



Republic of Rwanda Supreme Court

Strategic Plan of the Judiciary 2009-2013

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List of abbreviations

CC	Commercial Courts
BTC	Belgium Technical Cooperation
DTC	District and Town Court
EDPRS	Economic Development and Poverty Reduction Strategy
EU	European Union
GJLOS	Governance, Justice, Law and Order Sector
GoR	Government of Rwanda
HC	High Court
HCJ	High Council of the Judiciary
IC	Intermediate Courts
ICT	Information and Communications Technology
IT	Information Technology
KAP	Knowledge attitude and perception survey
MIFOTRA	Ministry of Public Service, Skills Development and Labour
MINALOC	Ministry of Local Government, Good Governance, Community Development and Social Affairs
MINECOFIN	Ministry of Finance and Economic Planning
MINIJUST	Ministry of Justice
MTEF	Medium Term Expenditure Framework
NGO	Non-Governmental Organisation
PACT	Project to assist the Administration of Courts and Tribunals in Rwanda
PC	Primary Courts
PCKC	Provincial and City of Kigali Courts
PLWHA	People Living with HIV/AIDS
RWF	Rwanda Francs
SC	Supreme Court
SCJ	Superior Council of the Judiciary
SWAp	Sector Wide Approach
UNDP	United Nations Development Programme

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This is not an audit and hence the figures used in this report are estimates discussed with Supreme Court for the purposes of supporting this strategic plan.

1 Executive summary

This strategic plan is based on a capability assessment of the Judiciary and a review of the past strategic plan. This then provides the link to the strategic route map that will guide the Judiciary in the next five years.

This strategic plan is anchored on guiding national issues based on the Vision 2020 and Economic Development and Poverty Reduction Strategy (EDPRS) of the Government of Rwanda (GoR). The objectives that affect the Judiciary include: reinforcing good governance, improving justice, providing an enabling environment for building the economy, and improving the general welfare of Rwanda's citizens. This strategic plan is also guided by the Sector Wide Approach (SWAp) to ensure that resources are effectively allocated to enhance productivity and to achieve a coordinated development for the country.

Recently the Judiciary has undergone tremendous reforms to enhance productivity, increase capacity to administer justice, to strengthen physical infrastructure and to improve the public perception of an efficient and independent Judiciary. In order to promote an enabling environment and effective regulatory framework for economic activities, the GoR has initiated a wide process of reforms in the legal and Judiciary domains to bring its laws and regulations into conformity with international and regional standards as the country strives to make the private sector the engine of its economic growth.

The structure of the Judiciary has been revised and roles made clearer, supported by creation of specialised Courts such as the commercial Courts. The structure is as follows:

- Supreme Court
- The High Court
- Intermediate Courts; and
- Primary Courts

Other specialised courts include supervised by the Supreme Court include

- Commercial High Court
- Commercial Courts

The structure will be aligned with emerging strategic issues for effectiveness such as realignment to the East Africa Community. The Judiciary will also work towards ensuring smooth integration of Rwanda in the East Africa Community.

The vision of the Judiciary is stated as below.

“Rwanda, a country governed by the rule of law, will be endowed with an efficient and independent judicial system, close to litigants and rendering coherent and consistent rulings.”

The mission of the Judiciary is:

“To dispense justice with equity and integrity with a view to serving litigants, thus contributing to the reinforcement of rule of law, particularly in respect of fundamental liberties and human rights.”

The capability assessment of the Judiciary led to the conclusion that the current vision and mission are still valid and relevant and will continue to guide the aspirations of the Rwanda Judiciary during the period of this strategic plan.

The strategic objectives in the order of priority are as follows:

- **Objective 1:** To ensure that justice is fully accessible to the people of Rwanda;
- **Objective 2:** To ensure that justice is administered fairly, effectively and efficiently;
- **Objective 3:** To strengthen the independence of the Judiciary to boost confidence in the adjudication process; and
- **Objective 4:** To engage in active, effective collaboration with Justice partners.

This strategic plan has defined detailed key results areas, strategies and actions to be pursued. The tables below highlight the expected results and strategies for each objective. The detailed strategy activities schedules and costing corresponding to the result areas and strategies are provided in section 7 of this strategic plan.

Objective 1: Ensure that justice is fully accessible to the people of Rwanda

Expected results	Strategies
Enhance public awareness of court processes and procedures	Communicate work flow procedures
	Develop performance service levels
	Develop a medium to inform litigants of the different functions of the court
	Disseminate new laws on court procedures
Improved physical and financial accessibility to the courts	Enhance knowledge on physical access
	Use of IT to enhance accessibility
	Legal representation for all

Expected results	Strategies
Reinforced capacity of judges and judicial staff	Staffing and training plans
	Track, manage and provide leadership in dealing with emerging challenges in accessing justice

Objective 2: Ensure that justice is administered fairly, effectively and efficiently

Expected results	Strategies
Improved case management cycle time and work productivity supported by efficient operational processes	Effective work flow management
	Continuous assessment of staff capacity of the courts
	Re-organise the court structure and proceedings to increase workload efficiency
Improved communication, knowledge management and sharing Improved work environment (physical environment)	Provide courts with sufficient ICT training and facilities to improve efficiency of justice
	Monitor activities relating to establishment of a Judicial Reference Knowledge Centre - the National Centre for Access to Legal Information – (Sector Wide Activity)
	Improve work environment through, construction, extension and rehabilitation of courts
	Improve the quality and efficiency of delivering judgements

Objective 3: Strengthen the independence of the Judiciary to boost confidence in the adjudication process

Expected results	Strategies
Improved confidence by public in the impartiality of the Judiciary	Improve awareness of the need for independence amongst judges and staff in the Judiciary
	Improve the reputation and perception of the independence of the Judiciary to the public

Objective 4: Engage in active, effective collaboration with Justice Sector partners

Expected results	Strategies
Reinforced and effective framework for development partner participation in the sector to achieve better funding and coordination of interventions	Work with sector development partners to prioritise programmes of interest and align their involvement with this strategic plan
Improved working relationship and communication between actors in the justice sector to enhance operational efficiency Improved case turnaround time and quality of judgement	Enhance operational efficiency in discharge of justice through effectiveness of all actor involved in the delivery of justice

The implementation of the above strategies and activities will depend on a clear implementation framework, coordination and application of sound project management principles to achieve the desired results. This will be supported by effective resource allocation, capacity building and implementation and monitoring frameworks.

The Judiciary will focus on building capacity around bridging the skills gaps, developing effective human resource management systems e.g. performance management, and talent management. Other capacity interventions required for this strategy include information management through developing knowledge management systems e.g. libraries (physical and virtual subscriptions), supporting relevant research among staff, and disseminating this knowledge to staff to enhance service delivery especially in case management. It is critical that judges, court registrars and support staff have access to the internet and relevant knowledge bases.

This strategy is anchored on the Medium Term Expenditure Framework (MTEF) in prioritising and allocating resources to each strategic initiative. The MTEF sets the expenditure reviews and macro frameworks supported by preliminary resource ceilings prepared by MINECOFIN. These guidelines link to Vision 2020 and provide the direction for public institutions and agencies in preparing their strategies and providing estimates for resource allocation. Annually, the Judiciary will continue to prepare Strategic Issues Paper to refocus the strategy to emerging issues and national priorities.

The summary of resource estimation to deliver this strategy is as shown in the table below.

YEAR	TOTAL (Rfr)
2009-10	3,741,328,489
2010-11	4,347,738,489
2011-12	2,508,804,082
2012 -13	1,363,081,000
2013-14	1,378,088,500
GRAND TOTAL	13,339,040,560

The figures above are derived from the detailed MTEF.

The rest of this strategic plan is organised as follows:

Section	Description
Section 2	Introduction
Section 3	Functions and organisation of the Judiciary
Section 4	Vision and mission
Section 5	Performance on previous strategic plan
Section 6	Capacity assessment and building interventions
Section 7	Judiciary strategic plan
Section 8	Medium Term Expenditure Framework
Section 9	Strategy implementation and evaluation framework
Section 10	Appendices

2 Introduction

2.1 Historical overview of the Judiciary

The Rwandan Judiciary has evolved over time. It was first established by the Constitution of 28 January 1961 under the ambit of the Supreme Court that was composed of five members appointed by the President of the Republic. Following the 24 November 1962 constitution, the Supreme Court was composed of five sections – the Department of Courts and Tribunals; the Court of Cession; the Constitutional Court; the State Council; and the Court of Accounts. The powers to appoint and dismiss Judges of the Supreme Court were vested with the President of the Republic. The Supreme Court did not have either financial or administrative autonomy.

As a result of the 28 December 1978 constitution, the President of the Republic remained the guarantor of Judicial Independence and the President of the Superior Council of the Judiciary (SCJ), deputised by the Minister of Justice. The five sections of the Supreme Court were replaced by four High Courts that operated independent of each other, namely, the Court of Cession; the State Council; the Constitutional Court¹; and the Court of Public Accounts.

The post-genocide period (1994 -2003) adopted the Fundamental Law – establishing the following ordinary Courts: Canton Courts; Courts of the First Instance; Appeal Courts; and the Supreme Court. The new Supreme Court was once again composed of five sections – the Department of Courts and Tribunals; the Court of Cession; the Constitutional Court; the State Council; and the Court of Public Accounts. Following the Constitutional revision of 18 April 2000, a sixth section – the Department of Gacaca Courts was introduced. The leadership of the Supreme Court constituted of the President with six Vice Presidents, Counsellors or Judges. Each Vice President was also the President of the sections of the Supreme Court. The Superior Council of Judges (SCJ) was composed of 21 judges and was responsible for managing Court Judges excluding the President and Vice Presidents of the Supreme Court. Sections 157 and 158 of the Constitution providing for the establishment and composition of the SCJ were repealed by Articles 36 and 37 of Special Organic Law of 13 August 2008 to establish the High Council of Judges and its composition.

2.2 Current Judicial Framework

Following the adoption of the new Rwandan constitution of 4 June 2003, enormous changes were made to the organization, functioning and jurisdiction of the Courts and the Judiciary in general. Article 60 of the Constitution of the Republic of Rwanda of 4 June 2003, establishes the Judiciary as one of the three (3) independent arms of Government². Article 140 of the same Constitution establishes the exercise of Judicial Power under the Supreme Court and other Courts. The Supreme Court has both administrative and financial autonomy under Constitutional Provisions.

The Judiciary includes the Supreme Court; the High Court and its five chambers; Commercial High Court ; the Intermediate Courts (Tribunal de Grande Instance or TGI); the Commercial Courts of Nyarugenge, Huye and Musanze and the Primary Courts (Tribunal de Base or TB). Article 36 of Organic Law of 13 August 2008 establishes the High Council of Judges (HCJ) which is responsible for the appointment, promotion and removal of judges from office, providing advice on matters

¹ This was composed of the Court of Cession and the State Council.

² Independent Arms of Government: The Executive, the Legislature and the Judiciary

related to the functioning of the justice system and proposals relating to the establishment of new courts or bills governing the status of judges.

The tenure of judicial officers is enshrined under Article 28 of Organic Law of 13 August 2008 which repealed Article 142 of the Constitution of the Republic of Rwanda of 4 June 2008.

The Judiciary is an active partner in the Justice Sector Cluster. It is a member of the Justice, Law and Order EDPRS cluster. The execution of its mandate is heavily impacted by actions of the partners in the sector. This is because the rendering of justice occurs in the justice chain with a number of players. The key Judiciary partners in the Rwanda government include, but are not limited to, the following: the Ministry of Justice, National Prosecution Service, Gacaca Courts, Ministry of Finance and Economic Planning, Parliament, Ministry of Interior (National Police Force, Prisons Department), Ministry of Public Services, Ministry of Local Government (Mayors and Executive secretaries of sectors), Ministry in Prime Minister's office in charge of Gender and Family Promotion, Commission of Human Rights, Ombudsman Office, Aids Commission. The current donor partners include: the Dutch Embassy, Belgium Embassy, European Union, UNDP, World Bank, International Criminal Tribunal for Rwanda. All these have a role to play in ensuring the judicial process delivers its mandate.

The Judicial system has undergone numerous evolutionary reforms post genocide (1994) which have brought about changes with regard to organisation, functioning and jurisdiction of the Courts as described in Section 3 of this strategic plan. To achieve this and in line with its vision, the Judiciary has embarked on a process of developing a five-year strategic plan to provide a framework for determining annual plans, strategic objectives, and activities to allocate resources. This strategic plan will support the implementation of the reforms, and will additionally:

- Enable actors involved in the Judiciary to share the same vision of the new guidelines arising from the judicial reforms;
- Guide capacity building actions for the Judiciary;
- Foster close collaboration between different partners of the Judiciary so that they can contribute to the effectiveness and efficiency of the Judiciary; and
- Ensure better monitoring of the activities of the Courts and the proper allocation, use and accountability for the available resources.

2.3 Structured and phased approach

In developing this strategy, a structured and phased approach was adopted.

In particular, this plan was subjected to a consultative and collaborative process. The objectives of this process were to:

- Achieve active involvement of the stakeholders;
- Identify justice sector-issues and Judiciary specific issues;
- Focus on points of common interest and align these with other national issues; and

- Build consensus on the strategic objectives and initiatives.

The consultative approach included face-to-face consultations, structured questionnaires, working sessions and circulation of the draft strategy to actors in the justice sector to receive feedback and to ensure that the strategy is aligned to the sector wide priorities. The results of this consultative processes were presented and refined in visioning workshop with a selected team (comprising of members of the senior Judiciary staff and stakeholders), held at the Novotel, Kigali on 2 April 2008. This process facilitated an evaluation of performance of the Judiciary on the previous strategy to lay the foundation for this strategy and to guide the process of identifying key priority areas and interventions required to guide the Judiciary in the next five years. The output of the working sessions was a draft set of strategic objectives, defining in broad terms the proposed strategic direction of the Judiciary, which formed the base for the draft strategic plan.

The draft strategic plan was then subjected to a final validation workshop with key stakeholders in the wider justice sector in Rwanda. This workshop was held at Novotel, Kigali on 22 August, 2008. This final strategic plan takes into consideration recommendations from the validation workshop and feedback from staff at Supreme Court.

A list of the stakeholders consulted and participants involved in the working sessions and validation workshop is provided as an appendix to this strategy.

2.3.1 The foundation and guiding national issues

This strategic plan is based on guidelines from Vision 2020 and the Economic Development and Poverty Reduction Strategy (EDPRS) of the Government of Rwanda. The objectives that affect the Judiciary include: reinforcing good governance, improving justice, providing the enabling environment for building the economy, and improving the general welfare of Rwanda's citizens. The role of the Judiciary is critical in achieving these broad themes as their role and contribution in ensuring that rule of law is achieved for economic stability and improving the welfare of the citizen through effective administration and access to justice.

The EDPRS provides a medium term framework for achieving the country's long-term development aspirations as embodied in the Rwanda Vision 2020, the seven-year Government of Rwanda (GoR) programme, and the Millennium Development Goals. In order to implement the EDPRS strategy in a balanced manner, a sectoral approach in the allocation of public resources has been adopted. This Sector Wide Approach (SWAp) is adopted in key areas of the economy for targeted results and to foster collaboration among actors within the sectors.

The key areas for accelerated intervention in the social sectors include education, health, water and sanitation, agriculture, transport and Information and Communication Technology ICT, energy, housing and urban development, good governance and rule of law, proper land use management and environmental protection.

The objectives in governance that are relevant to the Judiciary include maintaining peace and security, continuing to promote unity and reconciliation among Rwandans, pursuing reforms to the justice system to uphold human rights and the rule of law, and empowering citizens to participate and own their social, political and economic development in respect of rights and civil liberties including freedom of expression.

The Judiciary is a key player that will support current Government initiatives to support private sector growth. These initiatives will support the transition to a market-oriented economy through the development of the supporting regulatory framework. Specifically this includes implementing commercial justice.

The initiatives also include public sector reforms focused on strengthening decentralisation and enhancing accountability at all levels of government, enhancing public sector capacity, strengthening public financial management and improving procurement, institutionalising performance-based budgeting and increasing the transparency and predictability of policy-making.

The EDPRS incorporates a number of cross-cutting issues (CCIs) which include gender, HIV, the environment, social inclusion and youth. The Judiciary strategy will include initiatives to support these issues and have specific intervention, policies and programmes to be pursued.

Based on this, it is clear that the success of Vision 2020, the EDPRS and the Millennium Goals cannot be achieved without systems that support good governance and rule of law, hence the need for this strategic plan to orient itself to these goals. The key areas addressed by this strategy to support the EDPRS include:

- Ensuring universal and timely access to justice, efficient administration of justice and the respect for human rights;
- Supporting economic growth and poverty reduction plans;
- Supporting initiatives to widen and strengthen the Financial Sector;
- Developing skills for a knowledge-based society through knowledge preservation, sharing and training for capacity building;
- Promoting decentralisation, citizen participation and empowerment, transparency and accountability;
- Strengthening governance, unity and reconciliation, security and the rule of law;
- Supporting practices to promote integrity and to fight corruption; and
- Addressing cross cutting issues of gender, vulnerable groups (e.g. people with disability) and HIV/AIDS.

Specific sector-wide initiatives that have been pursued to achieve the above include:

- Supporting universal access to justice in Rwanda. The focus is on having an efficient and effective justice system that is accessible to and affordable by all citizens, including vulnerable groups. This will be supported by reinforcement of human and institutional capacities. This will be achieved through development of a legal framework aligned to the national policy while focusing on developing the efficiency of the judicial system by streamlining court procedures, reducing the average time to prosecute and rule on a case in court and by clearing the backlog of cases. The execution of judgments will also be improved through enhanced

operational efficiency of bailiffs and promoting full capacity of the Law Reform Commission. Other supporting initiatives include:

- Supporting and developing alternative justice mechanisms including the ABUNZI. This will be enhanced through continuous sensitisation of all citizens to new laws, institutional roles and where to access justice, rights and responsibilities.
- Enacting laws against gender-based violence to improve access to justice by more women and vulnerable groups (e.g. children and people with disabilities). This will be supported by public awareness campaigns to secure widespread recognition that domestic violence, rape and sexual harassment are criminal offences. This will require the training of judicial personnel (on juvenile justice), police officers and prison staff on human rights, gender-based violence and the management of cases involving vulnerable and disadvantaged groups. The civil society will be encouraged to monitor respect for human rights and legal representation of the vulnerable.
- Supporting working arrangements with other actors in the justice sector, such as legal practitioners and the Bar, to facilitate the provision of legal aid to the vulnerable.
- Eradicating genocide ideology and building a culture supportive of the rule of law. This focuses on consolidating the genocide memory and to sensitise all citizens to the rule of law and human rights in order to have a Rwanda free of incitation to hate, violence, and discrimination. The processing of 1994 genocide cases and related crimes will be expedited and the community services of general interest will be made fully operational. The sector will consolidate the genocide memory and reinforce means of assistance to genocide survivors. Special attention will be given to the monitoring and protection of human rights in general, and those of women, children, PLHIV and vulnerable groups in particular. An effective system for compensating victims will be established by 2010, while those convicted of crimes will be helped to re-integrate into society after serving their sentences.
- Promoting transparency and accountability. This includes measures to reduce corruption by reinforcing the legal framework that supports anti-corruption monitoring mechanisms. The civil society will be encouraged to take on a responsibility of policing transparency and accountability in the Judiciary.
- Ensuring that law and order are maintained and enhanced. This will ensure the safety of Rwandan people and their property by implementing crime prevention measures and adopting measures to enhance community policing.

To promote an enabling environment and effective regulatory framework for economic activities, the GoR has engaged a wide process of reforms in the legal and Judiciary domains to bring its laws and regulations into conformity with global best practices as the country strives to make the private sector the engine of its economic growth. A number of draft laws are being prepared or already examined by parliamentarians, including in areas such as the Investment Code, Intellectual Property Code, Microfinance and Banking Law, Environment Law and Money Laundering. Draft laws are planned in a number of areas including Companies Act, insolvency and bankruptcy, commercial dispute resolution, competition and consumer protection.

This strategic plan is informed by best practices from selected judiciaries around the world. The report seeks to benchmark the Rwanda Judiciary against other judiciaries both in the region and globally. This comparison generally shows that judiciaries, especially in developing countries and countries in transition, often face similar challenges. However, evolution and development of the Rwanda Judiciary is unique and a case study on itself. The case studies nonetheless provide a variety of initiatives the Supreme Court may consider adopting to enable it to meet its strategic objectives. Judiciaries reviewed include Kenya, Uganda, Sudan, Eastern and Central Europe, Cambodia and Japan.

3 Functions and organisation of the Judiciary

3.1 Organisation and running of the Courts

Since the inception of the previous strategic plan for the Judiciary (2005 - 2007) there have been numerous reforms in the Justice sector which have affected the organisation of the Courts.

In article 143 of the Constitution, the ordinary Courts include:

- The Supreme Court;
- The High Court of the Republic
- Intermediate Courts; and
- Primary Courts

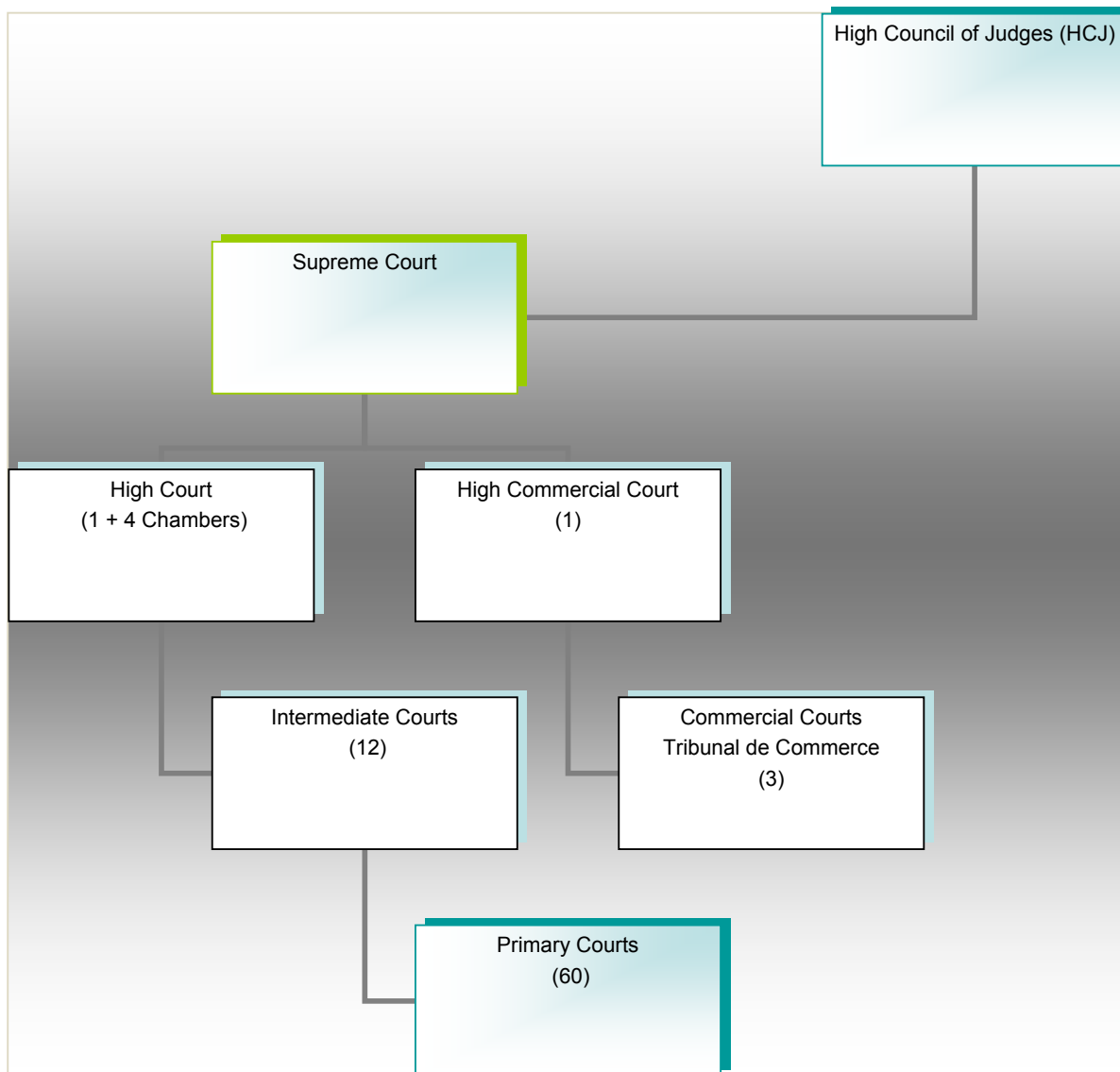
Other specialised courts include supervised by the Supreme Court include

- Commercial High Court
- Commercial Courts

Commercial High Court and three Commercial Courts at Nyarugenge, Huye and Musanze were established by an Organic Law and are under the supervision of the Supreme Court.

This organisational structure of the Judiciary is as presented in the chart below:

Structure of Judiciary



The functions of the various courts are described below.

3.1.1 Supreme Court

Article 60 of the Rwanda Constitution of 4 June 2003 established a united Supreme Court with no sections as the highest Court in the land. It is headed by a President assisted by a Vice-President and twelve (12) judges. The number of judges may be increased or reduced according to need. It further includes Court Registrars and other civil servants assigned to Court services.

Cases at the Supreme Court are normally presided over by three Judges, assisted by a Registrar. However, depending on the importance of the case being tried, the number of Judges presiding may

be more – 5, 7, 11 or 13. The Supreme Court has both administrative and financial autonomy. Its budget is consolidated and voted on by the Legislature.

3.1.2 High Court

Article 149 of the Constitution establishes a High Court of the Republic, the jurisdiction of which covers the entire territory of the Republic of Rwanda. The High Court has four chambers seating in Musanze, Nyanza, Rwamagana and Rusizi and has its seat in Kigali City. The territorial jurisdiction of the four chambers and the seat of the High Court is specified as equal to that of prescribed intermediate courts as shown in the table below.

Chamber	Intermediate Court	Territorial jurisdiction of intermediate court (District)
Seat of the High Court (Kigali City)	• Gicumbi	Gicumbi and Rulindo
	• Nyarugenge	Nyarugenge and Kicukiro
	• Gasabo	Gasabo and Bugesera
Musanze	• Musanze	Rubavu, Nyabihu and Ngororero
	• Rubavu	Burera., Musanze and Gakenke
Nyanza	• Muhanga	Muhanga, Ruhango and Kamonyi
	• Huye	Huye, Gisagara and Nyanza
	• Nyamagabe	Nyamagabe and Nyaruguru
Rwamagana	• Ngoma	Nyagatare and Gatsibo
	• Nyagatare	Ngoma, Kayonza, Rwamagana and Kirehe
Rusizi	• Rusizi	Rusizi and Nyamasheke
	• Karonji	Karonji and Rutsiro

It is presided over by a President, Vice-President and at least 24 judges, registrars and other necessary support staff

3.1.3 Intermediate Courts

There are 12 intermediate courts in the country. Each Intermediate Court has three specialised chambers: the Juvenile Chamber, the Administrative Chamber and the Labour Chamber. Other

specialised chambers may be set up by the President of the Supreme Court if deemed necessary and upon approval by the High Council of the Judiciary.

The seat of each intermediate court is determined by the High Council of the Judiciary after consultation with the relevant District Councils.

Each Intermediate Court comprises a President, Vice-President and at least five judges, registrars and other support staff as deemed necessary.

As a Court of first instance, each Intermediate Court sits with a single judge, assisted by a registrar. However the President of the Tribunal may assign three (3) or more judges depending on the assessment of complexity and importance of a case.

On appeal, these Courts shall sit with three judges assisted by one registrar.

3.1.4 Primary Courts

There are 60 Primary Courts spread throughout the country. The seat of each Primary Court is determined by the High Council of the Judiciary after consultation with all the relevant Sector Councils. Primary Courts preside over the following matters; offences that are punishable of less than five years sentence, disputes whose monetary value does not exceed three million Rwandan franc and disputes relating to family and civil status.

Each Court comprises at least two judges (one of whom is a President), registrars and other support staff according to need. It sits with a single judge assisted by a registrar.

With the exception of the Supreme Court, other Courts may sit in all locations of their jurisdiction, if their presidents deem it necessary for the good administration of justice.

3.1.5 Commercial High Court

Commercial High Court and the Commercial Courts were established as competent courts to try commercial cases.

The Commercial High Court was established by the organic law number 51/2008 of 09/09/2008 (determining the organisation, functioning and jurisdiction of Courts) establishing Commercial Courts which provides for a two-tier Commercial Court System – one Commercial Court which shall have original jurisdiction and Appellate Jurisdiction for cases heard by the Commercial Courts.

The Commercial High Court is comprised of seven (7) judges including a President and a Vice President. It has registrars and other support staff. When hearing cases as a Court of first instance, the bench is comprised of one judge assisted by a registrar and on appeal, three judges assisted by a registrar.

3.1.6 Commercial Court

Commercial Court is competent to try commercial cases. The Commercial Court has original jurisdiction over disputes whose value is over twenty million Rwanda Francs.

3.2 Responsibilities of the courts

On the administrative level, the President of the Supreme Court is responsible for the administration, functioning and discipline of the personnel of the Court. The President of the Supreme Court is also responsible for the general smooth functioning of ordinary Courts. The Secretary General is the accounting officer.

On the jurisdictional level, the Supreme Court exercises ordinary and extraordinary powers. It rules on:

- Appeals made against judgements rendered in the first instance by the HC , the Commercial High Court and the Military High Court;
- Appeals made against judgements rendered in the second instance by the HC when they fulfil conditions stipulated in article 43 of the code on organisation, functioning and jurisdiction of the Supreme Court;
- Criminal cases, in the first and last instance, involving the highest officials of the government;
- Petitions on the unconstitutionality of laws, electoral disputes relating to the referendum and presidential and legislative elections; and
- Petitions for presidential pardon or review of criminal cases.

3.2.1 High Court

On an administrative level, the President of the HC is essentially responsible for:

- Organisation of the High Court as well as the smooth functioning of Primary and Intermediate Courts;
- Presiding over the jury of judges in each chamber if considered necessary;
- Organising and determining the functioning of the Court and supervising issues relating to the conduct of all its personnel; and
- Convening and presiding over the council of all judges of the High Court as well as the ceremonies to mark the beginning of the judicial year.

The High Court has both original and appellate jurisdiction. It may hear criminal, civil and administrative cases of the first instance and its appellate jurisdiction applies to criminal and civil cases.

Criminal cases which may be heard on first instance include offences committed by civilians except minors relating to murder and manslaughter, high treason, threats to national security, terrorism, war crimes, international crimes, and crimes of genocide and crimes against humanity other than those committed between 1 October 1990 and 31 December 1994.

The HC has original jurisdiction in civil matters involving complaints which require execution of cases and decisions taken by foreign courts.

Cases tried on the first instance by the High Court, whether penal, civil or administrative are susceptible to opposition before the same court and are appealed against in the Supreme Court.

The HC hears criminal appeal cases tried on first instance, and civil appeal cases tried on the first and second instance by the Intermediate Courts.

3.2.2 Intermediate Courts

From an administrative point of view, besides jurisdictional powers, the President of the Intermediate Court is responsible for adjudicating cases and following up on the administrative organisation of the Court.

The Intermediate Courts have both original and appellate jurisdiction in civil, criminal and administrative matters.

Original criminal jurisdiction of the Intermediate Courts relates to:

- Offences whose sentence is a term of imprisonment exceeding five (5) years;
- Road traffic offences; and
- Crimes of genocide against the Tutsi and other crimes against humanity committed in Rwanda between 1 October 1990 and 31 December 1994.

In civil cases, the Intermediate Courts have jurisdiction to hear cases on first instance that cannot be tried by other courts.

The Court hears appeals on civil and criminal matters heard at first instance by the primary courts.

3.2.3 Primary Courts

On the administrative level, the President of the Court, besides his or her jurisdictional powers, is in charge of distribution of cases and administrative organisation of the Court. The President also supervises and exercises disciplinary powers over the conduct of each member or staff of the Court and can impose sanctions on members and staff of the court for failure to perform effectively.

The jurisdiction of the Primary Courts is restricted to original jurisdiction in criminal and civil matters.

Primary Courts may try all offences punishable to a term of imprisonment not exceeding five (5) years. The Courts may hear civil matters regarding disputes related to:

- Land livestock and their succession
- Movable property which does not exceed three million (3,000,000) Rwandan Francs;
- Immovable property, other than land, which does not exceed three million (3,000,000) Rwandan Francs: and

- Civil status and family

All cases whose monetary value does not exceed fifty thousand Rwandan Francs are tried on a first and last instance by the Primary Courts.

Offences and civil cases provided for in articles 7 and 8 of the organic law no 17/2004 of 20 June 2004 relating to mediation committees must first be settled by those committees before they are submitted to Primary Courts.

4 Vision and mission

The vision and mission of the Judiciary (developed in the previous strategic plan) are still valid and relevant and will continue to guide the aspirations of the Judiciary and this strategy.

4.1 Vision

The vision of an entity defines the future desired state. This embodies the desire and the aspiration of the stakeholders in years to come. The Judiciary current vision is stated as below.

“Rwanda, a country governed by the rule of law, will be endowed with an efficient and independent judicial system, close to litigants and rendering coherent and consistent rulings.”

4.2 Mission

The mission of an entity defines the day-to-day operations of an organisation in very broad terms and translates the vision into action and quantifiable results areas.

The current mission of the Judiciary is:

“To dispense justice with equity and integrity with a view to serving litigants, thus contributing to the reinforcement of rule of law, particularly in respect of fundamental liberties and human rights.”

The following section of this strategy presents an evaluation of the Judiciary’s performance on the vision and mission, and highlights the intervention areas to build capabilities to deliver on the vision and the mission and to provide an overall strategic direction and focus for the Judiciary during the implementation of this strategy. The performance during the period of the previous strategy is then reviewed against the objectives that were pursued as well as supporting capabilities in terms of processes, technology and facilities to develop the desired interventions to deliver on this strategy

5 Performance on previous strategic plan

This section focuses on performance assessment of the Judiciary on the previous strategic plan, to identify the priorities and the themes for this strategy.

The results of the assessment are presented and discussed in the sections that follow.

5.1 Vision and mission

The review of the current vision and mission of the Judiciary concluded that both are still relevant and will be adopted for this strategy. However, this evaluation identified some key challenges that the Judiciary faced in its efforts to achieve its vision and mission. These challenges are as follows:

- Lack of appropriate training and qualifications affecting all grades and categories of staff in the Judiciary. This was also affected by lack of relevant materials and capacity (in terms of people and financial resources);
- Low perception by the public on the independence of Judiciary;
- The need to cultivate a culture of respect for the justice system in the country;
- Low public education and information to enhance knowledge on court processes and procedures, court structures and simplified texts of law;
- Inadequate continuous education of the judges to improve communication, quality of judgements, case management, knowledge management and sharing;
- Inadequate investment in electronic and physical infrastructure for knowledge management (this includes knowledge information systems and libraries);
- Problems of the previous Judiciary especially on public image, corruption, ineptitude and operational inefficiency in discharging justice especially in case management turnaround time;
- Lack of effective operational processes to speed up the turnaround time for cases; and
- Equipping the judges with modern court room equipment and to improve the work environment for the staff.

The Judiciary has been successful in the following areas in implementing the previous strategy.

- Physical infrastructure – new courts have been constructed and old and dilapidated ones have been refurbished;
- All courts now have source of electricity either connected to the mains supply or equipped with standby generators;

- The Judiciary is now staffed with young judges who are not blotted with practices of the old justice system. They are perceived to be committed, not prone to corruption and are willing to learn and discharge justice to uphold the integrity of the Judiciary;
- The Judiciary now has clearly defined basic professional qualifications for judges and Judiciary staff;
- There is a new structure of courts whose focus is on promoting operational efficiency. The new structure of High Court has more powers, and there are now specialised courts e.g. the Commercial Courts;
- Material for public information was produced (brochures, flyers, broadcasted chronicles, news bulletin, web site);
- The Judiciary received diverse ICT equipment. The courts are 100% equipped with computer material and are connected to the internet. Some courts are also connected to the internal network;
- Training sessions on computers and study trips were organised to reinforce the capacities of judiciary personnel at all levels. A number of judges and registrars are undertaking master programs in the related fields;
- Operational tools were put in place and measures were taken in order to increase output and decrease case backlog. As a result, a large number of judgements have been delivered by the Judiciary;
- Efforts were put forth to improve the quality of service rendered to the public. Suggestion boxes were installed to collect views from litigants and a toll free number has been provided for making inquiries; and
- The compilation of selected case laws and judgement to improve the quality of judgements.

The strategies that have worked in achieving this success will be sustained during the implementation of this new strategy.

5.2 Performance on previous strategic plan

5.2.1 Key achievements

The last strategy covered a period of three years (2005 to 2007) and focused on four objectives to address immediate challenges that were facing the Judiciary. A summary of the strategic objectives, the challenges and the progress made is presented in the table below. A detailed performance evaluation is then presented in the sections that follow.

Strategic objective (2005-2007)	Challenges to address	Performance/Progress made
Objective 1: Render justice accessible to all litigants	<p>Lack of knowledge and ignorance of the population on the structure, functions, jurisdiction and Court procedures.</p> <p>Lack of financial means to allow litigants to access the services of the Judiciary</p> <p>Physical infrastructure curtailing movements of litigants and judges</p>	<p>The Judiciary undertook initiatives for continuous education of the population and to allow a better access to judiciary services, through:</p> <ul style="list-style-type: none"> ● production of new materials (production of brochures, daily radio chronicle, production and broadcasting of a theatrical piece, production and broadcasting of commercials, supreme court web site); and ● establishment of a reception and orientation service for litigants (designation and training of staff in charge of requests and orientation, and operating a suggestion box) <p>The Judiciary undertook initiatives for continuous education of the population by disseminating new laws and rendering</p>

Strategic objective (2005-2007)	Challenges to address	Performance/Progress made
		<p>professional information to litigants in courts.</p> <p>Legal representation for vulnerable groups has been put in place to enhance access to justice by vulnerable groups in the society, however creation of awareness about existence of legal aid and mechanism for representation to the public remains to be achieved.</p> <p>Think this could be replaced by: increased access to justice by holding court at location of crime.</p> <p>Physical infrastructure is not a key challenge for this strategy however the Judiciary is faced with a challenge for equipping and modernising the courts.</p>

Strategic objective (2005-2007)	Challenges to address	Performance/Progress made
<p>Objective 2: Ensure that justice is administered fairly, effectively and efficiently</p>	<p>Insufficient number of judges, judicial and qualified administrative support staff</p> <p>Lack of infrastructure and equipment (buildings with sufficient furniture and equipment)</p> <p>Lack of equipment and electricity in courts</p> <p>Poor working conditions of judges, judicial and qualified administrative support staff</p> <p>High volume of cases in backlog</p> <p>Lack of monitoring and evaluation mechanism (inspection of courts)</p>	<p>The Judiciary's current establishment is 569 against approved positions of 578 as per management data in March 2008. There are 9 positions not filled according to the structure and approved positions. However, this should be reviewed in light of skill sets required and work load.</p> <p>The Judiciary achieved and surpassed its targets for constructing new courts and rehabilitating the existing ones. It has completed rehabilitation of 63 courts and constructed 24 new courts. This was funded both by the Government of Rwanda and with assistance from development partners.</p> <p>All courts now have electricity (from main grid) or supplied from generators.</p> <p>The challenge for this strategy is to modernise the courts by equipping them (e.g. with access to case law through Judiciary knowledge management centre, voice recording equipment to improve quality of judgement, equipment for people with disability).</p> <p>Case backlog still remains a challenge. Initiatives were taken to reduce the volume of case backlog including:</p>

Strategic objective (2005-2007)	Challenges to address	Performance/Progress made
		<ul style="list-style-type: none"> - Setting up a goal for each court with respect to the number of files to handle and complete each year - And recently beginning of a specific program of management of backlogs by the hiring judges on contracts. This has allowed for managing the back logs though without being able to eliminate the problem there has been an influx of new cases (over 50% increase) entering the courts as a result of the reforms in the court systems. <p>The last statistics at the end of 2007 were of a number of 54441 files. This remains a challenge to overcome within the framework of the current strategic plan</p> <p>Inspection of courts including follow-up and evaluation is done from periodic reports based on defined criteria which for the inspection reports. However the number of inspectors is insufficient to handle the current work load.</p> <p>Further the Inspectorate should also monitor</p>

Strategic objective (2005-2007)	Challenges to address	Performance/Progress made
		<p>and report on representation in cases involving vulnerable groups, to enable the Judiciary to take corrective actions in time. This should also include reports on time taken to deal with cases to completion.</p>

Strategic objective (2005-2007)	Challenges to address	Performance/Progress made
<p>Objective 3: Independence of the Judiciary is effective</p>	<p>Interference of other Branches of the Government in the discharge of judicial functions</p> <p>Lack of resources – materials, financial and human resources</p>	<p>Retreats with actors in the sector and other arms of the government have been held to sensitise and create awareness on the meaning and implications of the independence of the Judiciary.</p> <p>Legislation on protection of judges from being arrested and detained is covered by the Statute of Judges and Other Judicial personnel.</p> <p>The Judiciary has set minimum academic qualifications for judges and judicial staff. However, technical training (training on the job) still remains a challenge given current workload.</p> <p>Retreats with actors in the sector and other arms of the government have been held to sensitise and create awareness on the meaning and implications of the independence of the Judiciary.</p> <p>Legislation on protection of judges from being arrested and detained is covered by the Statute of Judges and Other Judicial personnel.</p> <p>The Judiciary still depends on Ministry of Finance for allocation and disbursement of</p>

Strategic objective (2005-2007)	Challenges to address	Performance/Progress made
		financial resources.
Objective 4: Active collaboration with partners is good and efficient	Lack of collaboration framework and dialogue among justice partners	The sector now has a working secretariat and technical committee to handle matters that affect the actors. There is a framework for engaging with development partners in the sector. Consultation meetings with the Bar

Strategic objective (2005-2007)	Challenges to address	Performance/Progress made
		<p>have also been organised.</p> <p>The key challenges that exist include developing and implementing framework for working, monitoring and evaluation of interactions with key actors in the discharge of justice. These include police, prisons, Ministry of Justice (to cover all alternative source for discharging Justice e.g. ABUNZI, Gacaca) Ministry of Local Government, Good Governance, Community Development and Social Affairs.</p>

5.2.2 Detailed performance evaluation

The tables below present an evaluation of performance on the activities supporting the previous strategy. The key to the evaluations is as follows:

Key	Detail and recommendation
√√	Accomplished – sustain results achieved
√	Progress made – need to be included in the current strategy
X	Limited or no progress – define alternative activities or re introduce the same activity

Expected results	Strategies	Activities	Performance
Objective 1: Render justice accessible to all litigants			
1.1 Laws are disseminated	Regularly inform the public on the functioning of Courts	<ul style="list-style-type: none"> • Drawing up a plan to disseminate new laws on the judicial system and their compilation • Identification of subjects to be disseminated • Creation of dissemination tools (brochures, leaflets, commercial radio/TV, plays) 	<p>√</p> <p>√√</p> <p>√</p>

Expected results	Strategies	Activities	Performance
		<ul style="list-style-type: none"> • Distribution of disseminated laws and tools 	√
	Employ mediators and local leaders in the dissemination of laws	<ul style="list-style-type: none"> • Monitoring and evaluation of activities of disseminating laws by MINIJUST 	√
1.2 Information and advisory services for litigants in Courts become more professional	Set up an information department within Courts and rules for these services	<ul style="list-style-type: none"> • Layout of the space and creation of a service for receiving and guiding litigants • Equipping with furniture and IT equipment the service of receiving and guiding litigants • Informing the public on the existence and role of the service to litigants 	√ √ √
	Reinforcement of capacity of the staff employed in the office in charge of receiving and guiding litigants	<ul style="list-style-type: none"> • Compiling professional rules for the reception offices • Training court presidents and personnel employed in the office in charge of receiving and guiding litigants in court 	√ √
	Set up mechanisms to monitor the functioning of the office in charge of receiving and guiding litigants	<ul style="list-style-type: none"> • Monitoring of the functioning of the office in charge of receiving and guiding litigants in courts 	√

Expected results	Strategies	Activities	Performance
		<ul style="list-style-type: none"> Place a suggestion box in courts Carry out surveys amongst litigants on the quality of services offered by courts 	<p>√</p> <p>√</p>
1.3 The judicial system is computerised	Create a computer network within the Judiciary	<ul style="list-style-type: none"> Compile a plan for computerising the Judiciary and develop the computerised communication system Set up an IT support department within the Supreme Court Acquisition of IT equipment and materials Installation of a computer network of the judicial services Training judges and judicial staff in computerised management of case files 	<p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p>
<ul style="list-style-type: none"> Objective 2: Administration of justice good, efficient and effective 			
2.1 Quality judgements are rendered within appropriate periods	Endow Courts with a sufficient number of qualified personnel	<ul style="list-style-type: none"> Recruitment of judges and a sufficient number of qualified personnel 	<p>√</p>
	Reinforce the capacity and performance of the judicial staff	<ul style="list-style-type: none"> Organisation of the training of newly recruited judges and staff in the judicial system 	<p>√</p>

Expected results	Strategies	Activities	Performance
		<ul style="list-style-type: none"> • Organisation of the training of administrative support staff 	√
		<ul style="list-style-type: none"> • Organisation of advanced internships and study visits for judges and all judicial staff • Organisation of the periodic training of judges and all judicial staff • Creation and organisation of libraries and acquisition of documentation for each court 	√ √ X
	Endow courts with sufficient materials	<ul style="list-style-type: none"> • Construction of court premises (HC, PCKC, DTC) • Rehabilitation of court premises • Equipping of court premises with materials • Reinforce the stock management and maintenance services • Granting of communication facilities to judges 	√√ √ √√ √ √
	Improve the working conditions of judges and all judicial staff	<ul style="list-style-type: none"> • Propose and monitor the setting up of a special salary scale for judges and all judicial staff 	√

Expected results	Strategies	Activities	Performance
		<ul style="list-style-type: none"> Granting facilities for access to housing loans for judges 	√
		<ul style="list-style-type: none"> Granting of facilities of access to transport loans for judges 	√√
		<ul style="list-style-type: none"> Granting of general insurance facilities 	X
	Organise the work of the courts	<ul style="list-style-type: none"> Drawing up an annual and quarterly functioning schedule 	√
		<ul style="list-style-type: none"> Production of a quarterly report on the functioning of the courts 	√
	Setting up mechanisms to speed up the handling of case files and managing their backlog	<ul style="list-style-type: none"> Make human and logistical resources available 	√
		<ul style="list-style-type: none"> Promoting and increasing the number of itinerant hearings and setting up a plan to reabsorb the stock of case files 	√
		<ul style="list-style-type: none"> Control of the punctuality of judges and parties 	√
		<ul style="list-style-type: none"> Organisation of a strict monitoring of Presidents of the courts and Inspection Service 	√
		<ul style="list-style-type: none"> Avoiding non-essential postponements 	√

Expected results	Strategies	Activities	Performance
		and useless proceedings	
		<ul style="list-style-type: none"> • Compiling uniform layout for judicial acts • Training staff on the utilisation of the data monitoring system 	 √ X
	Carry out professional monitoring and evaluation of the system and regularly evaluate the work of courts and judicial staff	<ul style="list-style-type: none"> • Setting up tools for monitoring and evaluation • Organisation of evaluation and missions for the inspection of Courts • Production and publication of court activity reports • Organisation of a retreat for judicial staff on the re-opening of each judicial year for self evaluation • Quarterly evaluation of the performance of judicial staff 	 √ √ √ √ √
	Set up mechanisms to improve the quality of judgements	<ul style="list-style-type: none"> • Creation of a research department on judgements rendered • Organisation of regular meetings with judicial staff on a national and decentralised level 	 √ √

Expected results	Strategies	Activities	Performance
		<ul style="list-style-type: none"> ● Creation and reinforcement of cooperation links between the Rwandan Judiciary and international judicial systems 	√
		<ul style="list-style-type: none"> ● Organisation of conferences on a national and international level 	√
		<ul style="list-style-type: none"> ● Support of experts and translators in judgement and meeting costs of witnesses 	√
2.2 Improved administrative organisation of courts	Reinforce the organisational and management capacity within courts	<ul style="list-style-type: none"> ● Adoption of the administrative and financial procedures manual ● Training of presidents of courts and administrative staff in administrative and financial management ● Creation of a framework for regular dialogue between the administrative and judicial staff ● Creation of a framework for jurisdictional and financial reports of courts ● Monthly production and publication of reports on jurisdictional and financial activities ● Organisation of the preparation and 	√ √

Expected results	Strategies	Activities	Performance
		<ul style="list-style-type: none"> execution of the budget Build capacity of the internal audit department (internal control department) 	√
2.3 The image of the Judiciary is improved	Disseminate the code of ethics	<ul style="list-style-type: none"> Organisation of workshop on the code of ethics 	√
	Set up prevention mechanisms to fight corruption in the Judiciary	<ul style="list-style-type: none"> Draw up a policy to prevent and fight corruption within the Judiciary Implementation of a policy to prevent and fight corruption within the Judiciary 	√
	Setting up a department in charge of institutional relations and public information on Court activities	<ul style="list-style-type: none"> Creation of a department in charge of institutional relations and public information on Court activities Publication of a monthly report on court activities (Achieved internal and over the internet only) Publication of a collection of jurisprudence (Achieved internal publication only) 	√
<ul style="list-style-type: none"> Objective 3: Independence of the Judiciary is effective 			
3.1 The Rwandan Judiciary is independent in	Raising awareness of the political and administrative leaders, judges and all judicial staff on the	<ul style="list-style-type: none"> Compiling an information document on the independence of the Judiciary 	√

Expected results	Strategies	Activities	Performance
fulfilling its mission	independence of the Judiciary	<ul style="list-style-type: none"> Organisation of information workshops for political and administrative leaders on the independence of the Judiciary 	X
		<ul style="list-style-type: none"> Production and distribution of brochures, leaflets, commercial radio/TV, plays 	√
	Reinforce the High Council of the Judiciary (HCJ)	<ul style="list-style-type: none"> Organisation of workshops on the promotion of independence of the Judiciary 	√
		<ul style="list-style-type: none"> Organisation of study visits with regard to independence of the Judiciary and the SCJ's mission 	X
		<ul style="list-style-type: none"> Creation of a framework to examine and analyse cases of conflicts linked to independence of the Judiciary 	X
<ul style="list-style-type: none"> Objective 4: Active collaboration with Partners is good and efficient 			
4.1 The Rwandan Judiciary has effective partners	Defining a framework for collaboration and partnership with donor agencies	<ul style="list-style-type: none"> Compiling and document for cooperation and mobilisation of funds Organisation of meetings with ministries concerned with the mobilisation of funds Organisation of meetings for dialogue, mobilisation and coordination with donor 	√ √ √

Expected results	Strategies	Activities	Performance
		agencies <ul style="list-style-type: none"> ● Identification of the leading donor agency and defining its role 	√
	Create a framework for dialogue and collaboration with parties involved in the justice field (MINIJUST, Parquet, Police, Ombudsman, Human Rights, Gacaca National Service, the Bar)	<ul style="list-style-type: none"> ● Compiling a document defining the framework for dialogue and collaboration (Justice sector strategy is still in process of being developed) ● Organisation of regular meetings with parties involved in the justice field 	√ √

6 Capacity assessment and building interventions

This section focuses on a review of the capacity factors that influence capacity building programs and interventions to be pursued in delivering the proposed strategy. The factors assessed are processes, technology and people (human resource management).

6.1 Process assessment

The following process attributes were assessed to identify the capabilities (that define the capacity) of the Judiciary in the previous strategic plan:

- Existence of defined operational processes;
- Strength of systems and process for sharing information;
- Processes for managing overheads;
- Budgeting controls;
- Communication systems;
- Knowledge management;
- Performance on case turnaround time;
- Performance on public perception surveys; and
- Ability to undertake effective public campaigns.

The conclusion from this review indicated that the Judiciary is performing well on managing overheads and budgetary controls. Opportunities for improvement were identified in knowledge management systems, and processes for creating public awareness and perception. Operational process inefficiencies (as a result of ineffective work flow mechanism) were identified as a key cause of the case backlogs facing the Judiciary. However an emerging challenge is the influx of new cases, creating new backlog.

6.2 Technology

Technology was assessed based on the following perspectives:

- Adequacy of equipment (computers)
- Training
- Relevance of the equipment and software

The Judiciary performed well in providing the technology equipment (computers). The key challenges to address include offering staff relevant training to optimise on the use of the equipment

to improve operational efficiency. The Judiciary should update its ICT plan in line with the sector wide ICT strategy, ensuring strategies are aimed at achieving basic ICT training among all categories of staff with special focus on file transfer, data storage, case management, knowledge sharing and improving the quality of judgements. In order to improve the knowledge sharing and management to improve the quality of judgements, the Judiciary will require relevant software packages and establishing the necessary infrastructure for networking the entire Judiciary functional areas.

6.3 People

The table below shows typical parameters that affect effective management of staff and people related issues in effective delivery of overall organisation goals. The performance of the Judiciary was evaluated along these parameters.

- | | |
|---|---|
| ● Clarity of job description | ● Job satisfaction |
| ● Existence and adequacy of performance indicators | ● Consistency of service standards |
| ● Adequacy of skills | ● Corporate culture |
| ● Professional qualifications | ● Performance appraisal and reward system |
| ● Technical training | ● Staff numbers |
| ● Training on cross cutting issues like HIV, gender, human rights and handling of vulnerable groups | ● Participation of women |
| ● Career growth | ● Staff information system |
| | ● Corruption |

An independent survey revealed that the Judiciary performed well in ensuring clarity of job descriptions for its staff and setting and ensuring that staff joining the Judiciary have the right professional qualifications. Judiciary staff also understands and appreciate the performance indicators applicable to their work. The participation of women in the Judiciary was noted as another key achievement.

The key people challenges identified include equipping the staff with technical skills and relevant training. The staff also require exposure on human rights, emerging legal issues and new laws. Knowledge on HIV and AIDS, dealing with vulnerable groups and people with disabilities is also considered a key challenge.

Other cross cutting issues identified include addressing retention of judges, perceived turnover, performance management, compensation, recruitment planning, and continuous training needs assessment and professional education at the Institute of Legal Practice and Development (ILPD).

To enhance retention of Judiciary staff, a survey of current remuneration should be carried out and benchmarked against standards in other similar judiciaries and private practitioners. This will inform the review of salaries and benefits of the judges and all judicial staff. In addition, mechanisms for staff to register dissatisfaction with their working environment should also be instituted to ensure that there is continuous communication to guide timely corrective action.

6.3.1 Structure

The structure perspectives evaluated were as follows:

- Clarity of reporting structure;
- Clarity of organisational structure;
- Matching skills with structure;
- Skills set review;
- Realignment of structure to strategy;
- Facilities supporting the effective operation of the Judiciary;
- Participation in the justice sector reform;
- Engagement with development partners; and
- Existence of discussion framework.

The strong structure perspectives noted include clarity of reporting structures, participation in the justice sector initiatives and engagement with development partners. The opportunities identified for improving the structure perspectives of the Judiciary include continuous aligning of skill sets to the structure, realigning the structure to the strategy, enhancing supporting facilities and creating framework for enhancing discussion and sharing of ideas within the Judiciary.

Although the Judiciary has been subjected to numerous reforms, the structure changes have not supported a framework for measuring the benefits of the reforms to the Judiciary. In terms of facilities, the Judiciary made good progress towards its targets for developing the physical infrastructure for all the Courts. However, there is still challenge for improving and constructing Primary Courts and equipping the courts. The challenge for this strategy is to focus on planning future physical infrastructure needs (depending on demographic, physical and economic trends) while focusing on continuous improvement and modernisation projects to improve work processes and efficiency in the Courts.

6.3.2 Skills and workforce trends

This section provides a high level review of the current workforce capacity and outlines recommendations to develop and strengthen the capacity (in terms of skills and capabilities of the workforce) to ensure that the Supreme Court is adequately staffed to achieve its current and future objectives.

6.3.2.1 Overview of workforce³

Based on information provided as at end of March 2008, the Supreme Court had a workforce of 569 staff; 491 of whom are professional staff and 78 within the operational levels. Of the entire workforce, 10% of the staff complement is based at Supreme Court, 10% at the High Court, 37% at Intermediate Courts and 42% at the Primary Courts.

6.3.3 Assessment of current workforce

6.3.3.1 Vacancies

A comparison of the current work force (as at March 2008) to the number of employees as per the staff establishment approved by the Rwanda Government indicates that there are 9 vacancies within the Supreme Court as follows:

Table 6.1

Area of skill	Approved posts	Filled positions	Vacancy
Judges	259	257	2
Court Registrars	232	230	2
Inspectors	4	4	-
Operational Staff ⁴	83	78	5
Total	578	569	9

Source: Supreme Court human resource management department

6.3.3.2 Qualifications

Following the reforms of the Judiciary in 2005, new judges and registrars with the necessary educational requirements and competencies were appointed. This ensured that the professional workforce had at least the basic legal qualifications and understanding for the job.

The following table provides a summary of employee qualifications.

Table 6.2

³ The statistics above were provided by the human resources department at the Supreme Court

⁴ For the purpose of this report, operational staff refers to staff within planning, ICT, statistics, project management, finance and accounting, human resources, logistics and supplies.

Area of skill	PhD	Masters	Degree	Diploma (2 yrs)	High School	Total
Judges	1	3	243	10	-	257
Court Registrars	-	-	35	53	142	230
Inspectors	-	-	4	-	-	4
Support Staff	-	-	44	13	31	78
Total	1	3	315	76	173	569

A review of the current workforce profile, however, indicates that some judges and court registrars do not have degree qualifications. Details of the impact of this on performance of the Judiciary are provided in section 6.1.3.

6.3.3.3 Analysis of professional to operations staff

A review of staff allocation indicates that the largest number of professional staff is based in the Intermediate Courts and Primary Courts. A comparison of professional to operational staff indicates that the largest proportion of operational staff is based at the Supreme Court. This is because the Supreme Court is the administrative hub for the Judiciary. The details of the analysis are provided below:

Table 6.3

Area of skills	Supreme Court		High Court		Court of Higher Instance		Court of Lower Instance	
	No. of staff	As a %	No. of staff	As a %	No. of staff	As a %	No. of staff	As a %
Professional staff ⁵	24	41%	49	83%	178	84%	240	100%
Operational staff	35	59%	10	17%	33	16%	-	-
Total	59	100%	59	100%	211	100%	240	100%

As provided in the table above, due to centralisation of the administration function, there are no operational staff based at the Primary Courts. The Supreme Court should ensure that adequate support is provided to professional staff at the lower Courts to improve their operational efficiency to perform their duties effectively. This can be achieved through effective IT and communication systems and additional staff where workload allows.

⁵ For purposes of this comparison, professional staff relate to judges, Court registrars and Court inspectors

6.3.3.4 Gender profile

The analysis of the workforce composition indicates that as at March 2008, the workforce was predominately male but this compares well to other judiciaries. The ratio of male to female staff is 60% to 40% respectively as shown in the table below.

Table 6.4

Area of skill	Male	Female	Proportion as a % (male)	Proportion as a % (female)
Judges	162	95	63%	37%
Court Registrars	139	91	60%	40%
Inspectors	3	1	75%	25%
Support Staff	39	39	50%	50%
Total	343	226	N/A	N/A

One of the key indicators outlined in the Vision 2020 plan is to increase the percentage of women in decision making positions to 30 %. As indicated above, the Supreme Court is within target for most skill areas.

The implications of the workforce capacity trends to this strategy are discussed in the section 6.4 below.

6.4 Workforce implications on the strategic plan

The following section provides an assessment of the impact of workforce capacity gaps to this strategic plan and provides recommended activities to address the identified capacity issue.

This information is presented under the following key headings:

- Factor - relates to the human resource aspect that was reviewed.
- Issue arising - describes the area of concern noted due to weakness in the factor assessed.
- Impact - describes the possible effect that the issue identified would have on the Judiciary if not addressed adequately.
- Activity - outlines the activities that should be carried out to mitigate against the issue identified, to enable the Institution meet its objectives.

Factor	Issue arising	Impact	Proposed Activity
Assessment of capacity (numbers)	<ul style="list-style-type: none"> ● Currently there are 9 vacancies within the Supreme Court. 4 of these positions relate to professional staff. ● Based on statistics provided, the number of cases presented at the courts has grown by over 800% since year 2002. However, the number of judges, for example, at the Supreme Court, has reduced from 16 to 14. 	<ul style="list-style-type: none"> ● Justice may not be administered effectively and efficiently due to insufficient staffing; ● Backlog of cases; ● There are disparities in workloads and some staff may be overloaded. 	<ul style="list-style-type: none"> ● Review of the current establishment to ensure that the approved staff numbers are sufficient to ensure the achievement of the Court's objectives; ● Conduct periodic and detailed workforce planning to forecast staff requirements in line with projected activity levels. ● Actively pursue the possibility of obtaining seconded staff from other judiciaries. This was initiated with effect from 2008 and should be maintained as an option to address staffing gaps and work load in the short to medium term. ● Recruit staff with the appropriate skills and expertise. This is in line with the Vision 2020 objective of reducing the law enforcement personnel to population ratio to

Factor	Issue arising	Impact	Proposed Activity
			1:1250 by 2012.
Review of qualifications	<p>As provided in the Cadre Organique, the minimum education requirement for this position is degree level. Currently, 10 judges and 195 registrars do not have degree qualifications. However, the majority are in the process of completing their degree studies.</p> <p>Majority of professional staff have not obtained ILPD practice certification.</p>	<ul style="list-style-type: none"> Staff without appropriate qualifications may not be able to carry out their responsibilities efficiently and effectively. It is essential to note that due to work experience, the individual may have gained the necessary skills to perform the assigned responsibilities, irrespective of educational qualifications. However, in the medium to long term, the focus should be placed on recruiting staff with relevant educational qualifications in addition to experience. Experience should not be a substitute for lack of educational qualifications. 	<ul style="list-style-type: none"> Alternative ways of registering for and completing the ILPD certification should be considered (e.g. through evening classes, and short term courses) High performing employees who do not have the necessary educational qualifications should receive appropriate training in line with the 2007-2011 training plan. Establish a good performance management system to monitor and reward performance and ensure staff development. Redeploy non performing staff to handle responsibilities that are better suited to perform.
Administrative support	<ul style="list-style-type: none"> Lack of operational staff based at the Primary Courts as most support services are 	<ul style="list-style-type: none"> Operational inefficiencies – leading to inability to provide timely and effective justice due to lack 	<ul style="list-style-type: none"> Effective use of ICT, for example, computer based judicial registration system to manage case files. Ensure that all staff are trained

Factor	Issue arising	Impact	Proposed Activity
	centralised.	<p>of administrative support to judges at the lower courts.</p> <ul style="list-style-type: none"> Centralised support services are most effective where there is appropriate technology in place and the organisation's network is well integrated. 	<p>on the use of ICT.</p> <ul style="list-style-type: none"> Proactively seek funding for the provision of relevant ICT software. Ensure effective integration of support services in the Judiciary. Ensure the administrative support is sufficient to ensure faster provision of justice. Monitoring and evaluation to ensure adequate coordination and management of work flow and administrative support in all courts.

6.5 Initiatives to build capacity to meet the set objectives

This section outlines the proposed capacity building initiatives necessary to address the gaps and issues identified to achieve an effective workforce to deliver this strategic plan. The interventions are in terms of skills gaps and HR systems such as performance management and talent management.

6.5.1 Training

Following judicial reforms enshrined under Article 24 of law No.06 of 14 April 2004 as amended by Article 7 of law No. 46 of 5 September 2007, new judges and registrars were appointed. The new appointees had the relevant educational qualifications and competencies required for the role but had little experience in their respective functions. However, even with the necessary qualifications, judges require additional training in skills (e.g. Court procedures and processes, emerging legal issues and new laws) which the educational background does not necessarily provide.

Over the past three years, the Supreme Court has supported 41 employees for Masters Degree programmes at university. Additionally, 14 judges have visited Canada, Mauritius or Netherlands for study tours organised by the Judiciary.

The Supreme Court has developed a 5 year training plan covering the period 2007-2012 intended to develop the competency of the judicial staff. The training plan incorporates a variety of courses including basic training in judicial procedures, ethics and registry development as well as on-going training to update the Judiciary on new laws introduced following the reform and restructuring of the Judiciary. This came as complement to a series of continuous trainings on various themes organised every year.

Specific training related initiatives are outlined below.

6.5.1.1 Induction

An induction course for newly appointed staff, especially judges and registrars is critical especially covering courses in criminal, civil law and traditional justice. This induction will prepare newly appointed judges for their duties. The newly appointed staff should be required to undertake a period of sitting in with an experienced staff for a defined period. This will prepare new staff for their duties by providing them with an opportunity to observe and learn about the procedures and role that they will be required to undertake.

6.5.1.2 Exchange visits

In order to provide regional exposure to judges and registrars, periodic practical exchange visits within the region will provide the opportunity to understudy the court processes and rulings carried out. This is important in view of the ongoing initiatives for the East African Community integration.

6.5.1.3 Mentorship programmes

These will provide experienced judges with an opportunity to share experiences with inexperienced judges. Through mentorship programmes, more experienced Judiciary staff can provide guidance, advice and support to help the staff allocated to them to learn and develop within their roles. The employees will increase their competence while learning on the job and hence acquire particular skills and knowledge required to perform their tasks. Mentoring complements formal training by providing those who benefit from it with individual guidance from experienced employees

6.5.1.4 Leadership and managerial training

The nature of leadership within an organisation directly affects its ability to meet its objectives. All managers and leaders within the Supreme Court, including judges and registrars, need to be able to motivate and empower others to achieve tasks and objectives set for their respective departments and the Supreme Court at large. As a result, all leaders, including judges and registrars, should be provided with the necessary leadership and managerial training to enable them to develop skills and insight necessary to become good leaders.

6.5.1.5 Training on interpersonal and personal skills

This includes training on time management, communication, coaching and organisational procedures and practices.

6.5.1.6 Training on organisational values, procedures and practices

All staff, both professional and operational should be trained on the Supreme Court's values, mission and vision. This will ensure institutional solidarity and a sense of common purpose. Additionally, staff should be trained in the relevant operational procedures and practices relating to their department's operations. Operational guidelines should thereafter be developed for regular reference.

6.5.2 Institute of Legal Practice and Development (ILPD)

ILPD is the only institution in Rwanda with a mandate and responsibility to provide mandatory certification of judicial professional staff as well as other legal practitioners. All legal practitioners within Rwanda are therefore required to attend training at the institute in order to acquire practice certification. The Ministry of Justice seeks to ensure that all judges and registrars acquire ILPD certification by the year 2009. It may be a challenge to achieve the target within the set time frame and consequently, a number of judges, registrars and legal practitioners may be obliged to continue to practice without necessary certification.

As an alternative, the ILPD should consider providing the training through part time or distance learning course administration. This will enable legal practitioners to combine work and study and will enable more students to complete the certification within a shorter period of time. The distance learning/part time course students will be provided with the necessary course material and will have access to library material and course tutors.

6.5.3 Other skills areas identified

A recent skills audit⁶ carried out on the Justice sector identified a number of skills areas that are considered crucial to the delivery of the sector's objectives. These include the following:

6.5.3.1 Human rights

The availability of adequately trained human rights advocates at both national and local levels is important for Rwanda to successfully implement human rights policies and monitor compliance to international statutes on human rights to which Rwanda is a signatory. This implies that the judges and registrars should have a good understanding of human rights policies to ensure the fair administration of justice on human rights related cases.

⁶ Government of Rwanda - National Skills Development Policy

6.5.3.2 Information management

Information technology will be a key enabler of performance and productivity in the Judiciary. Information management skills are the bedrock to timely availability of data in the justice sector. Across the sector, MIS specialists should be available to design systems and rollout nationwide information infrastructure that gives legal practitioners and relevant stakeholders timely access to legal information which can significantly improve turnaround in case management. Access to data promotes transparency that enhances the credibility of judicial systems within the populace. As provided in the training plan, the Supreme Court recognises the need to equip employees with knowledge in various software including Microsoft Office and Internet tools. This should also target the judges to enhance their ICT skills.

6.6 Conclusion from the capacity assessment

The following are the key conclusions arising from the capacity assessment of the Judiciary and which form the focus areas for this strategy.

- The need to ensure and enhance accessibility of justice to the public in Rwanda;
- Improving public image and perception particularly with respect to independence and corruption;
- Promoting active and effective collaboration with partners in the Judiciary;
- Enhancing the existing budgeting controls and communication processes;
- Improving knowledge management systems;
- Improving public awareness through a well coordinated Information Education and Communication (IEC) strategy;
- Developing a reliable and long lasting solution for a system of management of backlog of cases and ensuring sustainability of the efficiency to avoid future recurrence;
- Optimising investments in ICT for effective communication and operation;
- Developing a capacity building strategy to address current and future concerns around attracting and retaining staff, training, increasing staff numbers and institutionalising a performance management and monitoring system; and
- Creating and enhancing forums to discuss legal matters and align the Judiciary structure to the strategy.

The section that follows sets the strategic route map for the Judiciary in addressing the above challenges while sustaining the achievements made so far. The proposed activities will build the capabilities of the Judiciary and focus on achieving the desired results over the next five years for the Judiciary.

7 Judiciary strategic plan

7.1 Strategic objectives

This section presents the actions required to deliver on the key strategic objectives identified for the Judiciary, taking account of its functions and the capability gaps identified in the preceding chapters.

The strategic goals for the Judiciary (in their order of priority and focus for this strategy) are as follows:

- **Objective 1:** To ensure that justice is fully accessible to the people of Rwanda;
- **Objective 2:** To ensure that justice is administered fairly, effectively and efficiently;
- **Objective 3:** To strengthen the independence of the Judiciary to boost confidence in the adjudication process; and
- **Objective 4:** To engage in active, effective collaboration with Justice partners.

For each of the above objectives, key activities have been identified for implementation. These activities take into account the functions of the Judiciary and existing capability to discharge those functions in light of the current challenges.

The tables that follow present the strategy for Judiciary, broken down into a logical framework, with expected results, supporting strategies, activities, schedules and resources allocation. A detailed breakdown and description of the activities in line with the MTEF is provided in the appendix.

7.2 Objective 1: Ensure that justice is fully accessible to the people of Rwanda

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost(Rfr) '000
				09	10	11	12	13	
Enhanced public awareness of Court processes and procedures	Communicate work flow procedures	Undertake a detailed work flow study (including process mapping) in all courts	Documented process maps						22,000
		Document the standard court processes	Documented court processes manual						9,900
	Develop performance service levels	Define process activity performance measures (e.g. cycle times, number of steps to completion of a process, responsibilities for results, expected results, and timelines)	Established baseline statistical reference point for activity performance measures						33,300

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost(Rfr)
				09	10	11	12	13	
		Establish dedicated customer care/reception desks at each court	Number of customer care desks established Judiciary's performance on litigants' satisfaction surveys						'000
	Develop a medium to inform litigants of the different functions of the court	Develop Judiciary Communication Plan Develop communication materials and post the process flow in courts	Approved 'Judiciary Communication Plan' Number of courts equipped with work flow materials						33,000

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost(Rfr)
				09	10	11	12	13	
									'000
		Implement the Communication Plan through public awareness campaigns on the court procedures and processes through radio, print media and TV	Modes of communication materials developed Number of awareness campaigns run						371,250
		Orientation of litigants to court processes – develop work flow charts in all courts, performance targets for activities, process cycle times, set target, undertake radio programmes to sensitise the public	Number of courts with documented and displayed court process maps Number and type of programmes aired for public awareness on court processes						-

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost(Rfr)
				09	10	11	12	13	
									'000
		Develop database, forums and channels for information sharing (internally and externally)	Developed interactive Supreme Court portal Number of hits per month/year on the portal						66,000
		Inform the public on the existence and role of the information department within the courts and the rules and role of this service to litigants	Annual improvement index on litigants satisfaction survey						82,500

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost(Rfr) '000
				09	10	11	12	13	
	Disseminate new laws on court procedures	Collaborate with other justice sector players to disseminate new laws on court procedures	Number of workshops held with other justice sector players and reports developed of plans to disseminate new procedures Supplements and printed publicity materials disseminated						33,240
		Compile a plan for computerising the Judiciary and develop computerised communication system	Updated ICT plan Effective intranet and network linking all courts						270,578
		Compiling uniform layout for judicial acts	Number of revised layouts for judicial acts						6,600

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost(Rfr)
				09	10	11	12	13	
									'000
Improved physical and financial accessibility to the courts	Enhance knowledge on physical access	Provide information to the public on location of courts by type and jurisdiction Set workload sharing benchmarks for all courts based on workload trends, type of cases trends and jurisdiction	Number of awareness campaigns run Monthly workload statistics per court						68,750
		Carry out surveys amongst litigants on the quality of services offered by the courts	Number of surveys held and coverage of litigants in the satisfaction survey Performance improvement index on litigant satisfaction surveys						37,125

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost(Rfr)
				09	10	11	12	13	
									'000
		Hold trials at locations of crime – mobilise resources for this	Budgetary provision made for judges to convene courts at locations of crime Number of court sessions held at locations of crime						165,000
	Use of IT to enhance accessibility	Develop IT systems to enhance accessibility to justice by public – internet etc to register cases, place inquiries, monitor case progress	Developed interactive Supreme Court portal						-
	Legal representation	Develop database and statistics covering vulnerable groups and monitor progress of their cases (e.g. PLWHA, people with disabilities, children and orphans)	Database and baseline statistics on demand for legal aid and representation of such persons						42,075

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost(Rfr) '000
				09	10	11	12	13	
		Active participation in sector wide initiatives to develop and provide legal aid services to the needy and vulnerable population (e.g. through social responsibility undertakings, public education and linkages with community service organisations and other professionals)	<p>Established system for provision of legal aid for vulnerable litigants</p> <p>Reported increase in numbers of vulnerable individuals receiving legal representation</p> <p>Reports on number of matters brought to the courts by vulnerable individuals</p>						-

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost(Rfr)
				09	10	11	12	13	
									'000
		Develop capacity to serve people with disability. Initially train staff on sign language, Braille and later participate and influence the justice sector to collaborate and develop sector wide strategies for serving people with disabilities.	<p>Developed training module to build capacity in staff to serve litigants with disability</p> <p>Number of staff trained</p> <p>Performance on litigants' satisfaction survey</p> <p>Increase in number of cases handled involving people with disabilities</p>						189,750

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost(Rfr)
				09	10	11	12	13	
		Elaborate, revise and popularise laws and policies that increase access to justice	Number of events held to popularise laws and policies on access to justice Publications and other types of information (print, electronic media etc) made available on rights to access and assistance on legal matters.						'000
									-

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost(Rfr)
				09	10	11	12	13	
									'000
Reinforced capacity of judges and judicial staff	Staffing and training plans	Carry out a benchmarking study to establish the prevailing levels of human, material and organisational capacities within the Judiciary	<p>Study carried out on resource capacity in the Judiciary</p> <p>Number and type of interventions identified to build capacity in the judiciary</p> <p>Number of targeted training interventions as a result of the studies</p> <p>Increased human resource capacity by skill and number, based on annual staff appraisal</p>						24,750

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost(Rfr)
				09	10	11	12	13	
									'000
		Undertake annual reinforcement of capacities (human, material and organisational) in administration of justice	<p>Training needs assessment report</p> <p>Assessed and documented material and equipment resource need</p> <p>Training policy established on continuous education for all staff cadres</p> <p>Budget provision for acquisition of material and equipment requirements</p>						165,000

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost(Rfr)
				09	10	11	12	13	
									'000
		Develop and implement annual staff training and development plan to support this strategic plan	Developed and implemented annual study tours to enhance exposure. Number of staff receiving relevant training.						275,000
		Reinforce inspectorate function in terms of staff numbers to support effective management of cases and monitoring legal representation to enhance accessibility to justice	Budget provision for additional inspectorate staff. Number of additional inspectorate staff						-

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost(Rfr)
				09	10	11	12	13	
									'000
	Track, manage and provide leadership in dealing with emerging challenges in accessing justice	Collaborate with providers of alternative mediation processes e.g. ABUNZI and develop statistics and data bases of cases handled to identify new challenges and plan for relevant interventions	Trained personnel on alternative mediation processes Developed database and statistics on cases handled by the alternative justice mechanisms						100,000

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost(Rfr)
				09	10	11	12	13	
									'000
		Participate in efforts to influence and improve capacity, procedures manual and framework including motivation strategies for ABUNZI. This will be achieved in collaborations with MINJUST and MINALOC	Collaboration sessions with MINJUST and MINALOC on ABUNZI Reports developed on capacity, procedures manual and operational framework for working with ABUNZI						10,000
		Influence players/actors to develop a framework for involving development partners to enhance access to justice	Discussed and agreed framework for involving development partners to enhance access to justice						10,000

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost(Rfr)
				09	10	11	12	13	
									'000
		Develop lobbying and communication strategy, defining the Judiciary's working modalities with actors in the justice sector to enhance access to justice – e.g. through running joint publicity campaigns	Developed and implemented 'Judiciary communication plan'						-
		Sub-total							2,366,818

7.3 Objective 2: Ensure that justice is administered fairly, effectively and efficiently

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost (Rfr) '000
				09	10	11	12	13	
Improved case management cycle time and work productivity supported by efficient operational processes	Effective work flow management	Undertake a detailed work flow study (including process mapping) in all Courts. Elements to be covered in the workflow study will include new cases entering the court system, analysis on cases that occur more frequently, reasons for delays and average time taken to complete the cases	Developed detailed process maps of all courts following from sample representative courts: SC (1), HC (2), IC(5), PC (10) and CC (2) Performance reports covering baseline statistics on case management						Covered in 1 above
		Document standard processes	Documented court processes						

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost (Rfr) '000
				09	10	11	12	13	
		Define process activity performance measures e.g. cycle times, number of steps to completion of a process, responsibilities for results, expected results, and timelines.	Reports covering baseline statistics on case management						Covered in 1 above
		Reorganise registry processes and functions to enhance management of records (storage, retrieval and management of file movement). Review skill sets and retrain registry staff to enhance operational efficiency Develop procedures for archiving files in the library	Documented registry processes and procedures manuals Number of staff trained on registry processes and procedures Staffing levels at the registries Established archive for records in the library						

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost (Rfr) '000
				09	10	11	12	13	
		Train staff on the processes to simplify the flow of work Establish dedicated customer care/reception desks at each court Allocate responsibilities	Number of staff trained on processes Established dedicated customer care/ reception desk at each court Improvement in case management cycle time						22,200
		Develop communication materials and post the process flow in each reception areas of courts and registries to guide the public	Developed and implemented 'Judiciary Communication Plan' Developed communication materials and process flow diagrams						-

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost (Rfr) '000
				09	10	11	12	13	
		<p>Develop tools and processes for work allocation and scheduling.</p> <p>Develop annual schedules and update them on quarterly and monthly basis. For each schedule define strategies for reduction and prevention of backlog</p>	<p>Developed tools and processes for work allocation and scheduling</p> <p>Reports on actual performance compared to the defined schedule</p> <p>Staff trained on use of work load management tools</p>						88,640

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost (Rfr) '000
				09	10	11	12	13	
		<p>Define and standardise reports on work load, and inspectorate activities.</p> <p>Develop inspection manual indicating an annual inspection calendar</p> <p>Review adequacy of inspectors in discharging their duties and develop interventions to sustain capacity in light of routine inspection findings</p>	<p>Established reporting timeframes.</p> <p>Standardised reports on workload and inspectorate activities.</p> <p>Documented and approved inspection manual</p> <p>Staffing, equipping and training needs assessment</p> <p>Training and equipment acquired for inspection function</p>						-

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost (Rfr) '000
				09	10	11	12	13	
	Continuous assessment of staff capacity of the courts	Increase the number of the support staff, especially IT and legal research assistance at IC and HI courts	Established ICT helpdesks at the various courts						148,500
		Organise training of administrative support staff	Increased level of legal research assistance Performance on staff satisfaction surveys Training sessions held for administrative support staff						
		Train all judicial support staff on certified ICT Courses	Documented basic ICT user competences						99,000
			Number of ICT training programmes held Number of support staff trained on certified ICT courses						

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost (Rfr) '000
				09	10	11	12	13	
		Mobilise and second judges from courts that have less work load to help clear backlogs in other courts	Improvement in backlog of cases within the court system.						450,000
		Hire regional judges for short term periods to clear backlog. Lobby for a law reforms to allow one judge to hear cases before the appeal in order to free-up judicial time to deal with backlogs	Budget provision for short term hire of regional judges Number of additional judges hired for the short term Improvement in backlog of cases within the court system						528,000
		Increase the number of inspectors (currently only 4) to evaluate the quality of judgments	Improved average case management cycle time Improvement in ratio of number of courts per inspector to 1:10						292,800

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost (Rfr) '000
				09	10	11	12	13	
		Establish basic judicial skills that require mandatory ILPD certification for all judicial technical personnel in the next five years	Number of judicial personnel trained and certified on common and specialised modules annually						396,000
		Continue on the job training of judges and registrars to improve efficiency.	Number of judicial personnel trained on soft skills annually.						198,000
		<p>Organisation of advanced internships and study visits for judges and all judicial staff.</p> <p>Training on languages to enhance participation in regional integration.</p>	<p>Number of judges and judicial staff taking part in advanced internships and study visits</p> <p>Number of staff trained on regional languages</p>						112,613

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost (Rfr) '000
				09	10	11	12	13	
		Review terms and conditions of judges, registrars and inspectors, to facilitate retention of Judicial personnel	Implemented employment benefits for professional staff Annual improvement on retention rate among professional staff						-
	Re-organise the court structure and proceedings to increase workload	Promote alternative dispute resolution mechanisms by courts encouraging parties to settle cases outside court	Improvement in number of cases settled using the alternative dispute resolution mechanisms						-

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost (Rfr) '000
				09	10	11	12	13	
	efficiency	Develop capacity of ABUNZI system	<p>Documented capacity interventions for ABUNZI</p> <p>Annual support to ABUNZI through training, seminars and workshops to facilitate effective delivery of alternative means of justice</p> <p>Improvement in number and complexity of cases settled using the alternative dispute resolution mechanisms</p> <p>Performance on litigant satisfaction surveys</p>						

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost (Rfr) '000
				09	10	11	12	13	
		Avoiding non-essential postponements and useless proceedings. Report on quarterly basis the progress	Established baseline statistical reference point for monitoring all postponements Quarterly reports and improvement index on non essential postponements						74,250
		Establish a comprehensive Monitoring and Evaluation System for the Judiciary with a clear review calendar	Quarterly monitoring and evaluation of performance						66,000

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost (Rfr) '000
				09	10	11	12	13	
		Conduct sensitisation training of key Judiciary staff on the front line of generating, capturing and reporting on judicial statistics	Number of frontline judicial staff trained per annum Timely, reliable and relevant judicial statistics and report e.g. on case management, backlogs, cases filed, terminated or settled, performance improvement statistics etc.						55,000
		Creation of a Judicial Research Fund (JRF) - accessible to all justice sector personnel to promote research and development of judicial experience	Budgetary provision for establishment of a Judicial Research Fund Decided and agreed upon operational mechanism for the Judicial Research Fund Number of published researches by staff per annum						134,503

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost (Rfr) '000
				09	10	11	12	13	
		Creation and reinforcement of cooperation links between Rwandan Judiciary and international judicial systems – through visits, exchange programmes	Number of signed exchange visit agreements with other countries Number of judicial staff participating in secondment and exchange visits programmes per annum						92,813
		Comprehensive quarterly production and publication of reports on jurisdictional and financial activities	Number of publications per quarter and copies produced per publication.						50,000
		Publication of a collection of jurisprudence	Developed and published collection of jurisprudence Jurisprudence publications available on the Supreme Court portal						312,500

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost (Rfr) '000
				09	10	11	12	13	
		Build capacity of the internal audit department and financial reporting	Budget allocation to support internal audit function Additional internal auditors hired (6 over the strategic plan period)						86,400
Improved communication, knowledge management and sharing	Provide courts with sufficient ICT facilities and training to improve efficiency of justice	Compile a plan to advance the computerisation of the Judiciary and develop the computerised communication system	Defined knowledge management system within Supreme Court's ICT plan implemented in line with the Justice Sector ICT strategy						Under ICT plan
Improved work environment (physical environment)		Develop case law management and reporting system	Developed case law management and reporting system Improved timeliness, completeness and accuracy of judicial statistics – on monthly, quarterly and annual basis						6,630

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost (Rfr) '000
				09	10	11	12	13	
		Creation of case management system and training of judges and judicial staff in computerised management of case files	Number of judges and judicial staff trained on management of the computerised case files						-
		Provide inputs in developing the Justice Sector Management Information System (MIS)	Documented inputs and representation in the development of Justice Sector Management Information System.						-
	Monitor activities relating to establishment of a Judicial Reference Knowledge Centre - the National Centre for Access to Legal Information –	Review and fund existing investment plan	Reviewed and implemented investment plan Funding obtained for investment plan Effective participation in the Centre through contribution of knowledge materials, publication and participation in its leadership/decision						1,766,000

(Sector Wide)

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost (Rfr) '000
				09	10	11	12	13	
			making organs						
	Activity)	Support remuneration for the Centre (ordinary budget and other costs)	Report on budgetary allocation for costs incurred in knowledge centre						1,337,000
		Improve provision of modern equipments to all courts. These include communication and recording systems and supporting auxiliary equipment	Progress report on implementation of Judicial Sector ICT plan Number of courts with modern communication equipment						(covered under ICT plan)
	Improve work environment through, construction, extension and rehabilitation of courts	Complete the infrastructure of courts by 2010 and design a programme for repairs and maintenance of the infrastructure	Extent of completed construction. Designed programme for repairs and maintenance. Number of annual repairs and maintenance undertaken						823,164

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost (Rfr) '000
				09	10	11	12	13	
		Rehabilitation and extension of courts (26 courts)	Number of courts rehabilitated and extended annually						823,158
		Construction of new courts (22 courts)	Number of new courts constructed						2,970,703
	Improve the quality and efficiency of delivering judgements	Develop an elaborate inspection manual to promote monitoring and evaluation of all Judiciary initiatives	Documented inspection manual for monitoring and evaluation of Judiciary initiatives including rehabilitation, extension and construction of new courts						5,500
		Lower the average time to prosecute and rule on cases in courts – define performance measures e.g. standard time on different types of cases (including complexity) and implement this to	Reports on performance on measures of quality and efficiency (time, appeals etc) Improved case management cycle time – reduction in the period between first court						

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost (Rfr) '000
				09	10	11	12	13	
		all courts based on results of work flow analysis.	appearance and judgement delivery						
		Participate in improvement of the execution of judgements through information sharing and clearly define the roles for bailiffs	Forums held for improving execution of judgements and documented inputs provided for these forums Case back logs and proportion of cases completed to cases filed in the courts over a period – quarterly, and annually.						(covered in consultancy to establish processes and procedures)-
		Review the laws impacting operational performance of the Judiciary	Participation and documented input provided in the review process						(sector wide collaborative activity)
		Develop a specific strategy for dealing with backlog of cases	Documented strategy for handling backlog						33,000

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost (Rfr) '000
				09	10	11	12	13	
		e.g. having special sittings, and special judges' assigned duties for these cases.	Improvement in backlog cases						
		Monitor workload in all cases regularly, then schedule workload among judges in different courts to ensure equity in workload and efficiency is dispensing justice.	Operationalised work load monitoring and evaluation system Distributed workload among judges in different courts Reduction in case back log						(sector wide collaborative activity)
		Train judges to plan ahead and estimate work loads for ease of assigning responsibilities for effective administration.	Number of Judges trained on planning and managing work load Reduction in case back logs						-
		Hold quarterly brainstorming sessions with all judges on	Implemented Judicial Research Fund						Covered in 1 above

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost (Rfr) '000
				09	10	11	12	13	
		emerging challenges facing the Judiciary and to share published research papers.	Number of brainstorming sessions held Number of research papers and publications on emerging legal issues authored by judges						
		Modernise the registry through use of ICT, and publish decided cases to increase predictability of judgment and win public trust.	Implemented Justice Sector ICT plan Number of published cases on the Supreme Court portal						Under ICT plan
		Sub total							-
									10,972,373

7.4 Objective 3: Strengthen the independence of the Judiciary to boost confidence in the adjudication process

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost
				09	10	11	12	13	
Improved confidence of the public in impartiality of the Judiciary	Improve awareness of the need for independence amongst judges and staff in the Judiciary	<p>Document a common vision on the concept and meaning of independence for judges and all judicial staff</p> <p>Hold annual awareness and education sessions for all judges and judicial staff</p>	<p>Materials published on independence</p> <p>Number of staff trained to reinforce independence of the Judiciary</p> <p>Number of annual public awareness campaigns and debates held</p> <p>Performance improvement on litigants' satisfaction survey</p>						Covered under judicial training

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost
				09	10	11	12	13	
		Expose judges to other countries (through study tours and advanced internships) to benchmark practices adopted to achieve independence	<p>Number of judges participating in out of country advanced internships and exchange visits</p> <p>Number of reports on visits and advanced internships,</p> <p>Number of forums held to share experience</p>						Study tours

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost
				09	10	11	12	13	
		<p>Develop a communication strategy to address disciplinary cases involving incidents of independence to change public perception through improved transparency</p> <p>Publish annual reports on disciplinary cases involving issues of independence</p>	<p>Implemented 'Judiciary Communication Plan'</p> <p>Established and agreed approach to communication of disciplinary measures to the public</p> <p>Number of incidents where independence was compromised</p> <p>Number of reports published and made available to the public on discipline cases</p>						Annual budgets

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost
				09	10	11	12	13	
		Create a framework to examine and analyse cases of conflicts linked to independence of the Judiciary. Include this in Judiciary annual reports	Developed and implemented framework for dealing with Judiciary independence related conflicts Number of independence cases reported and resolved						Annual budgets
	Improve the reputation and perception of the independence of the Judiciary to the public	Organisation of information workshops for political and administrative leaders on the independence of the Judiciary	Information workshops held for political and administrative leaders to reinforce independence of the Judiciary Implemented 'Judiciary Communication Plan'. Performance improvement on litigant' satisfaction survey						Cost under communication strategy
		Communicate with public and other stake holders to have common vision on	Number of targeted publications and media						Cost under communication strategy

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost
				09	10	11	12	13	
		independence of Judiciary	communication delivered Established and implemented communication on independence of the Judiciary Performance improvement on litigant' satisfaction survey						
		Popularise laws on corruption and accountability within the Judiciary	Implemented 'Judiciary Communication Plan' Developed and published material on anti-corruption and accountability Public awareness campaigns carried out on anti-corruption and accountability law						Cost under communication strategy
		Conduct research on the reasons for the low-esteem of	KAP survey conducted						Covered under

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost
				09	10	11	12	13	
		judges through a work environment conditions survey	<p>Research conducted on judges' work environment conditions</p> <p>Interventions implemented on the reasons for low esteem - e.g. on managing workloads, regional and international exposure and study tours</p>						KAP survey
		Improve the welfare of judicial staff through non-monetary motivations, e.g. improved work environment and conditions, team building activities, benchmark rewards to other comparable professions locally and in the region, staff welfare funds	<p>Reviewed and improved work conditions and environment</p> <p>Performance on KAP survey</p> <p>Improvement in retention rates of judicial staff</p>						Annual operational budget
		Develop clear responsibility guidelines for actors in justice sector in line with expectations of the Judiciary The actors include police, prisons,	Developed, discussed and agreed guidelines for actors in justice sector						Sector wide activity

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost
				09	10	11	12	13	
		prosecution, the Bar Association, and MINIJUST	Awareness of responsibilities by actors in the justice sector. Performance on KAP survey						
		Define acceptable service levels of actors within the sector	Agreed and documented service level measures for actors within the sector						Sector wide activity
		Lobbying for law reforms to address issues of incompetent lawyers in collaboration with the Bar Association	Number of forum and submissions delivered to initiate the reforms Law reform process instituted on professional standards for lawyers						Sector wide activity

7.5 Objective 4: Engage in active, effective collaboration with Justice Partners and actors

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost
				09	10	11	12	13	
Reinforced and effective framework for development partner participation in the sector to achieve better funding and coordination of interventions	Work with sector development partners to prioritise programmes of interest and align their involvement in this strategic plan	Organise development partner meetings	Defined programmes of work and roles of development partners						Sector wide activity
		Develop a memorandum of understanding with development partners	Documented and signed memorandum of understanding						
		Define and agree on programmes of work and roles of the partners	Defined and agreed upon accountability and reporting guidelines						
		Define and agree on related accountability and reporting guidelines	Developed framework for development partner participation based on EDPRS priorities						
		Identify SWAp and Judiciary specific activities for effective development partner	Identified SWAp and Judiciary specific activities for effective development partner						

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost
				09	10	11	12	13	
		participation	participation						
		Align partner participation to EDPRS priorities	Number of meetings and resolutions made with development partners						
Improved working relationship and communication between actors in the justice sector to enhance operational efficiency Improved case turnaround time and quality of judgement	Enhance operational efficiency in discharge of justice through effectiveness of all actor involved in the delivery of justice	Review and update the framework for dialogue and working with actors in the justice sector (MINIJUST, Police, bailiffs, Ombudsman, prisons, Gacaca, the Bar and Human rights bodies) Active participation in the justice sector secretariat	Developed and implemented framework for dialogue and working with actors in the justice sector Representation at the justice sector secretariat Reviewed and updated framework for dialogue and interaction between actors within the justice sector						Sector wide activity

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost
				09	10	11	12	13	
		Lobby and propose law reforms to avoid frivolous and vexatious suits	Documented proposals for law reforms Participation in sector lobbying activities						
		Hold regular meetings (quarterly) to discuss issue affecting the effectiveness of the justice sector with updates from each actor e.g. provision of forensic services, medico-legal services, work flow and interactions between courts and prisons	Number of scheduled meetings held per annum Expert evidence provided in courts						Sector wide activity
		Reinforce legal framework to support anti-corruption monitoring mechanisms	Documented input to sector framework for monitoring anticorruption						Sector wide activity
		Develop communication	Developed communication						Sector wide

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost
				09	10	11	12	13	
		strategy to be adopted in dealing with actors in the justice sector	strategy						activity
		Reinforce legal framework that supports and encourages civil society organisations' participation in the sector	Documented input to proposed legal framework to support participation of civil society organisations' participation in the justice sector						Sector wide activity
		Review and provide inputs to refine laws affecting accessibility to justice in collaboration with actors in the justice sector. e.g. use of IT to enhance communication between courts and prisons to produce remandees when required	Papers and other documented inputs for enhancing accessibility to justice Reports on meetings held with other actors in the justice sector						Sector wide activity

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost
				09	10	11	12	13	
		<p>Participate in sector efforts to sensitise the population on human rights (encourage participation of civil society organisations sensitising the population on human rights, promote the concept of 'house of justice' to enhance legal aid through advice to litigants)</p> <p>Support the development of a department for providing proof and expert evidence (e.g. to include medical doctors services, psychologists etc)</p>	<p>Public awareness campaigns held to sensitise on human rights</p> <p>Reports on awareness campaigns</p>						Sector wide activity
		<p>Active participation in the development of frameworks for monitoring the respect of human rights, in particular rights of people with</p>	<p>Documented inputs</p> <p>Reports on representation of vulnerable groups</p>						Sector wide activity

Expected results	Strategies	Activities	Performance Indicators	Schedule					Total cost
				09	10	11	12	13	
		disabilities, women, children, PLWHA and vulnerable groups	Reports on meetings held with other actors in the justice sector Framework established to monitor respect of human rights						
		Organisation of meetings with ministries concerned to mobilise funds	Number of meetings held Funds mobilised for sector specific initiatives						Sector wide activity

Summary total of the costed strategic plan activities aligned to the MTEF

YEAR	2009	2010	2011	2012	2013	TOTAL (Rfr)
GRAND TOTAL	3,741,328,489	4,347,738,489	2,508,804,082	1,379,881,000	1,361,438,500	13,339,190,560

The Judiciary will derive its annual budgets from the estimates provided above. A mid term review of the strategy is important to validate the relevance of the activities and resources allocation.

The implementation of the above strategies and activities will depend on a clearly thought out implementation framework, coordination and application of sound project management principles to achieve the desired results. This will be supported by effective resource allocation (through MTEF), capacity building and implementation and monitoring frameworks. These are addressed in the sections that follow.

8 Medium term expenditure framework (MTEF)

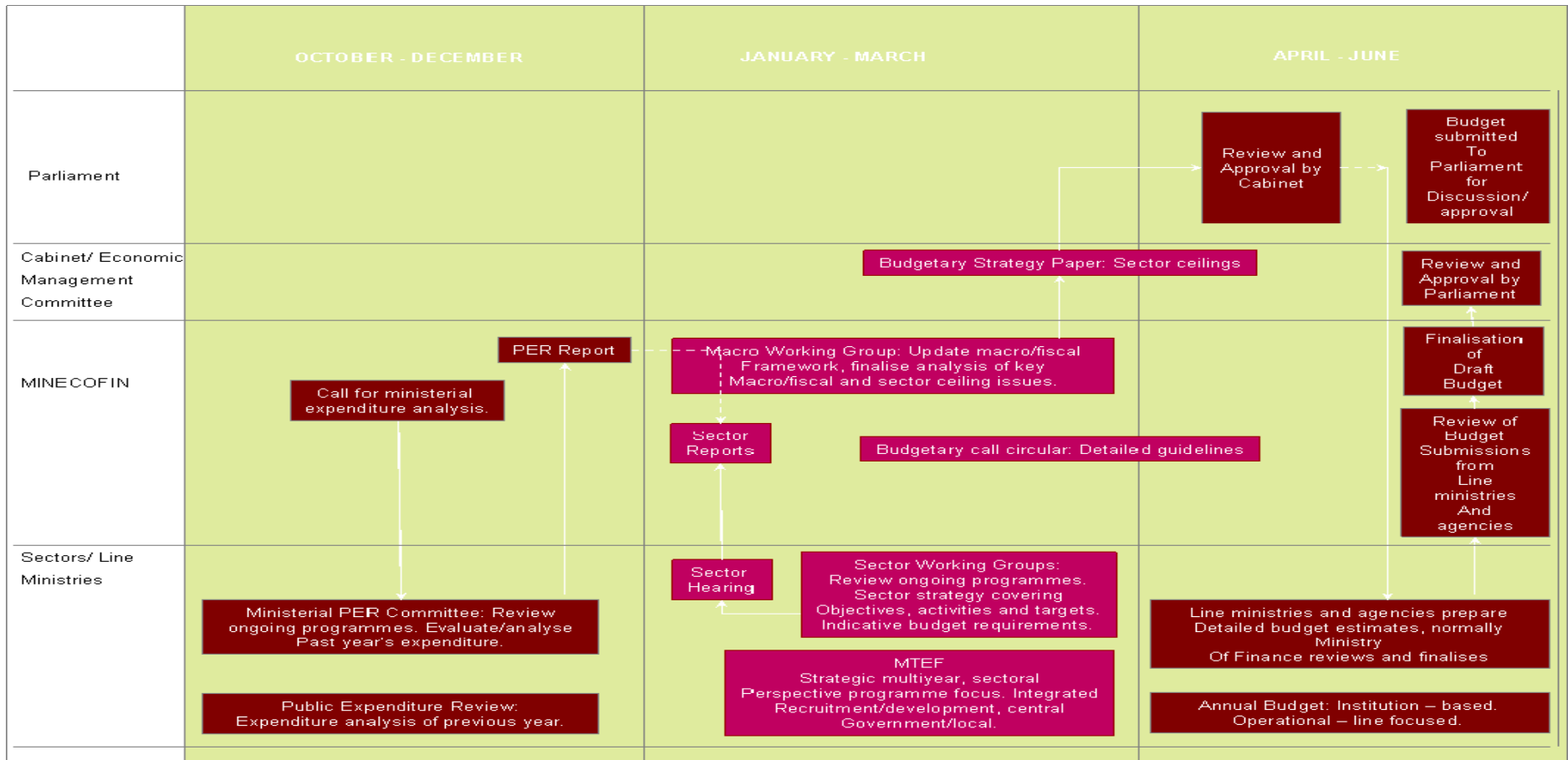
The resource allocation for this strategic plan is based on the MTEF guidelines for the Judiciary. Expenditure reviews and macro frameworks supported by preliminary resource ceilings are prepared by MINECOFIN. These guidelines link to Vision 2020 and provide the direction for public institutions and agencies in preparing their strategic plans and providing estimates for resource allocation.

The MTEF further provides a framework for monitoring and evaluating progress in allocating and utilising resources to the prioritised activities.

This strategic plan for the Judiciary will guide sector consultations and lead to a budgetary strategy paper to be presented for review (to) and approval by the Cabinet. Further sector consultations will then form the basis of revisions and finalisation of MTEF with approved ceilings and final submission to the National Assembly for debate and subsequent final approval.

The planning cycle under the MTEF proceeds concurrently with the implementation of approved initiatives. The MTEF framework adopted in this strategic plan is aligned to the East Africa Community planning cycle which Rwanda has adopted.

The diagram below presents the MTEF process.



This strategic plan is a key step in adhering to the MTEF and providing inputs to the justice sector consultations while playing a key role in guiding the Judiciary in its day to day operations.

9 Strategy implementation and evaluation framework

9.1 Project management

9.1.1 Defining the team

In the previous section of this strategic plan, the strategic objectives, expected results and specific activities to be undertaken for the Judiciary have been defined. Having defined the strategy it is important to define the factors to consider for implementation and monitoring the progress made on each strategy. This involves defining the implementation and monitoring team who will be responsible for carrying out these actions and ensuring that the Judiciary meets its goals effectively.

The monitoring and evaluation of this strategic plan will be guided by the President of the Supreme in collaboration with the Secretary General. The implementation will be based on project management principles where teams will be set up for the activities defined and assigned responsibilities for delivering results within the time and resources schedules for the Judiciary. The inspectorate function of the Judiciary will play a key role in monitoring progress made and recommending any revisions to the strategic course and activities adopted.

These implementation teams for each activity (as defined in this strategic plan) will include a Project Sponsor and Project Manager and supporting resource persons to be defined once the implementation begins. All the roles for the team members will be clearly defined. For instance, the Project Sponsor will have ultimate accountability and responsibility for the activity, and will ensure that the necessary resources are available to undertake the activity. The Project Sponsor, ideally, should be a head of section/department. The Project Manager will be responsible for the delivery of the defined activity outputs, to the defined specifications, on time and to budget. The Project Manager will manage the day-to-day aspects of the activity and the necessary reporting. The Project Manager will develop execution plans, resolve planning issues, resource and implementation issues and monitor progress and budgets. The Project Managers will be Presidents of the different courts and selected staff at the directorates and departments within the Judiciary.

The Project Team Members will be responsible for executing tasks required to deliver activity and defined strategy outputs. The composition of the project team may change as implementation progresses through various phases.

The Judiciary planning department is currently short of resources and in many cases, the selected implementation and monitoring team may not have all the capabilities needed to fulfil tasks required. These gaps will be identified, and steps taken to facilitate implementation and monitoring of the strategic plan by building capacity in the planning department to guide the process. This could be achieved by training existing staff, hiring new qualified staff or outsourcing the resources.

The projects for this strategic plan are as presented in the objectives, strategies and activities to be undertaken with broad responsibilities now attached to relevant departments within the Judiciary.

9.2 Project monitoring, evaluation and reporting

Over the course of the project, it is critical to provide increased project/activity visibility through efficient and effective monitoring and reporting. Monitoring and reporting will involve:

- The *monitoring* of actual activity progress as compared to plan to identify factors affecting achievement of expected outputs; and
- The *reporting* of activity status, costs and outputs and other relevant information, at a summary level to the key decision makers.

Project monitoring will involve tracking five variables:

- Schedule - the estimated effort and duration versus the actual effort and duration;
- Costs - the estimated cost versus the actual costs;
- Deliverables - what outputs have been delivered and the plan to achieve the desired results;
- Quality - how well are the deliverables being completed; and
- Benefits - are the processes in place to achieve and to measure outputs and benefits delivered.

The format and timing of project monitoring and reporting will vary and will depend upon such items as the size, duration, risk and complexity of the activity as defined in this strategic plan and in line with the Judiciary annual plans.

The Project Manager for each activity is expected to undertake the project performance monitoring and evaluation and report to the Project Sponsor, and have the progress report to the Secretariat of the Supreme Court at regular intervals.

Performance evaluation and reporting on development partners' funded activities will be in line with agreed upon reporting frameworks and all such project reports will be through the President of the Supreme Court and coordinated by the Judiciary Secretary General. This will also apply to SWAp activities that the Judiciary will be implementing.

There will be the need to enhance the current resource capacity of the inspectorate function to ensure that inspectors and existing structures are used in the evaluation and monitoring of various activities as defined in this strategic plan.

Performance on the strategic activities will be monitored on a monthly basis. The Directorate of Planning will then consolidate the reports and returns from all operational units and departments and report on quarterly basis to the Secretary General, Supreme Court

A mid term review for this strategic plan is proposed at the end of the third year of implementation for the following purposes:

- To confirm progress made and challenges faced in implementing the strategy
- To review resource allocation and requirements
- To evaluate the commitment of the staff in the Judiciary to the strategy

- To recommend changes and new strategies and activities to keep the Judiciary on track in achieving its goals, vision and mission

9.3 Performance management

For an organisation to be effective there is a need to establish a high performance culture in which individuals and teams take responsibility for the continuous improvement of the institution, their own skills and contribution. To achieve this, all employees should have a shared understanding of the expected results and objectives of the strategy and link these to measurable targets supported by a clearly defined performance management. Performance management refers to the process of creating a work environment in which people are enabled to perform to the best of their abilities. This includes: providing clarity on roles and responsibilities, selecting appropriate people through an appropriate selection process, providing effective training and development opportunities, providing coaching and feedback, providing career development opportunities and designing effective compensation and recognition systems.

A clearly defined and implemented performance management process will be crucial in the delivery of this strategy. This will enable all staff to focus on performing the right tasks efficiently and effectively and be more proactive in managing their own performance in line with agreed objectives. A performance management system will ensure that employees receive feedback on their performance, are rewarded for good performance and are provided with advice to improve on weak areas.

Performance management initiatives that may be introduced within the Supreme Court include the following:

- To improve on each individual judge's and registrar performance.
- To increase operational efficiency of judicial management and ensuring the effective administration of justice and improve the quality of justice dispensed;
- To improve the design and content of judicial education programs;
- To work towards public confidence on judgements rendered.

The performance of judges and judicial staff will then be assessed on competencies such as work flow management and performance, management skills and leadership competencies by their peers, supervisors and others from inspectorate reports. The performance will be guided by operational area performance targets in line with this strategy.

9.4 Talent management

The shortage of specialised skills in Rwanda has created a high demand for individuals with specialised skills. This includes employees with legal education and experience. The Supreme Court will strive to develop strategies, policies and practices to attract, develop, deploy and retain talent vital for the Judiciary. Employee retention is critical to the success of the Supreme Court. Over the years, the institution has lost a number of key employees to the private sector. An employee retention strategy will be one of the key pillars for the strategy and will be based on initiatives to address the factors leading to the turnover. Some of these factors include lack of career

advancement and lack of adequate performance recognition and reward. Some of the interventions to be sustained during the implementation of this strategy include schemes for motivating good performers through challenging work institutionalising performance coaching and development programmes supported by mentors, and an effective performance feedback process.

Initiatives to support the retention strategy include:

- Undertaking a comparison of terms and conditions provided to judicial staff within the region;
- Developing talent and skill utilisation e.g. by securing research funds and allowing judges, through effective sabbatical leave planning, to conduct research. This will enable the judges to build on knowledge and experience and will provide additional challenge to the role;
- Ensuring clarity of roles and responsibilities for each position;
- Providing regular feedback on performance and ensuring good communication within the institution; and
- Providing opportunities for staff to learn and grow in careers, knowledge and skills. This will involve a review of the grading structure where possible, and introduce measures such as job rotation to develop and expose staff to different jobs within the Judiciary.

9.5 MTEF and SWAp implications

The Judiciary will monitor its progress in achieving this strategy and will ensure that the resource allocation is in line with the MTEF, while taking into consideration the sector wide priorities that impact on its performance.

This will be done in line with the key stages for the MTEF preparation and execution plan and in line with the Judiciary calendar of activities supported by the annual strategic issues papers.

10 Appendices

10.1 Detailed MTEF costing of the strategic planning activities

Objective 1: Ensure that justice is fully accessible to the people of Rwanda									
Expected results	Strategies	Activities	Description	2009 10	2010-11	2011-12	2012-13	2013-14	Total cost
1.1 Enhance public awareness of court processes and procedures	1.1.1 Communicate work flow procedures	1.1.1.1 Undertake a detailed work flow study (including process mapping) in all courts	Sample representative Courts: SC (1), HCR (2), TGI (5), TB (10) and CC (2):	22,000,000	-	-	-	-	22,000,000
		1.1.1.2 Document the standard court processes	Consultancy 30 man-days	9,900,000	-	-	-	-	9,900,000
	1.1.2 Develop performance service levels	1.1.2.1 Define process activity performance measures e.g. cycle times, number of steps to completion of a process, responsibilities for results, expected results, and timelines	Consultancy to establish a baseline statistical reference point A similar review every 3 years	16,500,000	-	-	-	16,800,000	33,300,000
		1.1.2.2 Establish dedicated customer care/reception desks at each court	Reinforce existing personnel Recruit for half of the rest	70,200,000	70,200,000	70,200,000	70,200,000	70,200,000	351,000,000
	1.1.3 Develop a medium to inform litigants of the different functions of the court	1.1.3.1 Develop a Judiciary Communication Plan	Develop Comprehensive Terms of Reference Recruit a Consultancy	33,000,000	-	-	-	-	33,000,000
		1.1.3.2 Develop communication materials and post the process flow in the courts							

Objective 1: Ensure that justice is fully accessible to the people of Rwanda									
Expected results	Strategies	Activities	Description	2009 10	2010-11	2011-12	2012-13	2013-14	Total cost
			firm to develop a three-year rolling "Judiciary Communication Plan" well anchored in the Justice Sector overall Communication Plan with all communication materials designed						
		1.1.3.3 Implement the Communication Plan through public awareness campaigns on the court procedures and processes through radio, print media and TV	Media Campaign - TV, Radio, Supplements, Awareness Discussions, bill board and poster campaign etc...	41,250,000	82,500,000	82,500,000	82,500,000	82,500,000	371,250,000
		1.1.3.4 Orientation of litigants to court processes – develop work flow charts in all court, performance targets for activities, process cycle times, set target, undertake radio programmes to sensitise the public	Print and place communication flow charts in line with the developed communication plan	-	-	-	-	-	-

Objective 1: Ensure that justice is fully accessible to the people of Rwanda									
Expected results	Strategies	Activities	Description	2009 10	2010-11	2011-12	2012-13	2013-14	Total cost
		1.1.3.5 Develop database, forums and channels for information sharing (internally and externally)	Develop a dynamic Supreme Court website that is well maintained, with information sharing portals	33,000,000	8,250,000	8,250,000	8,250,000	8,250,000	66,000,000
		1.1.3.6 Inform the public on the existence and role of the information department within the courts and the rules and role of this service to litigants	Monitor effectiveness of communication plan through an annual KAP (knowledge, attitudes and perception) survey	16,500,000	16,500,000	16,500,000	16,500,000	16,500,000	82,500,000
	1.1.4 Disseminate new laws on court procedures	1.1.4.1 Collaborate with other justice sector players to disseminate new laws on court procedures	Cross Cutting Justice Sector Activity – Participation – 40%	6,600,000	6,600,000	6,600,000	6,720,000	6,600,000	33,240,000
		1.1.4.2 Compile a plan for computerising the Judiciary and develop the computerised communication system	Consultancy to review existing plan and establish implementation guide	13,750,000	-	-	-	-	13,750,000

Objective 1: Ensure that justice is fully accessible to the people of Rwanda				2009-10	2010-11	2011-12	2012-13	2013-14	Total cost
Expected results	Strategies	Activities	Description	2009-10	2010-11	2011-12	2012-13	2013-14	Total cost
			Implement the Justice Sector Cluster ICT Strategy: Extend LANs in all courts Extend the WAN across the Country Develop ICT Communication tools Electronic Management System	-	197,560,000	19,756,000	19,756,000	19,756,000	256,828,000
		1.1.4.3 Compile uniform layout for judicial acts	Cross Cutting Justice Sector Activity - Participation – 40%	6,600,000					6,600,000
1.2 Improved physical and financial accessibility to the courts	1.2.1 Enhance knowledge on physical access	1.2.1.1 Provide information to the public on location of courts by type and jurisdiction 1.2.1.2 Set workload sharing benchmarks for all courts based on workload trends, type of cases, trends and jurisdiction	Consultancy to establish a baseline statistical reference point Review and update annually at 50% of original cost	-	27,500,000	13,750,000	13,750,000	13,750,000	68,750,000

Objective 1: Ensure that justice is fully accessible to the people of Rwanda									
Expected results	Strategies	Activities	Description	2009 10	2010-11	2011-12	2012-13	2013-14	Total cost
		1.2.1.3 Carry out surveys amongst litigants on the quality of services offered by the courts	Major KAPs Survey every 2 years	-	24,750,000	-	12,375,000	-	37,125,000
		1.2.1.4 Hold trials at locations of crime – mobilise resources for this	Travel allowance and allowances for Judges and Court Registrars Assuming 0.5% (275) of cases (other than Supreme Court) and Judge with 2 registrars at Frw150,000 each from 2010	-	41,250,000	41,250,000	41,250,000	41,250,000	165,000,000
	1.2.2 Use of IT to enhance accessibility	1.2.2.1 Develop IT systems to enhance accessibility to justice by public – internet etc to register cases, place inquiries, monitor case progress	Develop and maintain a dynamic Supreme Court website for the Judiciary with appropriate public access	-	-	-	-	-	-
	1.2.3 Legal representation	1.2.3.1 Develop database and statistics covering vulnerable groups and monitor progress of cases involving them (e.g.	Develop and maintain a database and baseline	24,750,000	-	-	17,325,000	-	42,075,000

Objective 1: Ensure that justice is fully accessible to the people of Rwanda									
Expected results	Strategies	Activities	Description	2009 10	2010-11	2011-12	2012-13	2013-14	Total cost
		PLWHA, people with disabilities, children and orphans)	statistic on legal aid demand and representation						
		1.2.3.2 Active participation in sector wide initiatives to develop and provide legal aid services to the needy and vulnerable population (e.g. through social responsibility undertakings, public education and linkages with community service organisations and other professionals)	Cross Cutting Justice Sector Activity	-	-	-	-	-	-
		1.2.3.3 Develop capacity to serve people with disability. Initially train staff on sign language, Braille and later participate and influence the justice sector to collaborate and develop sector wide strategies for serving people with disabilities.	Develop an annual training programme on use of the Braille and sign language to cover 100 court staff by 2012	63,250,000	31,625,000	31,625,000	31,625,000	31,625,000	189,750,000
		1.2.3.4 Elaborate, revise and popularise laws and policies that increase access to justice	Cross Cutting Justice Sector Activity	-	-	-	-	-	-
1.3 Reinforced capacity of judges and judicial staff	1.3.1 Staffing and training plans	1.3.1.1 Carry out a benchmarking study to establish the prevailing levels of human, material and organisational capacities within the Judiciary	Review the outcome for the "functional reviews" across GoR, otherwise initiate a	-	24,750,000	-	-	-	24,750,000

Objective 1: Ensure that justice is fully accessible to the people of Rwanda									
Expected results	Strategies	Activities	Description	2009 10	2010-11	2011-12	2012-13	2013-14	Total cost
			specific functional review consultancy for the Judiciary						
		1.3.1.2 Undertake annual reinforcement of capacities (human, material and institutional) in administration of justice	Consultancy to develop a comprehensive and long-term training plan for all judicial personnel	27,250,000	-	-	-	-	27,250,000
			Training of Judicial Personnel - Core competences: Minimum 50 trained annually (see 2.1.2.8 below)						
			Training of Judicial Personnel - Soft Skills	13,750,000	13,750,000	13,750,000	13,750,000	13,750,000	68,750,000
			Training of Judicial Support Staff - Core and Soft Skills	13,750,000	13,750,000	13,750,000	13,750,000	13,750,000	68,750,000

Objective 1: Ensure that justice is fully accessible to the people of Rwanda									
Expected results	Strategies	Activities	Description	2009 10	2010-11	2011-12	2012-13	2013-14	Total cost
		1.3.1.3 Develop and implement annual staff training and development plan to support this strategic plan	Annual study tours and exposure trips in the region by judges, registrars and other relevant staff (20 Judges, 20 Registrars,10 Support Staff) average 5 days, average cost \$2,000	55,000,000	55,000,000	55,000,000	55,000,000	55,000,000	275,000,000
		1.3.1.4 Reinforce inspectorate function in terms of staff numbers to support the effective management cases and monitoring legal representation to enhance accessibility to justice	Support on salaries of additional inspectorate staff : See 2.1.2.7 below						-
	1.3.2 Track, manage and provide leadership in dealing with emerging challenges in accessing justice	1.3.2.1 Collaborate with providers of alternative mediation processes e.g. ABUNZI and develop statistics and data bases of cases handled to ensure that new challenges to the provision of justice are known to support forward planning for relevant interventions	Reinforce training programmes for ABUNZI and other providers of alternative mediation processes Cross Cutting	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000

Objective 1: Ensure that justice is fully accessible to the people of Rwanda									
Expected results	Strategies	Activities	Description	2009 10	2010-11	2011-12	2012-13	2013-14	Total cost
			Justice Sector Activity						
		1.3.2.2 Participate in and influence efforts to improve capacity, procedures' manual and framework including motivation strategies for ABUNZI. This will be achieved in collaborations with MINJUST and MINLOC	Cross Cutting Justice Sector Activity	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
		1.3.2.3 Influence players/actors to develop a framework for involving development partners to enhance access to justice	Cross Cutting Justice Sector Activity	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
		1.3.2.3 Develop lobbying and communication strategy, defining the Judiciary's working modalities with actors in the justice sector to enhance access to justice – e.g. through running joint publicity campaigns	See Judiciary Communication Plan and Implementation	-	-	-	-	-	-
		Sub-total		491,300,000	637,985,000	396,991,000	443,551,000	396,991,000	2,366,818,000

Objective 2: Ensure that justice is administered fairly, effectively and efficiently									
Expected results	Strategies	Activities	Description	2009-10	2010-11	2011-12	2012-13	2013-14	Total cost
2.1 Improved case management cycle time and work productivity supported by efficient operational processes	2.1.1 Effective work flow management	2.1.1.1 Undertake a detailed work flow study (including process mapping) in all courts. Elements to be covered in the workflow study will include new cases entering the court system, analysis on cases that occur more frequently, reasons for delays and average time taken to complete the cases	Covered above (1.1.1.1)	-	-	-	-	-	-
		2.1.1.2 Document the standard processes	Covered above (1.1.1.2)	-	-	-	-	-	-
		2.1.1.3 Define process activity performance measures e.g. cycle times, number of steps to completion of a process, responsibilities for results, expected results, and timelines	Covered above (1.1.2.1)						

Objective 2: Ensure that justice is administered fairly, effectively and efficiently									
Expected results	Strategies	Activities	Description	2009-10	2010-11	2011-12	2012-13	2013-14	Total cost
		<p>2.1.1.4 Reorganise registry processes and functions to enhance management of records (storage, retrieval and management of file movement).</p> <p>Review skill sets and retrain registry staff to enhance operational efficiency.</p> <p>Develop procedures for archiving files in the library.</p>							
		<p>2.1.1.5 Train staff on the processes to simplify the flow of work: Establish effective information desks at each court and allocate responsibilities</p> <p>Establish dedicated customer care/reception desks at each court.</p> <p>Allocate responsibilities</p>	Annual training		5,500,000	5,550,000	5,600,000	5,550,000	22,200,00

Objective 2: Ensure that justice is administered fairly, effectively and efficiently									
Expected results	Strategies	Activities	Description	2009-10	2010-11	2011-12	2012-13	2013-14	Total cost
		2.1.1.6 Develop communication materials and post the process flow in each reception areas of Courts and registries to guide the public	Done in 1.1.3.1						-
		2.1.1.7 Develop tools and processes for work allocation and scheduling Develop annual schedules and update them on quarterly and monthly basis. For each schedule define strategies for reduction and prevention of backlog	Annually Train administrative staff on planning and scheduling - drawn from all courts to cover everyone in the next five years - drawing from the judicial training plan	17,600,000	17,600,000	17,760,000	17,920,000	17,760,000	88,640,000
		2.1.1.8 Define and standardise reports on work load, and inspectorate activities. Develop inspection manual indicating an	Internal Activity Measure and monitor	-	-	-	-	-	-

Objective 2: Ensure that justice is administered fairly, effectively and efficiently									
Expected results	Strategies	Activities	Description	2009-10	2010-11	2011-12	2012-13	2013-14	Total cost
		annual inspection calendar							
		Review adequacy of inspectors in discharging their duties and develop interventions to sustain capacity in light of routine inspection findings							
	2.1.2 Continuous assessment of staff capacity of the courts	2.1.2.1 Increase the number of the support staff, especially IT and legal research assistance at IC and HI courts.	Monitor the effectiveness of outsourced ICT maintenance Increase staff only when there is a business case	-	-	-	-	-	-
		2.1.2.2 Organise training of administrative support staff	Short courses designed to create internal management and coordination efficiencies for support	16,500,000	33,000,000	33,000,000	33,000,000	33,000,000	148,500,000

Objective 2: Ensure that justice is administered fairly, effectively and efficiently									
Expected results	Strategies	Activities	Description	2009-10	2010-11	2011-12	2012-13	2013-14	Total cost
			staff						
		2.1.2.3 Train all judicial support personnel on certified ICT Courses	Establish basic ICT user competences - such as computer driving license and Microsoft officer user certification	11,000,000	22,000,000	22,000,000	22,000,000	22,000,000	99,000,000
		2.1.2.4 Mobilise and second judges from courts that have a lesser workload to help clear backlogs in other courts	Travel allowance and honorarium for secondment	50,000,000	100,000,000	100,000,000	100,000,000	100,000,000	450,000,000
		2.1.2.5 Hire Regional Judges for short-term to clear backlogs	20 judges hired for 6 months estimate \$4,000	264,000,000	264,000,000	-	-	-	528,000,000
		2.1.2.6 Lobby for a change in law to allow one judge to hear cases before the appeal in order to free-up judicial	Influence the change in law	-	-	-	-	-	-

Objective 2: Ensure that justice is administered fairly, effectively and efficiently									
Expected results	Strategies	Activities	Description	2009-10	2010-11	2011-12	2012-13	2013-14	Total cost
		time to deal with backlogs							
		2.1.2.7 Increase the number of inspectors (currently only 4) to evaluate the quality of judgments	Employment of 4 more inspectors to make the ratio of number of courts per inspector to be 10.	58,560,000	58,560,000	58,560,000	58,560,000	58,560,000	292,800,000
		2.1.2.8 Establish Basic Judicial Skills that require mandatory ILPD certification for all judicial technical personnel in the next five years	Train 80 judicial personnel (50 judges and 30 registrars) with ILPD on common and specialized modules	44,000,000	88,000,000	88,000,000	88,000,000	88,000,000	396,000,000
		2.1.2.9 Continue on the job training of judges and registrars to improve efficiency	Train 80 judicial personnel (50 judges and 30 registrars) to provide them with soft skills in	22,000,000	44,000,000	44,000,000	44,000,000	44,000,000	198,000,000

Objective 2: Ensure that justice is administered fairly, effectively and efficiently									
Expected results	Strategies	Activities	Description	2009-10	2010-11	2011-12	2012-13	2013-14	Total cost
			order to increase their effectiveness at work						
		2.1.2.10 Organise of advanced internships and study visits for judges and all judicial staff. On job training should also include training on languages to enhance participation in regional integration.	Study tours for 6 judges, 4 registrars and 3 support staff per year for 1 week each to Tanzania, South Africa, Kenya and Uganda	12,512,500	25,025,000	25,025,000	25,025,000	25,025,000	112,612,500
		2.1.2.11 Review terms and conditions of judges, registrars and inspector, to facilitate retention of judicial personnel	Increase employment benefits of professional staff of Judiciary by including post employment benefits	-	-	-	-	-	-
	2.1.3 Re-organise the Court structure and proceedings to increase workload	2.1.3.1 Promote alternative dispute resolution mechanisms by Courts encouraging	Cross Cutting Justice Sector Activity	-	-	-	-	-	-

Objective 2: Ensure that justice is administered fairly, effectively and efficiently									
Expected results	Strategies	Activities	Description	2009-10	2010-11	2011-12	2012-13	2013-14	Total cost
	efficiency	parties to settle cases outside Court							
		2.1.3.2 Develop capacity of ABUNZI system	Cross Cutting Justice Sector Activity	-	-	-	-	-	-
		2.1.3.3 Avoid non-essential postponements and useless proceedings. Report on quarterly basis the progress	Establish a baseline statistical base and mechanism to monitor and report Support maintenance at 50% of original cost	24,750,000	12,375,000	12,375,000	12,375,000	12,375,000	74,250,000
		2.1.3.4 Establish a Comprehensive Monitoring and Evaluation System for the Judiciary with a clear review calendar	Consultancy: 45 man-days \$1,000 Maintain thereafter at 50%	33,000,000	8,250,000	8,250,000	8,250,000	8,250,000	66,000,000
		2.1.3.5 Conduct Sensitisation training of key Judiciary staff on the frontline of generating, capturing and reporting	Establish a programme to train the Judiciary to generate,	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	55,000,000

Objective 2: Ensure that justice is administered fairly, effectively and efficiently									
Expected results	Strategies	Activities	Description	2009-10	2010-11	2011-12	2012-13	2013-14	Total cost
		on judicial statistics	maintain and report on improved statistics as a basis of judicial planning						
		2.1.3.6 Creation of a Judicial Research Fund (JRF) - accessible to all justice sector personnel to promote research and development of judicial experience	Consultancy to establish operational mechanism for the judicial research fund	6,875,000	27,500,000	30,250,000	33,275,000	36,602,500	134,502,500
		2.1.3.7 Create and reinforce of cooperation links between Rwandan Judiciary and international judicial systems – through visits, exchange programmes	Judicial secondment and exchange visit programme outside the region	10,312,500	20,625,000	20,625,000	20,625,000	20,625,000	92,812,500
		2.1.3.8 Comprehensive quarterly production and publication of reports on jurisdictional and financial activities	Design and printing of 500 copies (for use internally and externally) Rwf 10,000 ,	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000

Objective 2: Ensure that justice is administered fairly, effectively and efficiently									
Expected results	Strategies	Activities	Description	2009-10	2010-11	2011-12	2012-13	2013-14	Total cost
			4 quarters annually						
		2.1.3.9 Publication of a collection of jurisprudence	Design and printing of jurisprudence annual collection and support real-time online access	62,500,000	62,500,000	62,500,000	62,500,000	62,500,000	312,500,000
		2.1.3.10 Build capacity of the internal audit department and financial reporting	Employ 4 extra internal auditors based at Supreme Court and covering all Courts	9,600,000	19,200,000	19,200,000	19,200,000	19,200,000	86,400,000
2.2 Improved communication, knowledge management and sharing	2.2.1 Provide Courts with sufficient ICT training and facilities to improve efficiency of justice	2.2.1.1 Compile a plan for computerising the Judiciary and develop the computerised communication system	Review and Implement existing plan (done in objective 1)	-	-	-	-	-	-
Improved work environment (physical environment)		2.2.1.2 Develop case law management and reporting system	Review and Implement existing plan	-	3,300,000	3,300,000	-	-	6,630,000
		2.2.1.3 Creation of case management system and training of judges and	Review and Implement existing plan	-	-	-	-	-	-

Objective 2: Ensure that justice is administered fairly, effectively and efficiently									
Expected results	Strategies	Activities	Description	2009-10	2010-11	2011-12	2012-13	2013-14	Total cost
		judicial staff in computerised management of case files	(done in objective 1)						
		2.2.1.4 Provide inputs in developing the Justice Sector Management Information System (MIS)	Review and Implement existing plan (done in objective 1)	-	-	-	-	-	-
	2.2.2 Monitor activities relating to establishment of a Judicial Reference Knowledge Centre - the National Centre for Access to Legal Information- (Sector - wide activity)	2.2.2.1 Review and fund existing investment plan	Source funds to invest	748,000,000	449,000,000	460,000,000	54,000,000	55,000,000	1,766,000,000
		2.2.2.2 Support Remuneration for the centre (ordinary budget and other costs)	Support under the ordinary budget	94,000,000	116,000,000	140,000,000	143,000,000	150,000,000	643,000,000
		2.2.2.3 Support Remuneration for the centre	Other costs	81,000,000	119,000,000	141,000,000	168,000,000	185,000,000	694,000,000
		2.2.2.4 Improve provision of modern equipment to all Courts. These include communication and recording systems and supporting auxiliary equipment	Cover under the sector ICT plan	-	-	-	-	-	-
	2.2.3 Improve work environment through, construction,	2.2.3.1 Complete the infrastructure of Courts by 2010 and design a programme for repairs	Complete the construction, extension and	274,388,082	274,388,082	274,388,082			823,164,245

Objective 2: Ensure that justice is administered fairly, effectively and efficiently									
Expected results	Strategies	Activities	Description	2009-10	2010-11	2011-12	2012-13	2013-14	Total cost
	extension and rehabilitation of courts	and maintenance of the infrastructure	rehabilitation of Courts still going on. 30% of 2,743,880,815 still to be completed						
		2.2.3.2 Rehabilitation and Extension of Courts (26 Courts)	Existing Funds (EU CTB Pays Bas) - assume 30% goes on rehabilitation and extension while 70% goes on new Courts (Existing Envelop: Rwf 2,743,880,815)	411,579,122	411,579,122	-	-	-	823,158,245
		2.2.3.3 Construct new of Courts (22 Courts)	Existing Funds (EU CTB Pays Bas) - assume 30% goes on	960,351,285	960,351,285	-	-	-	1,920,702,571

Objective 2: Ensure that justice is administered fairly, effectively and efficiently									
Expected results	Strategies	Activities	Description	2009-10	2010-11	2011-12	2012-13	2013-14	Total cost
			rehabilitation and extension while 70% goes on new Courts						
		2.2.3.4 Construct New of Courts: 3 (TB) 2 (C-Courts)	Source Funds to construct 5 additional Courts	-	525,000,000	525,000,000	-	-	1,050,000,000
	2.2.4 Improve the quality and efficiency of delivering judgements	2.2.4.1 Lower the average time to prosecute and rule on cases in Courts – define performance measures e.g. standard time on different types of cases (including complexity) and implement this to all Courts based on results of work flow analysis.	Covered in consultancy to establish processes and procedures	-	-	-	-	-	-
		2.2.4.2 Participate in improvement of the execution of judgements in collaboration with other actors in the sector through information sharing and clearly	Sector wide collaborative activity	-	-	-	-	-	-

Objective 2: Ensure that justice is administered fairly, effectively and efficiently									
Expected results	Strategies	Activities	Description	2009-10	2010-11	2011-12	2012-13	2013-14	Total cost
		define the roles for bailiffs							
		2.2.4.3 Review the laws impacting on performance of the Judiciary	Sector wide collaborative Activity	-	-	-	-	-	-
		2.2.4.4 Develop a specific strategy for dealing with backlog of cases e.g. having special sittings, and special judges assigned duties for these cases.	Establish a long-term plan that is sustainable	16,500,000	16,500,000	-	-	-	33,000,000
		2.2.4.5 Monitor workload in all cases regularly, then schedule workload among judges in different courts to ensure equity in workload and efficiency is dispensing justice.	Make the M&E system operational	-	-	-	-	-	-
		2.2.4.6 Train judges to plan ahead and project work loads for ease of assigning responsibilities for effective administration,	See above	-	-	-	-	-	-

Objective 2: Ensure that justice is administered fairly, effectively and efficiently									
Expected results	Strategies	Activities	Description	2009-10	2010-11	2011-12	2012-13	2013-14	Total cost
		2.2.4.7 Improve on efficiency and quality of judgments through quarterly brainstorming sessions with all judges, research and encourage papers from judges on cases and emerging challenges as the Judiciary grows.	Support under the Judicial Research Fund	-	-	-	-	-	-
		2.2.4.2 Modernise the registry through use of ICT, and publish decided cases to increase predictability of judgment and win public trust	Support under the sector wide documentation centre initiative	-	-	-	-	-	-
		2.2.3.4 Develop an elaborate inspection manual to promote monitoring and evaluation	Consultancy to develop a Court inspection manual	-	5,500,000	-	-	-	5,500,000
		Sub-total		3,250,028,489	3,709,753,489	2,111,813,082	936,330,000	964,447,500	10,972,372,560

Objective 3: Strengthen the independence of the Judiciary to boost confidence in the adjudication process

Expected results	Strategies	Activities	Description	Schedule					Total cost
				2009-10	2010-11	2011-12	2012-13	2013-14	
3.1 Improved confidence by public in the impartiality of the Judiciary	3.1.1 Improve awareness of the need for independence amongst judges and staff in the Judiciary	3.1.1.1 Document a common vision on the concept and meaning of independence for judges and all judicial staff	Support through above judicial training and study exchanges hold public debates and awareness campaigns	-	-	-	-	-	-
		Hold annual awareness and education sessions for all judges and judicial staff							
		3.1.1.2 Expose judges to other countries (through study tours and visits) to benchmark levels and practices adopted to achieve independence	Support through above study exchanges	-	-	-	-	-	-
		3.1.1.3 Develop a communication strategy regarding judges who are punished/ disciplined (on cases where independence is compromised in discharge of justice) so as to change public perception through transparency	Support the established judicial comprehensive communication strategy	-	-	-	-	-	-
		Publish annual reports on disciplinary cases involving issues of independence							

Objective 3: Strengthen the independence of the Judiciary to boost confidence in the adjudication process

Expected results	Strategies	Activities	Description	Schedule					Total cost
				2009-10	2010-11	2011-12	2012-13	2013-14	
		3.1.1.4 Create a framework to examine and analyse cases of conflicts linked to independence of the Judiciary. Include this in Judiciary annual reports	Internal process through established and reinforced structures	-	-	-	-	-	-
	3.1.2 Improve the reputation and perception of the independence of the Judiciary to the public	3.1.2.1 Organisation of information workshops for political and administrative leaders on the independence of the Judiciary	Support the established judicial comprehensive communication strategy	-	-	-	-	-	-
		3.1.2.2 Communicate with public and other stake holders to have common vision on independence of Judiciary	Support the established judicial comprehensive communication strategy	-	-	-	-	-	-
		3.1.2.3 Popularise laws on corruption and accountability within the judiciary	Support the established judicial comprehensive communication strategy	-	-	-	-	-	-
		3.1.2.4 Conduct research on the reasons for the low-esteem of judges through a work environment conditions survey	Support this under the annual KAPs Survey above	-	-	-	-	-	-
		3.1.2.5 Improve the welfare of judicial staff through non-monetary motivations, e.g.	Establish a housing scheme to improve judicial personnel's	-	-	-	-	-	-

Objective 3: Strengthen the independence of the Judiciary to boost confidence in the adjudication process

Expected results	Strategies	Activities	Description	Schedule					Total cost
				2009-10	2010-11	2011-12	2012-13	2013-14	
		improved work environment and conditions, team building activities, benchmark rewards to other comparable professions	accommodation needs						
		locally and in the region, staff welfare funds	Establish a transport support scheme for the Judiciary personnel	-	-	-	-	-	-
		3.1.2.6 Develop clear responsibility guidelines for actors in justice sector clearly outlining their responsibilities in effective administration of justice and the expectations of the Judiciary for each actor. These include police, prisons, prosecution, the Bar Association and MINIJUST.	Sector wide Activity	-	-	-	-	-	-
		3.1.2.7 Define acceptable service levels of actors within the sector	Sector wide Activity	-	-	-	-	-	-
		3.1.2.8 Lobbying for law reforms to address issues of incompetent lawyers in collaboration with the Bar Association	Sector wide Activity	-	-	-	-	-	-
		Sub-total						-	-
				-	-	-		-	-

Objective 4: Engage in active, effective collaboration with it Justice Partners and actors

Expected results	Strategies	Activities	Description	Schedule					Total cost
				2009-10	2010-11	2011-12	2012-13	2013-14	
4.1 Reinforced and effective framework for development partner participation in the sector to achieve better funding and coordination of interventions	4.1.1 Work with sector development partners to prioritise programmes of interest and align their involvement with the strategy	4.1.1.1 Organise development partner meetings	Sector wide activity	-	-	-	-	-	-
		4.1.1.2 Develop a memorandum of understanding with development partners	Sector wide activity	-	-	-	-	-	-
		4.1.1.3 Define and agree on programmes of work and roles of the partners	Sector wide activity	-	-	-	-	-	-
		4.1.1.4 Define and agree on related accountability and reporting guidelines	Sector wide activity	-	-	-	-	-	-
		4.1.1.5 Identify SWAp and Judiciary specific activities for effective development partner participation	Sector wide activity	-	-	-	-	-	-
		4.1.1.6 Align partner participation to EDPRS priorities	Sector wide activity	-	-	-	-	-	-
4.2 Improved working relationship and communication between actors in the justice sector to achieve operational	4.2.1 Enhance operational efficiency in discharge of justice	4.2.1.1 Review and update the framework for dialogue and working with actors in the justice sector (MINIJUST, Police, Ombudsman, prisons, Gacaca, the Bar and Human rights bodies)	Sector wide activity	-	-	-	-	-	-
		4.2.1.1.1 Review and update	Sector wide activity	-	-	-	-	-	-

Objective 4: Engage in active, effective collaboration with it Justice Partners and actors

Expected results	Strategies	Activities	Description	Schedule					Total cost	
				2009-10	2010-11	2011-12	2012-13	2013-14		
efficiency in turning round cases and improving the quality of judgement Improved case turnaround time and quality of judgement		document for the framework		-		-	-	-	-	
		4.2.1.1.2 Active participation in the sector secretariat	Sector wide activity		-					
		4.2.1.2 Lobby and propose law reforms to avoid frivolous and vexatious suits.								
		4.2.1.3 Hold regular meetings (quarterly) to discuss issue affecting the effectiveness of the justice sector with updates from each actor e.g. provision of forensic services, medico-legal services, work flow interactions and interactions between courts and prisons	Sector wide activity		-		-		-	-
		4.2.1.4 Reinforce legal framework to support anti-corruption monitoring mechanisms	Sector wide activity		-		-		-	-
		4.2.1.5 Develop a communication strategy to be adopted in dealing with actors in the justice sector	Sector wide activity		-		-		-	-
		4.2.1.6 Reinforce legal framework that supports of civil society organisations	Sector wide activity		-		-		-	-

Objective 4: Engage in active, effective collaboration with it Justice Partners and actors

Expected results	Strategies	Activities	Description	Schedule					Total cost
				2009-10	2010-11	2011-12	2012-13	2013-14	
		participation in the sector							
		4.2.1.7 Review and provide inputs to refine laws affecting accessibility to justice in collaboration with actors in the justice sector. e.g. use of IT to enhance communication between courts and prisons to produce remandees when required	Sector wide activity	-	-	-	-	-	-
		4.2.1.8 Participate in sector efforts to sensitise the population on human rights (encourage participation of civil society organisations sensitising the population on human rights, promote the concept of 'house of justice' to enhance legal aid through advices to litigants. Support the development of a department for providing proof and expert evidence (e.g. to include medical doctors services, psychologists etc)	Sector wide activity	-	-	-	-	-	-

Objective 4: Engage in active, effective collaboration with it Justice Partners and actors

Expected results	Strategies	Activities	Description	Schedule					Total cost
				2009-10	2010-11	2011-12	2012-13	2013-14	
		4.2.1.9 Active participation in the development of frameworks for monitoring the respect of human rights, in particular rights of people with disabilities, women, children, PLWHA and vulnerable groups	Sector wide activity	-	-	-	-	-	-
		4.2.1.10 Organisation of meetings with ministries concerned to mobilise funds	Sector wide activity	-	-	-	-	-	-
		Sub-total		-	-	-	-	-	-

SUMMARY COSTING OF ACTIVITIES	2009-10	2010-11	2011-12	2012-13	2013-14	TOTAL
Grand total	3,741,328,489	4,347,738,489	2,508,804,082	1,379,881,000	1,361,438,500	13,339,190,560

10.2 Visioning workshop list of attendees

Date: 2 April 2008
Venue: Novotel - Kigali

No.	Name	Institution	Function
01	Anne Gahongayire	Supreme Court	Secretary General
02	Habimana Jean Damascene	PGR	Secretary General
03	Justice Johnston Busingye	President High Court	President of the High Court
04	Ramdin Anjaleeden	Commercial Court	Judge
05	Mukamulisa Therese	Supreme Court	Judge
06	Mukanyundo Patricie	Supreme Court	Judge
07	Fred Gashemeza	Supreme Court	ICT Director
08	Kayigire Francois	Supreme Court	Planning Director
09	Kemayire Jean Paul	Supreme Court	Planner
10	Venancie Twagiryezu	Chief Registrar	Supreme Court
11	Mukamurenzi Beatrice	Supreme Court	Registrar
12	Murara Odette	Supreme Court	Inspector General of Courts
13	Nkusi B. Emmanuel	Supreme Court	Legal Assistant/Research
14	Nzeyumuremyi Jean Pierre	Supreme Court	Legal Assistant
15	Rukundo G. William	Supreme Court	Director, Internal Resources
16	Sebantu Rwigema	Supreme Court	Coordinator PACT
17	Esperance Nyirasafari	Secretary General	Ministry of Justice
18	Gasigwa Theodald	Supreme Court	

No.	Name	Institution	Function
19	Rwatangabo Pascal	Supreme Court	Documentation and Research
20	Gashumba Nadia	Ministry of Justice	Political Sectorielle
21	Emmanuel Butare	In Charge of Training	Ministry of Justice
22	Vastina R. Nsanze	ILPD	Rector
23	Ruhinda Mae	MININTER	
24	Bucyana Guillaume	USAID	
25	Tyre Ferrell	USAID	
26	Orrico Jennifer	US Embassy	
27	Christine Umutoni	UNDP	
28	Wilkinson Bonny	UNDP	
29	Robert	Rwanda Citizens Network	
30	Cees Cramer	Netherlands Embassy	Finance Department
31	Alphonsine Mirembe	JCSC	Coordination Officer
32	Geoffroy Veronique	European Union	Attache
33	Quirine A.J. Timmerman	Embassy of Netherlands	Policy
34	Uwicyeza Bernadette	CEDP/BM	Project Manager
35	Dirk Duprez	BTC CBT	
36	Xarir Merat	Avocat Sans Frontier	Director
37	Karol Limondin	Danish Institute of Human Rights	Director
38	Ndangiza Madina	RCN - Justice and Democracy	

10.3 Validation workshop list of attendees

Date 22 August 2008

Venue: Novotel - Kigali

	Name	Institution
1	Prof. Sam Rugenge	Vice President - Supreme Court
2	Anne Gahongayire	Secretary General – Supreme Court
3	Gakwaya Justin	Pres. HC Rwamagana
4	RugabirwaRuben	Pres HC Muyanze
5	Munyangeri Innocent	Pres HC Nyanza
6	Nzabonimana Cassien	HC Rusizi
7	Rukundo William	DAF Supreme Court
8	Sebantu Rwigema	Supreme Court/PACT
9	Ahishakiye Vedaste	Supreme Court/DAORA
10	Sebagabo Robert	Supreme Court
11	Gashemeza Fred	Supreme Court
12	Werabe Chantal	Supreme Court
13	Juru Cecile	Supreme Court
14	Ndizeye Freddy	Supreme Court
15	Kayitare Chantal	UNDP Supreme Court
16	Mukamurenzi Beatrice	Registry Supreme Court
17	Habimana Jean Damascene	Parquet General
18	Mukakari P	MINIJUST
19	Nyirasafari Esperance	MINIJUST
20	Kaliwabo Charles	Inspector of courts

	Name	Institution
21	Mirembe Alphonsine	Justice Sector Secretariat
22	Yaramba Vianney	Pres TGI Nyamagabe
23	Mutabazi Harrison	TGI Nyarugenge
24	Banyora J Baptiste	TGI Huye
25	Gashagaza Phillbert	TGI Karongi
26	Hodari Edgar	TGI Rubavu
27	Riziki Isabelle	TGI Musanze
28	Mugeyo Jerome	TGI Ngoma
29	Dushibishi Francoise	TGI Gasabo
30	Muhire Janvier	Pres TB Kaparume
31	RahumurizaFrancois	TB Nyamirambo
32	Ndahigwa Felix	TB Nyarugungo
33	Nyiramikenke Claudine	TB Kacyiru
34	Nyirankuriza Lawrence	TB Nyarugenge
35	Gakwaya Emmanuel	Consultant PGR
36	Quirine Timmerman	Emabassy
37	Muellhans Mathias	GTZ
38	Aziza Lola	GTZ
39	Haveman Roelf	ILPD
40	Umuhoza Francine	PGR
41	Veranique Gerome	CE
42	Mugabo Eugine	Izuba Rirashe

	Name	Institution
43	Uwanziga Appolonia	Izuba Rirashe
44	Bamage Alexis	Gols Lacs Hebdo
45	Nkusi-Uwimana Agnes	Umurabyo Newspaper
46	Micomyziza Pie	Radio Maria Rwanda
47	Alphan Njeru	PricewaterhouseCoopers
48	Michael Nzule	PricewaterhouseCoopers
49	Francis Mugisha	Management Consult Associates
50	Wairimu Mwangi	PricewaterhouseCoopers
51	Rebecca Gachago	PricewaterhouseCoopers
52	Gichangi Nyagah	PricewaterhouseCoopers

10.4 Terms of reference

The Supreme Court wished to engage us to facilitate elaboration of the strategic plan covering the following specific objectives:

- To elaborate the Judiciary’s strategic plan 2008-2012 that is realistic and achievable;
- To cost the plan and facilitate its integration in Medium Term Expenditure Framework (MTEF) 2008-2012; and
- To assess the capacity of the Judiciary, design and cost strategies to enhance its capacity.

Specifically we were expected to:

- Plan and carry out consultations and meetings with different actors and partners of the Judiciary;
- Review relevant documents and other literature on justice sector in Rwanda and national plans;
- Produce a document clearly describing the vision, mission objectives, strategies for achieving the objectives, the logical framework and the related costs;
- Outline the capacity building program for the Judiciary;
- Adjust the MTEF 2008-2010 accordingly;
- Organise and facilitate the validation workshop; and to
- Produce a final five year strategic plan document.

Our response to the Supreme Court’s requirements, in developing the strategic plan for 2009-2013 was based on the above terms of reference. We reviewed past financial data provided to us to develop the base for the strategic plan.