT Specialists ICT |
| Team Teaching – Judgment Writing | July 14-16, 2010 | Stanislas KABALIRA and Antoine MUHIMA | RUSIZI (Centre d'accueil Saint Francois) | 24 participants: 2 TGI Presidents, 7 TGI judges, 8 TB Presidents and 7 TB judges. | 20 Male, 4 Female Judges Substantive |
| Team Teaching – Judgment Writing | July 14-16, 2010 | Justin GAKWAYA and J.M.V. HITIMANA | RWAMAGANA (Dereva Hotel) | 39 participants: 2 TGI Presidents, 1 TGI Vice- President, 13 TGI judges, 11 TB Presidents and 12 TB judges. | 19 Male, 20 Female Judges Substantive |
| Team Teaching – Judgment Writing | July 14-16, 2010 | Angeline RUTAZANA | KIGALI (Alpha Palace Hotel) | 48 participants: 2 TGI Presidents, 1 TGI Vice- President, 10 TGI judges, 9 TB Presidents, 9 TB judges and 17 Military Tribunal judges | 40 Male, 8 Female Judges Substantive |
| Legislative Drafting Training – Minijust | August 2 – 14, 2010 | Mark HAMILTON | GINSEYI (Hotel Belvedere) | 13 participants: 12 Principal State Attorneys, 1 Assistant Attorney General | 8 Male, 5 Female Bill Drafters Substantive |
| Legislative Drafting Training – Parliament | August 16 – 24, 2010 | Mark HAMILTON | GINSEYI (Hotel Belvedere) | 14 participants: 6 Drafters, 4 Translators, 3 Researchers, 1 Counsel | 12 Male, 2 Female Bill Drafters Substantive |

| TRAINING | DATES | TRAINER(S) | VENUE | PARTICIPANTS | DISAGGREGATION |
|---|-------------------------------------|---|---------------------------|--|--|
| Sage Pastel Training for ILPD Finance Department | October 13 – 15, 2010 | Francis RUGELINYANGE | NYANZA (ILPD Campus) | 4 participants from ILPD Finance Department | 1 Male, 3 Female ILPD Staff Substantive Training |
| Electronic Learning Management System – ILPD Faculty and Staff | October 26 – 29, 2010 | Emmanuel AROME Clement UWAJENEZA Sergey CHAPKEY | NYANZA (ILPD Campus) | 13 participants: Rector, Vice Rector, Registrar, 3 Library staff, 3 Administrative Staff, 3 Lecturers, ICT Officer | 10 Male, 3 Female ILPD Staff ICT Training |
| Distance Learning Course – ILPD Faculty and Staff | October 29, 2010 | Emmanuel AROME | NYANZA (ILPD Campus) | 4 participants: 3 Lecturers, 1 ICT Officer | 4 Male, 0 Female ILPD Staff ICT Training |
| Site and Content Managers Training | November 11 – 12, 2010 | Emmanuel AROME Joseph GAGA | KIGALI (Cyberlink Café) | 16 participants from 7 Institutions | 12 Male, 4 Female ICT Specialists ICT Training |
| TOT Training for Lawyers: Practical Skills | November 23-24 and December 1, 2010 | Prof. Jean-Marie KAMATALI | KIGALI (JSP Offices) | 6 participants from the Bar Association | 6 Male, 0 Female Lawyers TOT Training |
| ILPD Faculty Training in Practical Skills | November 25 – 26, 2010 | Prof. Jean-Marie KAMATALI | KIGALI (JSP Offices) | 9 participants from ILPD Faculty | 8 Male, 1 Female ILPD Staff TOT Training |
| Training for Justice Sector Librarians | November 29 – December 10, 2010 | Joyce BUKIRWA & Simon ENGITU | KIGALI (JSP Offices) | 9 participants from 5 institutions | 5 Male, 4 Female Librarians Substantive Training |
| Judgment Writing Handbook Development Workshop | December 1, 2010 | Prof. Jean-Marie KAMATALI | KIGALI (Beausejour Hotel) | 4 participants: 1 Supreme Court judge, 3 High Court judges | 3 Male, 1 Female Judges TOT Training |
| Workshop Seminar on Legal Education in Rwanda | December 2 – 3, 2010 | Prof. Jean-Marie KAMATALI | NYANZA (ILPD Campus) | 21 participants from 10 institutions | 17 Male, 4 Female CSA's Substantive Training |
| Advanced TOT for Prosecutors | December 8 – 10, 2010 | Prof. Jean-Marie KAMATALI | KIGALI (JSP Offices) | 6 participants: 4 Chief Prosecutors, 1 National Prosecutor and 1 Inspector | 5 Male, 1 Female Prosecutors TOT Training |

| TRAINING | DATES | TRAINER(S) | VENUE | PARTICIPANTS | DISAGGREGATION |
|---|------------------------|---------------------------|---------------------------|--|--|
| Training Practical Skills for Lawyers | December 13 – 14, 2010 | Prof. Jean-Marie KAMATALI | KIGALI (Beausejour Hotel) | 10 participants: 9 Members of Bar Association, 1 ILPD Lecturer | 6 Male, 4 Female Lawyers Substantive |
| ILPD Faculty Training in Curriculum Development and Teaching Methodology | December 17, 2010 | Prof. Jean-Marie KAMATALI | KIGALI (JSP Offices) | 6 participants from ILPD Faculty | 4 Male, 2 Female ILPD Staff TOT Training |