

**Republic of Rwanda  
Supreme Court**

*Strategic Plan of the Judiciary 2008-2012*



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## List of abbreviations

BTC	Belgium Technical Cooperation
EDPRS	Economic Development and Poverty Reduction Strategy
EU	European Union
GJLOS	Governance, Justice, Law and Order Sector
GoR	Government of Rwanda
HCR	High court of the Republic
ICT	Information and Communications Technology
IT	Information Technology
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
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

## 1.1 Strategic plan at a glance

This strategy is based on capability assessment of the Judiciary and a review of the past strategic plan to provide a link and a 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 strategy 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, 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 engaged 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:

- The Supreme Court;
- The High Court of the Republic;
- The Commercial High Court
- Higher Instance Courts;
- The Commercial Courts; and
- Lower Instance Courts..

The structure will be aligned with emerging strategic issues for effectiveness e.g. in realigning 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 Judiciary during this strategic plan period.

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 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
	Dissemination of new laws on court procedures
Improved physical and financial accessibility to the courts	Define physical access indicators
	Use of IT to enhance accessibility

Expected results	Strategies
	Lobby for legal representation for all
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 knowledge management and sharing	Provide courts with sufficient ICT training and facilities to improve efficiency of justice
	Improve the quality and efficiency of delivering judgements
	Establish a judicial research fund to encourage judicial personnel and academics to continuously reinforce knowledge and judicial capabilities

**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 partners**

Expected results	Strategies
Reinforced and effective framework for development partners' 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 the strategy
Effective working relationship and communication between actors in the justice sector to achieve operational efficiency in turning round cases and improving the quality of judgement	Enhance operational efficiency in discharge 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 itself 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 and court registrars 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 are 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.

<b>YEAR</b>	<b>TOTAL (Rfr)</b>
<b>2008 -09</b>	<b>3,741,328,489</b>
<b>2009 -10</b>	<b>4,347,738,489</b>
<b>2010-11</b>	<b>2,508,804,082</b>
<b>2011 -12</b>	<b>1,363,081,000</b>
<b>2012-13</b>	<b>1,378,088,500</b>
<b>GRAND TOTAL</b>	<b>13,339,040,560</b>

The rest of this strategic plan is organised as follows:

<b>Section</b>	<b>Description</b>
Section 2	Introduction
Section 3	Functions and organisation of the Judiciary
Section 4	Vision and mission
Section 5	Performance on previous strategy
Section 6	Capacity assessment and building interventions
Section 7	Supreme Court Strategy
Section 8	Medium Term Expenditure Framework
Section 9	Strategy implementation and evaluation framework

<b>Section</b>	<b>Description</b>
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 Cessation; 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), deputized 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 Cessation; the State Council; the Constitutional Court<sup>1</sup>; 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 Cessation; 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.

### 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 Government<sup>2</sup>. 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 of Rwanda (HCR) and its five chambers; Commercial High Court ; the Courts of Higher Instances (Tribunal de Grande Instance or TGI); the Commercial Courts of Nyarugenge, Huye and Musanze and the Lower Instance Courts (Tribunal de Base or TB). The Superior Council of the Judiciary (SCJ) is responsible for the appointment, promotion and removal of judges from office. The security of tenure for the judiciary enshrined under article 24 of law no. 06 of 14 April 2004 as amended by article 7 of 46 of 5 September 2007.

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<sup>1</sup> This was composed of the Court of Cessation and the State Council.

<sup>2</sup> Independent Arms of Government: The Executive, the Legislature and the Judiciary

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 on 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 donor partners include: the Dutch Embassy, Belgium Embassy, European Union, UNDP, World Bank, International Criminal Tribunal for Rwanda. Non-government organization partners are TROCAIRE, Rwanda Citizens Network and Norwegian People's Aid. 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 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 been 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 consultation 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 consultation 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 the evaluation of performance of the Judiciary on the previous strategy to lay the foundation for this strategy and to guide the process of identifying the 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 this strategic plan.

A list of the stakeholders consulted and participants to the working sessions 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 and 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 aligning to the national policy while focusing on developing the efficiency of the judicial system through streamlining of 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 and the full capacity of the Law Reform Commission promoted. 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.

- 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, and activities of civil society organisations aimed at increasing transparency and accountability.
- Ensure 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 international and regional standards 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.

## **3 Functions and organisation of the Judiciary**

### **3.1 Organisation and running of the courts**

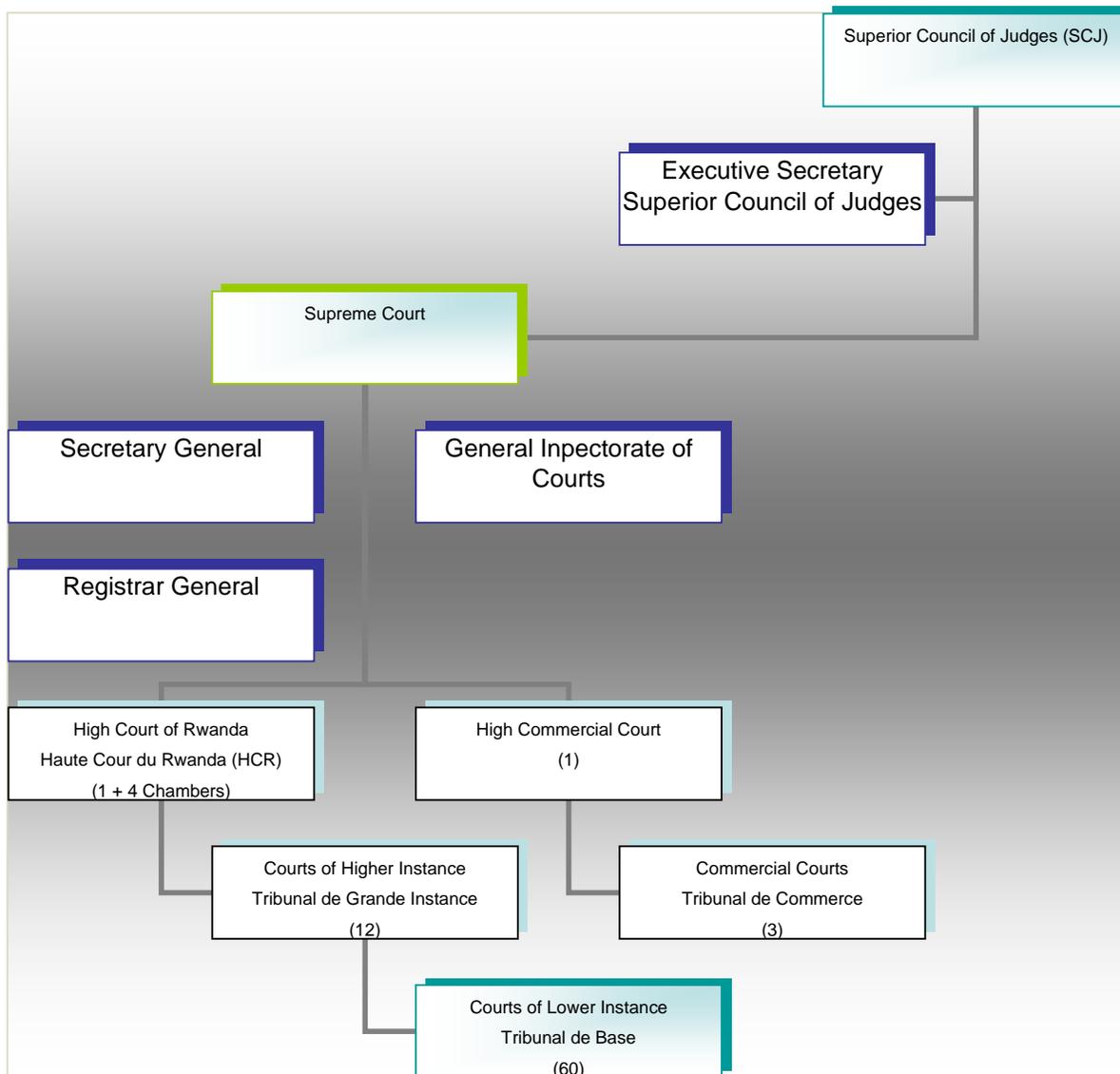
Since the inception of the previous strategic plan for the Judiciary (2005 - 2007) there have been numerous reforms in the Justice sector which have affected the organisation of the courts.

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

- The Supreme Court;
- The High Court of the Republic
- The Courts of High Instance (Tribunal de Grande Instance); and
- The Courts of First Instance (Tribunal de Base).

A commercial High Court and three Commercial courts at Nyarugenge, Huye and Musanze have also been established by an Organic Law and is also under the supervision of the Supreme Court.

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



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 of the Republic (HCR)**

Article 149 of the Constitution establishes a High Court of the Republic, the jurisdiction of which covers the entire territory of the Republic and the head office located in Kigali. It has four detached chambers situated in:

- Nyanza (for the Provinces of Muhanga (formerly Gitarama), Huye (formerly Butare) and Nyamagabe (formerly Gikongoro);
- Musanze (formerly Ruhengeri) for the provinces of Ruhengeri, Rubavu (formerly Gisenyi) and Karongi (formerly Kibuye);
- Cyangugu (for the Province of Cyangugu); and
- Rwamagana (for the Provinces of Kibungo and Umutara).

The High Court of the Republic has its seat in the City of Kigali. It is presided over by the President, Vice-President and at least 24 judges, registrars and other necessary administrative staff.

The Commercial High Court was established by the organic law establishing Commercial Courts which provides for a two-tier Commercial Court System – one commercial Court which shall have original jurisdiction over disputes whose value is above twenty million (20,000,000) Rwanda Francs 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.

### **3.1.3 Courts of Higher Instance (Tribunal de Grande Instance - TGI)**

There are 12 Courts of Higher Instances in the country. Each Higher Instance Court has two specialised chambers: one for minors and the other administrative.

Each Higher Instance Court comprises a President, Vice-President and at least five judges, registrars and other necessary support staff.

As a court of first instance, each Higher Instance Court sits with a single judge, assisted by a registrar.

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

### **3.1.4 Lower Instance Courts**

There are 60 Lower Instance Courts spread out in the country. These preside over the following matters; Offences that are punishable of less than five years, disputes whose monetary value does not exceed three million Rwandan francs, disputes relating to family and civil status;

Each Court comprises at least two judges (one of which 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.

## **3.2 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 HCR, the Commercial High Court and the Military High Court;
- Appeals made against judgements rendered in the second instance by the HCR 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;
- Petitions for presidential pardon or review of criminal cases.

### **3.2.1 High Court of the Republic**

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

- Administrative organisation and smooth running of the court;
- The temporary deployment of judges from lower courts to other courts of the same level in order to help these courts when they are overloaded with cases to be heard;
- Monitoring and control of lower courts.

On a jurisdictional level, the HCR is competent to hear among others:

- Serious offences such as terrorism, war crimes, money laundering and human trafficking, with the exception of genocide committed in Rwanda between 1990 and 1994;
- Appeal of judgements rendered by Higher Instance Courts;
- Petitions requiring the execution of judgements rendered by foreign courts.

### **3.2.2 Higher Instance Courts**

From an administrative point of view, besides jurisdictional powers, the President of the Higher Instance Courts is responsible for the administrative organisation and running of the court and exercises control over the lower courts.

On a jurisdictional level, the Higher Instance Courts hear and decide on:

- Offences that are punishable by more than five years of imprisonment, except for those that fall under other jurisdictions;
- Crimes of genocide and other crimes against humanity committed in Rwanda between 1990 and 1994 by persons falling under the first category;
- Appeals of judgements rendered by the Lower Instance courts falling within their geographical jurisdiction; and
- As a court of first instance on Labour and Administrative disputes as well as those involving minors.

### **3.2.3 Lower Instance Courts**

On the administrative level, the President of the court, besides his or her jurisdictional powers, is responsible for the administrative organisation of the service, its running and the distribution of cases.

On the jurisdictional level, these courts hear, among others:

- Offences that are punishable of less than five years;
- Disputes whose monetary value does not exceed three million Rwandan francs, except for civil actions regarding insurance disputes as well as those seeking damages for loss occasioned by an offence falling under the jurisdiction of another court;
- Disputes relating to family and civil status;
- In the first and last resort, civil actions whose monetary value does not exceed 50,000 Rwandan francs.

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 Lower Instance Courts.

## 4 Vision and mission

### 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 in to 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 vision and mission of the Judiciary are still valid and relevant and will continue to guide the aspirations of the Judiciary and this strategy in the next five years.

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 on 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 strategy

This section focuses on the review of the current capabilities and performance of the Judiciary on the previous strategy, to identify the priorities and the themes for this strategy.

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

### 5.1.1 Vision and mission

The review of the current vision and mission concluded that the current vision and mission of the Judiciary remains 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; and
- 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

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

## 5.1.2 Performance on previous strategy

### 5.1.2.1 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. At a glance 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
<p>Objective 1: Ensure that justice is fully accessible to the people of Rwanda</p>	<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; disseminating new laws and rendering professional information to litigants in courts</p> <p>However this still remains a key challenge that this strategy must address to achieve better results.</p> <p>Legal representation for vulnerable groups has been put in place, however creation of awareness to the public remains to be achieved.</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</p>

Strategic objective (2005-2007)	Challenges to address	Performance/Progress made
		<p>partners.</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>
<p>Objective 2: Strengthen the independence of the Judiciary to boost confidence in the adjudication process</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>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 financial resources.</p>
<p>Objective 3: Engage in active, effective</p>	<p>Lack of collaboration framework and dialogue</p>	<p>The sector now has a working secretariat and technical committee to handle matters</p>

Strategic objective (2005-2007)	Challenges to address	Performance/Progress made
collaboration with its Justice partners	among justice partners	<p>that affect the actors. There is a framework for engaging with development partners in the sector.</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>
Objective 4: Ensure that justice is administered fairly, effectively and efficiently	<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 volumes of outstanding legal cases</p> <p>Lack of monitoring and evaluation mechanism</p>	<p>The Judiciary 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>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</p>

Strategic objective (2005-2007)	Challenges to address	Performance/Progress made
	(inspection of courts)	<p>of judgement, equipment for people with disability).</p> <p>Case backlog still remains a challenge. The latest statistics by end of 2007 indicate that the volume was at 54,441 cases.</p> <p>The Inspectorate function is understaffed and its duties include those of internal audit. Currently total staff is 7 against an approved establishment of 11. The Inspectorate should also monitor 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>

### 5.1.3 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
<b>Objective 1: Render justice accessible to all litigants</b>			
<b>1.1 Laws are disseminated</b>	Regularly inform the public on the functioning of courts	• 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)	√
		• Distribution of disseminated laws and tools	X
	Employ mediators and local leaders in the	• Monitoring and evaluation of activities of disseminating laws by MINIJUST	√

Expected results	Strategies	Activities	Performance
	dissemination of laws		
<b>1.2 Information and advisory services for litigants in courts become more professional</b>	Set up an information department within courts and rules for these services	<ul style="list-style-type: none"> <li>Layout of the space and creation of a service for receiving and guiding litigants</li> <li>Equipping with furniture and IT equipment the service of receiving and guiding litigants</li> <li>Informing the public on the existence and role of the service to litigants</li> </ul>	<p>√</p> <p>√</p> <p>X</p>
	Reinforcement of capacity of the staff employed in the office in charge of receiving and guiding litigants	<ul style="list-style-type: none"> <li>Compiling professional rules for the reception offices</li> <li>Training court presidents and personnel employed in the office in charge of receiving and guiding litigants in court</li> </ul>	<p>√</p> <p>√</p>
	Set up mechanisms to monitor the functioning of the office in charge of receiving and guiding litigants	<ul style="list-style-type: none"> <li>Monitoring of the functioning of the office in charge of receiving and guiding litigants in courts</li> <li>Place a suggestion box in courts</li> <li>Carry out surveys amongst litigants on the quality of services offered by courts</li> </ul>	<p>√</p> <p>√</p> <p>X</p>
<b>1.3 The judicial system is computerised</b>	Create a computer network within the Judiciary	<ul style="list-style-type: none"> <li>Compile a plan for computerising the judiciary and develop the computerised communication system</li> <li>Set up an IT support department within the Supreme Court</li> <li>Acquisition of IT equipment and materials</li> <li>Installation of a computer network of the judicial services</li> </ul>	<p>X</p> <p>√</p> <p>√</p> <p>X</p>

Expected results	Strategies	Activities	Performance
		<ul style="list-style-type: none"> <li>• Training judges and judicial staff in computerised management of case files</li> </ul>	X
<b>Objective 2: Administration of justice good, efficient and effective</b>			
<b>2.1 Quality judgements are rendered within appropriate periods</b>	Endow courts with a sufficient number of qualified personnel	<ul style="list-style-type: none"> <li>• Recruitment of judges and a sufficient number of qualified personnel</li> </ul>	√
	Reinforce the capacity and performance of the judicial staff	<ul style="list-style-type: none"> <li>• Organisation of the training of newly recruited judges and staff in the judicial system</li> <li>• Organisation of the training of administrative support staff</li> <li>• Organisation of advanced internships and study visits for judges and all judicial staff</li> <li>• Organisation of the periodic training of judges and all judicial staff</li> <li>• Creation and organisation of libraries and acquisition of documentation for each court</li> </ul>	√ X X √ X
	Endow courts with sufficient	<ul style="list-style-type: none"> <li>• Construction of court premises (HCR, PCKC, DTC)</li> </ul>	√√

Expected results	Strategies	Activities	Performance
	materials	<ul style="list-style-type: none"> <li>● Rehabilitation of court premises</li> <li>● Equipping of court premises with materials</li> <li>● Reinforce the stock management and maintenance services</li> <li>● Granting of communication facilities to judges</li> </ul>	<p>√</p> <p>√√</p> <p>√</p> <p>X</p>
	Improve the working conditions of judges and all judicial staff	<ul style="list-style-type: none"> <li>● Propose and monitor the setting up of a special salary scale for judges and all judicial staff</li> <li>● Granting facilities for access to housing loans for judges</li> <li>● Granting of facilities of access to transport loans for judges</li> <li>● Granting of general insurance facilities</li> </ul>	<p>√</p> <p>√</p> <p>√√</p> <p>√</p>

Expected results	Strategies	Activities	Performance
	Organise the work of the courts	<ul style="list-style-type: none"> <li>• Drawing up an annual and quarterly functioning schedule</li> <li>• Production of a quarterly report on the functioning of the courts</li> </ul>	<p>√</p> <p>√</p>
	Setting up mechanisms to speed up the handling of case files and managing their backlog	<ul style="list-style-type: none"> <li>• Make human and logistical resources available</li> <li>• Promoting and increasing the number of itinerant hearings and setting up a plan to reabsorb the stock of case files</li> <li>• Control of the punctuality of judges and parties</li> <li>• Organisation of a strict monitoring of Presidents of the courts and Inspection Service</li> <li>• Avoiding non-essential postponements and useless proceedings</li> <li>• Compiling uniform layout for judicial acts</li> <li>• Training staff on the utilisation of the data monitoring system</li> </ul>	<p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>X</p> <p>X</p> <p>X</p>
	Carry out professional monitoring and evaluation of the system and regularly evaluate the work of courts	<ul style="list-style-type: none"> <li>• Setting up tools for monitoring and evaluation</li> <li>• Organisation of evaluation and missions for the inspection of courts</li> </ul>	<p>√</p> <p>√</p>

Expected results	Strategies	Activities	Performance
	and judicial staff	<ul style="list-style-type: none"> <li>• Production and publication of court activity reports</li> <li>• Organisation of a retreat for judicial staff on the re-opening of each judicial year for self evaluation</li> <li>• Quarterly evaluation of the performance of judicial staff</li> </ul>	<p>√</p> <p>√</p> <p>√</p>
	Set up mechanisms to improve the quality of judgements	<ul style="list-style-type: none"> <li>• Creation of a research department on judgements rendered</li> <li>• Organisation of regular meetings with judicial staff on a national and decentralised level</li> <li>• Creation and reinforcement of cooperation links between the Rwandan Judiciary and international judicial systems</li> <li>• Organisation of conferences on a national and international level</li> <li>• Support of experts and translators in judgement and meeting costs of witnesses</li> </ul>	<p>X</p> <p>√</p> <p>X</p> <p>√</p> <p>√</p>
<b>2.2 Administrative organisation of courts is improved</b>	Reinforce the organisational and management capacity within courts	<ul style="list-style-type: none"> <li>• Adoption of the administrative and financial procedures manual</li> <li>• Training of presidents of courts and administrative staff in administrative and financial management</li> <li>• Creation of a framework for regular dialogue between the administrative and judicial staff</li> <li>• Creation of a framework for jurisdictional and</li> </ul>	<p>√</p> <p>√</p> <p>√</p> <p>√</p>

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

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

Expected results	Strategies	Activities	Performance
	with parties involved in the justice field (MINIJUST, Parquet, Police, Ombudsman, Human Rights, Gacaca National Service, the Bar)	<ul style="list-style-type: none"> <li data-bbox="842 380 1415 435">● Organisation of regular meetings with parties involved in the justice field</li> </ul>	√

## 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 strategy:

- 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.

There are no “small courts” and this affects the operational efficiency where all courts are viewed the same and the procedures are not simplified and this has led to perceived delays in discharging justice.

### 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 set strategies for 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 people perspectives relevant for the discharging of the strategy which were evaluated are as listed below:

<ul style="list-style-type: none"> <li>● Clarity of job description</li> <li>● Existence and adequacy of performance indicators</li> <li>● Adequacy of skills</li> <li>● Professional qualifications</li> <li>● Technical training</li> <li>● Training on cross cutting issues like HIV, gender, human rights and handling of vulnerable groups</li> <li>● Career growth</li> </ul>	<ul style="list-style-type: none"> <li>● Job satisfaction</li> <li>● Consistency of service standards</li> <li>● Corporate culture</li> <li>● Performance appraisal and reward system</li> <li>● Staff numbers</li> <li>● Participation of women</li> <li>● Staff information system</li> <li>● Corruption</li> </ul>
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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. The staffs also understand and appreciate the performance indicators applicable to their work. The participation of women in the Judiciary was noted as a key achievement.

The key people challenges identified include equipping the staff with technical skills to perform their jobs effectively, training and exposure on human rights and emerging legal issues and new laws, HIV and AIDS, dealing with vulnerable groups and people with disabilities.

Other cross cutting issues identified include the need to identify and address issues of retention of judges, perceived turnover, investment in training, performance management, compensation, recruitment planning, continuous staff training needs assessment and continuous professional education at the Institute of Legal Practice and Development (ILPD) and staffing the commercial courts.

### 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.

The Judiciary has however been subjected to constant 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 achieved its targets for developing the physical infrastructure for all 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 workforce<sup>3</sup>

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 departments. Of the entire workforce, 10% of the staff complement is based at Supreme Court, 10% at the High Court, 37% at Higher Instance Courts and 42% at the Lower Instance Courts.

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<sup>3</sup> The statistics above were provided by the human resources department at the Supreme Court

### 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
Court Inspectors	4	4	-
Operational Staff <sup>4</sup>	83	78	5
<b>Total</b>	<b>578</b>	<b>569</b>	<b>9</b>

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

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

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

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 Courts of Higher Instance and Lower Instance 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 <sup>5</sup>	24	41%	49	83%	178	84%	240	100%
Operational staff	35	59%	10	17%	33	16%	-	-
<b>Total</b>	<b>59</b>	<b>100%</b>	<b>59</b>	<b>100%</b>	<b>211</b>	<b>100%</b>	<b>240</b>	<b>100%</b>

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

#### 6.3.3.4 Gender profile

The analysis of the workforce composition indicates that as at March 2008, the workforce was predominately male. 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)
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<sup>5</sup> For purposes of this comparison, professional staff relate to judges, court registrars and court inspectors

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

One of the key indicators outlined in the Vision 2020 plan is an increase, to 30%, of women in decision making positions. 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 that follows.

## 6.4 Workforce implications on the Supreme Court’s strategy

The following section provides an assessment of the impact of capacity gaps to this strategy 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"> <li>● Currently there are 9 vacancies within the Supreme Court. 4 of these positions relate to professional staff.</li> <li>● 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.</li> </ul>	<ul style="list-style-type: none"> <li>● Justice may not be administered effectively and efficiently due to insufficient staffing;</li> <li>● Backlog of cases;</li> <li>● Existing staff may be overloaded.</li> </ul>	<ul style="list-style-type: none"> <li>● Review of the current establishment to ensure that the approved staff numbers are sufficient to ensure the achievement of the Court’s objectives;</li> <li>● Conduct periodic and detailed workforce planning to forecast staff requirements in line with projected activity levels.</li> <li>● 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.</li> <li>● Recruit staff with the appropriate skills and expertise. This is in line with the Vision 2020 objective of reducing the law enforcement</li> </ul>

Factor	Issue arising	Impact	Proposed Activity
			personnel to population ratio to 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"> <li>Staff without appropriate qualifications may not be able to carry out their responsibilities efficiently and effectively.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Alternative ways of registering for and completing the ILPD certification should be considered (e.g. through evening classes, and short term courses)</li> <li>High performing employees who do not have the necessary educational qualifications should receive appropriate training in line with the 2007-2011 training plan.</li> <li>Establish a good performance management system to monitor and reward performance and ensure staff development.</li> <li>Redeploy non performing staff to handle responsibilities that are better suited to perform.</li> <li>Adherence to recruitment procedures to ensure that only candidates who meet the required specifications provided in the scheme of service are recruited (basic qualification is law degree).</li> </ul>
Administrative support	<ul style="list-style-type: none"> <li>Lack of operational staff based at the Courts of Lower Instance as</li> </ul>	<ul style="list-style-type: none"> <li>Operational inefficiencies – leading to inability to provide timely and effective</li> </ul>	<ul style="list-style-type: none"> <li>Effective use of ICT, for example, computer based judicial registration system to manage case files.</li> </ul>

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

## **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 strategy, in terms of skills gaps and other HR systems such as performance management and talent management.

### **6.5.1 Training**

Following the judicial reforms, 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 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 Institution.

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.

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 develop skills and insight to become good leaders.

#### 6.5.1.5 Training on interpersonal and personal skills

This includes training on time management, communication, coaching and on 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 that is charged with the responsibility of training local post graduate law students. 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. As a result, it may be a challenge to achieve the target within the set time frame and consequently, a number of judges, registrars and legal practitioners 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. However, class attendance will be limited to evening hours and the weekend. The candidates will be expected to sit for necessary examination as would a regular student.

#### 6.5.3 Other skills areas identified

A recent skills audit<sup>6</sup> 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 that 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.

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<sup>6</sup> 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 which in turn 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 capability 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 Supreme Court strategy

### 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	Schedule					Total cost(Rfr) '000
			08	09	10	11	12	
Enhance public awareness of court processes and procedures	Communicate work flow procedures	<ul style="list-style-type: none"> <li>Undertake a detailed work flow study (including process mapping) in all courts</li> </ul>						22,000
		<ul style="list-style-type: none"> <li>Document the standard court processes</li> </ul>						9,900
	Develop performance service levels	<ul style="list-style-type: none"> <li>Define process activity performance measures e.g. cycle times, number of steps to completion of a process, responsibilities for results, expected results, and timelines</li> </ul>						33,150
		<ul style="list-style-type: none"> <li>Establish dedicated customer care/reception desks at each court</li> </ul>						351,000
	Develop a medium to inform litigants of the different functions of the court	<ul style="list-style-type: none"> <li>Develop communication materials and post the process flow in each reception areas of courts and registries to guide the public</li> </ul>						33,000
		<ul style="list-style-type: none"> <li>Implement the Communication Plan through public awareness campaigns on the court procedures and processes through radio, print media and TV</li> </ul>						371,250
		<ul style="list-style-type: none"> <li>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</li> </ul>						-

Expected results	Strategies	Activities	Schedule					Total cost(Rfr) '000
			08	09	10	11	12	
		<ul style="list-style-type: none"> <li>Access to legal information – develop database, forums for information sharing (internally), then externally, develop channels for sharing the information</li> </ul>						66,000
		<ul style="list-style-type: none"> <li>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</li> </ul>						82,500
	Dissemination of new laws on court procedures	<ul style="list-style-type: none"> <li>Dissemination of new laws on court procedures – in collaborations with other justice sector players</li> </ul>						33,240
		<ul style="list-style-type: none"> <li>Compile a plan for computerising the judiciary and develop the computerised communication system</li> </ul>						270,578
		<ul style="list-style-type: none"> <li>Compiling uniform layout for judicial acts</li> </ul>						6,600
Improved physical and financial accessibility to the courts	Define physical access indicators	<ul style="list-style-type: none"> <li>Set benchmarks to enhance physical accessibility to courts the public– e.g. standard kilometres to access a court, availability of information, specialised courts</li> </ul>						68,750
		<ul style="list-style-type: none"> <li>Carry out surveys amongst litigants on the quality of services offered by the courts</li> </ul>						37,125
		<ul style="list-style-type: none"> <li>Hold trials at locations of crime – mobilise resources for this</li> </ul>						165,000
	Use of IT to enhance accessibility	<ul style="list-style-type: none"> <li>Develop IT systems to enhance accessibility to justice by public – internet etc to register cases, place inquiries, monitor case progress</li> </ul>						-

Expected results	Strategies	Activities	Schedule					Total cost(Rfr)
			08	09	10	11	12	
								'000
	Legal representation	<ul style="list-style-type: none"> <li>Legal representation – develop statistics covering vulnerable groups and monitor progress of cases involving vulnerable groups (e.g. PLWHA, people with disabilities, children and orphans)</li> </ul>						42,075
		<ul style="list-style-type: none"> <li>Develop and provide legal aid services to the needy and vulnerable population</li> </ul>						-
		<ul style="list-style-type: none"> <li>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.</li> </ul>						189,750
		<ul style="list-style-type: none"> <li>Elaborate, revise and popularise laws and policies that increase access to justice</li> </ul>						-
Reinforced capacity of judges and judicial staff	Staffing and training plans	<ul style="list-style-type: none"> <li>Carry out a benchmarking study to establish the prevailing levels of human, material and organisational capacities within the judiciary and later the justice sector</li> </ul>						24,750
		<ul style="list-style-type: none"> <li>Annual reinforcement of capacities (human, material and institutional) in administration of justice</li> </ul>						165,000
		<ul style="list-style-type: none"> <li>Develop and implement annual staff training and development plan to support the strategy</li> </ul>						275,000
		<ul style="list-style-type: none"> <li>Reinforce inspectorate function in terms of staff numbers to support the effective management cases and monitoring legal representation to enhance accessibility to justice</li> </ul>						-

Expected results	Strategies	Activities	Schedule					Total cost(Rfr) '000
			08	09	10	11	12	
	Track, manage and provide leadership in dealing with emerging challenges in accessing justice	<ul style="list-style-type: none"> <li>Collaboration with providers of alternative mediation processes e.g. Abunzi and develop statistics and data bases of case handled to ensure that new challenges to the provision of justice are known to support forward planning for relevant interventions</li> </ul>						100,000
		<ul style="list-style-type: none"> <li>Participate 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</li> </ul>						10,000
		<ul style="list-style-type: none"> <li>Influence players/actors to develop a framework for involving development partners to enhance access to justice</li> </ul>						10,000
		<ul style="list-style-type: none"> <li>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.</li> </ul>						-
	<b>Sub-total</b>							<b>2,366,668</b>

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

Expected results	Strategies	Activities	Schedule					Total cost (Rfr) '000
			08	09	10	11	12	
Improved case management cycle time and work productivity supported by efficient operational processes	Effective work flow management	<ul style="list-style-type: none"> <li>Undertake a detailed work flow study (including process mapping) in all courts</li> </ul>						Covered in 1 above
		<ul style="list-style-type: none"> <li>Document the standard processes</li> </ul>						Covered in 1 above
		<ul style="list-style-type: none"> <li>Define process activity performance measures e.g. cycle times, number of steps to completion of a process, responsibilities for results, expected results, and timelines</li> </ul>						Covered in 1 above
		<ul style="list-style-type: none"> <li>Train staff on the processes to simplify the flow of work                             <ul style="list-style-type: none"> <li>Establish dedicated customer care/reception desks at each court</li> <li>Allocate responsibilities</li> </ul> </li> </ul>						22,200
		<ul style="list-style-type: none"> <li>Develop communication materials and post the process flow in each reception areas of courts and registries to guide the public</li> </ul>						-

Expected results	Strategies	Activities	Schedule					Total cost (Rfr) '000
			08	09	10	11	12	
		<ul style="list-style-type: none"> <li>Granting of communication facilities to judges</li> </ul>						-
		<ul style="list-style-type: none"> <li>Develop tools and processes for work allocation and scheduling to staff within the courts – develop annual schedules and update them on quarterly, then monthly basis</li> </ul>						88,640
		<ul style="list-style-type: none"> <li>Define and standardise reports on work load, and inspectorate activities</li> </ul>						-
	Continuous assessment of staff capacity of the courts	<ul style="list-style-type: none"> <li>Increase the number of the support staff, especially IT and legal assistance at TGI and HI courts</li> <li>Organisation of the training of administrative support staff</li> </ul>						- 148,350
		<ul style="list-style-type: none"> <li>Train all judicial support staff on certified ICT Courses</li> </ul>						99,000
		<ul style="list-style-type: none"> <li>Mobilise and secondment judges from courts that have lesser work load to help clear backlogs in other courts</li> </ul>						450,000
		<ul style="list-style-type: none"> <li>Hire regional judges for short term to clear backlogs</li> </ul>						528,000
		<ul style="list-style-type: none"> <li>Increase the number of inspectors (currently only 4) to evaluate the quality of judgments</li> </ul>						-

Expected results	Strategies	Activities	Schedule					Total cost (Rfr)
			08	09	10	11	12	
								'000
		<ul style="list-style-type: none"> <li>Establish basic judicial skills with the mandatory ILPD certification for all judicial technical personnel in the next five years</li> </ul>						396,000
		<ul style="list-style-type: none"> <li>Continue on the job training of judges and registrars to improve efficiency</li> </ul>						198,000
		<ul style="list-style-type: none"> <li>Organisation of advanced internships and study visits for judges and all judicial staff</li> </ul>						112,613
		<ul style="list-style-type: none"> <li>Review terms and conditions of judges, registrars and inspector, to assist retaining of judges</li> </ul>						-
		<ul style="list-style-type: none"> <li>Participate in effort and initiatives to enhance the capacity and effectiveness of ILPD e.g. through knowledge sharing</li> </ul>						-
	Re-organise the court structure and proceedings to increase workload efficiency	<ul style="list-style-type: none"> <li>Review organisation structure to increase number of lower instance courts, since commercial courts have been introduced to decrease load on higher instance courts</li> </ul>						-
		<ul style="list-style-type: none"> <li>Promote alternative dispute resolution mechanisms by courts encouraging parties to settle cases outside court</li> </ul>						-
		<ul style="list-style-type: none"> <li>Develop capacity of Abunzi system</li> </ul>						-
		<ul style="list-style-type: none"> <li>Avoiding non-essential postponements and useless proceedings. Report on quarterly basis the progress</li> </ul>						74,250

Expected results	Strategies	Activities	Schedule					Total cost (Rfr)
			08	09	10	11	12	
								'000
		<ul style="list-style-type: none"> <li>Establish a comprehensive Monitoring and evaluation System for the Judiciary with a clear review calendar</li> </ul>						66000
		<ul style="list-style-type: none"> <li>Conduct sensitisation training of key Judiciary staff on the front line of generating, capturing and reporting on judicial statistics</li> </ul>						55,000
		<ul style="list-style-type: none"> <li>Creation of a Judicial Research Fund (JRF) - accessible to all justice sector personnel to promote research and development of judicial experience</li> </ul>						134,503
		<ul style="list-style-type: none"> <li>Creation and reinforcement of cooperation links between Rwandan Judiciary and international judicial systems – through visits, exchange programmes</li> </ul>						92,813
		<ul style="list-style-type: none"> <li>Comprehensive quarterly production and publication of reports on jurisdictional and financial activities</li> </ul>						50,000
		<ul style="list-style-type: none"> <li>Publication of a collection of jurisprudence</li> </ul>						312,500
		<ul style="list-style-type: none"> <li>Build capacity of the internal audit department and financial reporting</li> </ul>						86,400
Improved knowledge management and sharing	Provide courts with sufficient ICT training and facilities to improve efficiency of justice	<ul style="list-style-type: none"> <li>Compile a plan for computerising the judiciary and develop the computerised communication system</li> </ul>						-

Expected results	Strategies	Activities	Schedule					Total cost (Rfr)
			08	09	10	11	12	
								'000
		<ul style="list-style-type: none"> <li>Develop case law management and reporting system</li> </ul>						6,630
		<ul style="list-style-type: none"> <li>Creation of case management system and training of judges and judicial staff in computerised management of case files</li> </ul>						-
		<ul style="list-style-type: none"> <li>Provide inputs in developing the Justice Sector Management Information System (MIS)</li> </ul>						-
	Establish a Judicial Reference Knowledge Centre - the National Centre for Access to Legal Information – (Sector Wide Activity)	<ul style="list-style-type: none"> <li>Review and fund existing investment plan</li> </ul>						1,766,000
		<ul style="list-style-type: none"> <li>Support remuneration for the centre (ordinary budget and other costs)</li> </ul>						1,336,000
		<ul style="list-style-type: none"> <li>Improve provision of modern equipments to all courts. These include communication and recording systems and supporting auxiliary equipment</li> </ul>						(covered under ICT plan)
		<ul style="list-style-type: none"> <li>Complete the infrastructure of courts by 2010 and design a programme for repairs and maintenance of the infrastructure</li> </ul>						823,164
		<ul style="list-style-type: none"> <li>Rehabilitation and extension of courts (26 courts)</li> </ul>						823,158

Expected results	Strategies	Activities	Schedule					Total cost (Rfr)
			08	09	10	11	12	
								'000
		<ul style="list-style-type: none"> <li>Construction of new courts</li> </ul>						2,970,703
		<ul style="list-style-type: none"> <li>Develop an elaborate inspection manual to promote monitoring and evaluation</li> </ul>						5,500
	Improve the quality and efficiency of delivering judgements	<ul style="list-style-type: none"> <li>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.</li> </ul>						(covered in consultancy to establish processes and procedures)-
		<ul style="list-style-type: none"> <li>Improve the execution of judgements in collaboration with other actors in the sector through information sharing</li> </ul>						(sector wide collaborative activity)
		<ul style="list-style-type: none"> <li>Reinforce legal framework that promotes free media</li> </ul>						(sector wide collaborative activity)
		<ul style="list-style-type: none"> <li>Review the law of COCJ currently ending in 2009</li> </ul>						(sector wide collaborative activity)
		<ul style="list-style-type: none"> <li>Develop a specific strategy for dealing with backlog of cases e.g. having special sittings, and special judges assigned</li> </ul>						33,000

Expected results	Strategies	Activities	Schedule					Total cost (Rfr) '000
			08	09	10	11	12	
		duties for these cases.						
		<ul style="list-style-type: none"> <li>Develop and monitor workload in all cases regularly, then schedule workload among judges in different courts to ensure equity in workload and efficiency is dispensing justice.</li> </ul>						-
		<ul style="list-style-type: none"> <li>Train judges to plan ahead and project work loads for ease of assigning responsibilities for effective administration,</li> </ul>						Covered in 1 above
		<ul style="list-style-type: none"> <li>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.</li> </ul>						-
		<ul style="list-style-type: none"> <li>Modernize the registry through use of ICT, and publish decided cases to increase predictability of judgment and win public trust</li> </ul>						-
		<b>Sub total</b>						<b>10,972,372</b>

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

Expected results	Strategies	Activities	Schedule					Total cost
			08	09	10	11	12	
Improved confidence by public in the impartiality of the judiciary	Improve awareness of the need for independence amongst judges and staff in the Judiciary	<ul style="list-style-type: none"> <li>Develop a common vision on the concept and meaning of independence of judiciary among judges and judicial staff through awareness and education sessions to cover all judges and judicial staff annually</li> </ul>						Covered under judicial training
		<ul style="list-style-type: none"> <li>Expose judges to other countries (through study tours and visits) to benchmark levels and practices adopted to achieve independence</li> </ul>						Study tours
		<ul style="list-style-type: none"> <li>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</li> </ul>						Annual budgets
		<ul style="list-style-type: none"> <li>Create a framework to examine and analyse cases of conflicts linked to independence of the Judiciary. Include this in Judiciary annual reports</li> </ul>						Annual budgets

Expected results	Strategies	Activities	Schedule					Total cost
			08	09	10	11	12	
	Improve the reputation and perception of the independence of the judiciary to the public	<ul style="list-style-type: none"> <li>Organise open door days ( 1 week in the annual calendar) to the public to increase understanding of the public of the working of national justice institutions and to receive inputs from the public</li> </ul>						Cost under communication strategy
		<ul style="list-style-type: none"> <li>Organisation of information workshops for political and administrative leaders on the independence of the judiciary</li> </ul>						Cost under communication strategy
		<ul style="list-style-type: none"> <li>Communicate with public and other stake holders to have common vision on independence of judiciary</li> </ul>						Cost under communication strategy
		<ul style="list-style-type: none"> <li>Popularise laws on corruption and accountability through public education</li> </ul>						Cost under communication strategy
		<ul style="list-style-type: none"> <li>Conduct research on the reasons for the low-esteem of judges through a work environment conditions survey</li> </ul>						Covered KAP survey
		<ul style="list-style-type: none"> <li>Improve the welfare of judicial staff through non-monetary motivations, e.g. improved work environment and conditions</li> </ul>						-

Expected results	Strategies	Activities	Schedule					Total cost
			08	09	10	11	12	
		<ul style="list-style-type: none"> <li>Develop 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, MINIJUST. This will reinforce the need to have an efficient sector and to clearly define responsibilities to the public on roles of each in effective administration of justice to improve public perception and reputation.</li> </ul>						Sector wide activity
		<ul style="list-style-type: none"> <li>Define acceptable service levels of actors within the sector</li> </ul>						Sector wide activity
		<ul style="list-style-type: none"> <li>Lobbying for law reforms to address issues of incompetent lawyers in collaboration with the Bar Association</li> </ul>						Sector wide activity

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

Expected results	Strategies	Activities	Schedule					Total cost
			08	09	10	11	12	
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 the strategy	<ul style="list-style-type: none"> <li>– Organise development partner meetings</li> <li>– Define and agree on programmes of work and roles of the partners</li> <li>– Define and agree on related accountability and reporting guidelines</li> <li>– Identify SWAp and Judiciary specific activities for effective development partner participation</li> <li>– Align partner participation to EDPRS priorities</li> <li>– Identification of lead donor agencies and define their roles</li> </ul>						Sector wide activity
Effective working relationship and communication between actors in the justice sector to achieve operational efficiency in turning round cases and improving the quality of judgement	Enhance operational efficiency in discharge of justice	<ul style="list-style-type: none"> <li>• 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)               <ul style="list-style-type: none"> <li>– Review and update document for the framework</li> <li>– Active participation in the sector secretariat</li> </ul> </li> </ul>						Sector wide activity

Expected results	Strategies	Activities	Schedule					Total cost
			08	09	10	11	12	
		<ul style="list-style-type: none"> <li>Hold regular meetings (quarterly) to discuss issue affecting the effectiveness of the justice sector with updates from each actor</li> </ul>						Sector wide activity
		<ul style="list-style-type: none"> <li>Reinforce legal framework to support anti-corruption monitoring mechanisms</li> </ul>						Sector wide activity
		<ul style="list-style-type: none"> <li>Develop communication strategy to be adopted in dealing with actors in the justice sector</li> </ul>						Sector wide activity
		<ul style="list-style-type: none"> <li>Reinforce legal framework that supports civil society organisations' participation in the sector</li> </ul>						Sector wide activity
		<ul style="list-style-type: none"> <li>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</li> </ul>						Sector wide activity
		<ul style="list-style-type: none"> <li>Participate in sector efforts to sensitise the population on human rights</li> </ul>						Sector wide activity
		<ul style="list-style-type: none"> <li>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</li> </ul>						Sector wide activity

Expected results	Strategies	Activities	Schedule					Total cost
			08	09	10	11	12	
		<ul style="list-style-type: none"> <li>Organisation of meetings with ministries concerned with the mobilisation of funds</li> </ul>						Sector wide activity

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

YEAR	2008	2009	2010	2011	2012	TOTAL (Rfr)
<b>GRAND TOTAL</b>	<b>3,741,328,489</b>	<b>4,347,738,489</b>	<b>2,508,804,082</b>	<b>1,363,081,000</b>	<b>1,378,088,500</b>	<b>13,339,040,560</b>

The Judiciary will derive its annual budgets from the estimates provided above.

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.

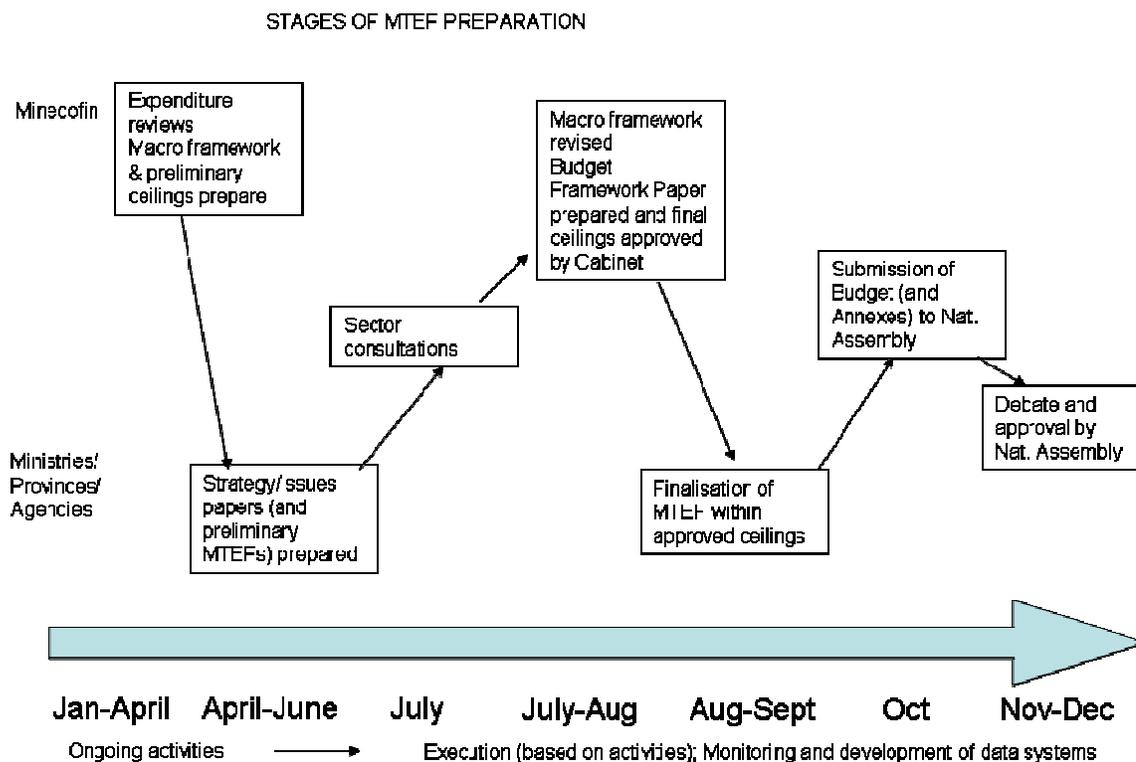
## 8 Medium term expenditure framework (MTEF)

The resource allocation for this strategy 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 strategies and providing estimates for resource allocation.

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

This strategy for the Judiciary forms a key step and an input to the sector consultations (that follow to bring all justice sector actors together) which lead to budgetary framework paper to be approved by the Cabinet. This forms the basis of revisions and finalisation of MTEF with approved ceilings and final submission to the National Assembly for debate and final approval. The planning cycle under the MTEF presses concurrently with the implementation of the approved initiatives.

The diagram below presents the MTEF process.



This strategy 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 action will include a Project Sponsor and Project Manager and any supporting resource persons to be defined once the implementation begins. All the roles for the team members should be clearly defined. For instance, the Project Sponsor will have ultimate accountability and responsibility for the project, and will ensure that the necessary resources are available to the project. The Project Sponsor, ideally, should be a member of the General Secretariat. The Project Manager will be responsible for the delivery of the defined project outputs, to the defined specifications, on time and to budget. The Project Manager will manage the day-to-day aspects of the project and the necessary reporting. The Project Manager will develop project execution plans, resolve planning issues, resource and implementation issues and monitor progress and budgets. The Project Managers should be the Presidents of the different courts.

The Project Team Members are responsible for executing tasks and activities required to deliver project outputs. The assessment and selection of team members with the requisite skills required for each phase of a project is critical to the overall project success. The composition of the project team may change as the project moves through its various phases.

In many cases, the selected team may not necessarily have all of the capabilities needed to fulfil the tasks required. These gaps will be identified, and steps taken to either train existing staff or outsource the resources.

The projects for this strategic plan are as presented in the objectives, strategies and activities to 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 project progress as compared to the planned project progress and the collection of key progress metrics such as risks, issues, changes and dependencies; and

- The *reporting* of project status, costs and outputs and other relevant information, at a summary level, to the project sponsor, project steering committee and other project stakeholders.

Project monitoring typically involves 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 products or components have been delivered and plan to be delivered;
- Quality - how well are the deliverables being completed; and
- Benefits - are the processes in place to achieve and to measure the lead indicators for benefits realisation.

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 task or project defined from this strategic plan and in line with the Judiciary annual plans.

The Project Manager for each project or 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.

A mid term review for the strategy is proposed at the end of the third years of implementation for the following purposes:

- Confirm progress made and challenges faced in implementing the strategy
- 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 , the vision and mission

### **9.3 Performance management**

For an organisation to be effective there is 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.
- 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 promote public trust and confidence in the courts.

The performance of judges and judicial staff will then be assessed on competencies like 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.

Similarly the operational staff performance will be guided by personal objectives which are aligned to the departmental objectives derived annually from this strategy. Their performance will be reviewed periodically and the employee will be provided with feedback on their performance.

## **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 intervention 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.

Some of the 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 eg. 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	2008-9	2009-10	2010-11	2011-12	2012-13	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	-	-	-	16,650,000	33,150,000
		1.1.2.2 Establish dedicated information Desk 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

Objective 1: Ensure that justice is fully accessible to the people of Rwanda									
Expected results	Strategies	Activities	Description	2008-9	2009-10	2010-11	2011-12	2012-13	Total cost
	1.1.3 Develop a medium to inform litigants of the different functions of the court	1.1.3.1 Develop communication materials and post the process flow in each reception areas of courts and registries to guide the public	Develop Comprehensive Terms of Reference Recruit a Consultancy firm to develop a three-year rolling "Judiciary Communication Plan" well anchored in the Justice Sector overall Communication Plan with all communication materials designed	33,000,000	-	-	-	-	33,000,000
		1.1.3.2 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

Objective 1: Ensure that justice is fully accessible to the people of Rwanda									
Expected results	Strategies	Activities	Description	2008-9	2009-10	2010-11	2011-12	2012-13	Total cost
		1.1.3.3 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	-	-	-	-	-	-
		1.1.3.4 Access to legal information – develop database, forums for information sharing (internally), then externally, develop channels for sharing the information	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
		1.1.3.5 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 Dissemination of new laws on court procedures	1.1.4.1 Dissemination of new laws on court procedures – in collaborations with other justice sector players	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

Objective 1: Ensure that justice is fully accessible to the people of Rwanda									
Expected results	Strategies	Activities	Description	2008-9	2009-10	2010-11	2011-12	2012-13	Total cost
		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
			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 Compiling 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	1.2.1 Define physical access indicators	1.2.1.1 Set benchmarks to enhance physical accessibility to courts the public– e.g. standard kilometers to access a court,	Consultancy to establish a baseline statistical	-	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	2008-9	2009-10	2010-11	2011-12	2012-13	Total cost
the courts		availability of information, specialised courts	reference point Review and update annually at 50% of original cost						
		1.2.1.2 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
		1.2.1.3 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	-	-	-	-	-	-

Objective 1: Ensure that justice is fully accessible to the people of Rwanda									
Expected results	Strategies	Activities	Description	2008-9	2009-10	2010-11	2011-12	2012-13	Total cost
	1.2.3 Legal representation	1.2.3.1 Legal representation – develop statistics covering vulnerable groups and monitor progress of cases involving vulnerable groups (e.g. PLWHA, people with disabilities, children and orphans)	Develop and maintain a database and baseline statistic on legal aid demand and representation	24,525,000	-	-	17,325,000	-	42,075,000
		1.2.3.2 Develop and provide legal aid services to indigent men and women, and vulnerable population	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 and later the justice sector	Review the outcome for the "functional reviews" across GoR, otherwise initiate a specific functional	-	24,750,000	-	-	-	24,750,000

Objective 1: Ensure that justice is fully accessible to the people of Rwanda									
Expected results	Strategies	Activities	Description	2008-9	2009-10	2010-11	2011-12	2012-13	Total cost
			review consultancy for the judiciary						
		1.3.1.2 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
		1.3.1.3 Develop and implement annual staff training and	Annual study tours and	55,000,000	55,000,000	55,000,000	55,000,000	55,000,000	275,000,000

Objective 1: Ensure that justice is fully accessible to the people of Rwanda									
Expected results	Strategies	Activities	Description	2008-9	2009-10	2010-11	2011-12	2012-13	Total cost
		development plan to support the strategy	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						
		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 Collaboration with providers of alternative mediation processes e.g. Abunzi and develop statistics and data bases of case 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 Justice Sector Activity	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000
		1.3.2.2 Participate and influence	Cross Cutting						

Objective 1: Ensure that justice is fully accessible to the people of Rwanda									
Expected results	Strategies	Activities	Description	2008-9	2009-10	2010-11	2011-12	2012-13	Total cost
		efforts to improve capacity, procedures manual and framework including motivation strategies for Abunzi. This will be achieved in collaborations with MINJUST and MINLOC	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	-	-	-	-	-	-
		<b>Sub-total</b>		<b>491,300,000</b>	<b>637,985,000</b>	<b>426,751,000</b>	<b>396,991,000</b>	<b>413,641,000</b>	<b>2,366,668,000</b>

Objective 2: Ensure that justice is administered fairly, effectively and efficiently									
Expected results	Strategies	Activities	Description	2008-09	2009-10	2010-11	2011-12	2012-13	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	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)						
		2.1.1.4 Train staff on the processes to simplify the flow of work: Establish effective information desks at each court and allocate responsibilities	Annual Training		5,500,000	5,550,000	5,600,000	5,550,000	<b>22,200,00</b>
		2.1.1.5 Develop communication materials and post the process flow in each reception areas of	Done in 1.1.3.1						-

Objective 2: Ensure that justice is administered fairly, effectively and efficiently									
Expected results	Strategies	Activities	Description	2008-09	2009-10	2010-11	2011-12	2012-13	Total cost
		courts and registries to guide the public							
		2.1.1.6 Granting of communication facilities to judges and registrars	Allocated in annual budget						-
		2.1.1.7 Develop tools and processes for work allocation and scheduling to staff within the courts - develop annual schedules and update them on quarterly, then monthly basis	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	<b>88,640,000</b>
		2.1.1.8 Define and standardise reports on work load, and inspectorate activities	Internal Activity   Measure and monitor	-	-	-	-	-	-
	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 assistance at TGI and HI	Monitor the effectiveness of outsourced ICT	-	-	-	-	-	-

Objective 2: Ensure that justice is administered fairly, effectively and efficiently									
Expected results	Strategies	Activities	Description	2008-09	2009-10	2010-11	2011-12	2012-13	Total cost
		courts	maintenance Increase staff only when there is a business case						
		2.1.2.2 Organisation of the training of administrative support staff	Short courses designed to create internal management and coordination efficiencies for support staff	16,500,000	33,000,000	33,000,000	33,000,000	33,000,000	<b>148,500,000</b>
		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	<b>99,000,000</b>
		2.1.2.4 Mobilize and Second of judges from courts that	Travel allowance	50,000,000	100,000,000	100,000,000	100,000,000	100,000,000	<b>450,000,000</b>

Objective 2: Ensure that justice is administered fairly, effectively and efficiently									
Expected results	Strategies	Activities	Description	2008-09	2009-10	2010-11	2011-12	2012-13	Total cost
		have a lesser workload to help clear backlogs in other Courts	and honorarium for secondment						
		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	-	-	-	<b>528,000,000</b>
		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 time to deal with backlogs	Influence the change in law	-	-	-	-	-	-
		2.1.2.7 Increase the number of inspectors (currently only 4) to evaluate the quality of judgments - establish a ratio of inspectors to courts of 1:10	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	<b>292,800,000</b>
		2.1.2.8 Establish Basic Judicial Skills with the 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	44,000,000	88,000,000	88,000,000	88,000,000	88,000,000	<b>396,000,000</b>

Objective 2: Ensure that justice is administered fairly, effectively and efficiently									
Expected results	Strategies	Activities	Description	2008-09	2009-10	2010-11	2011-12	2012-13	Total cost
			common and specialized modules						
		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 order to increase their effectiveness at work	22,000,000	44,000,000	44,000,000	44,000,000	44,000,000	<b>198,000,000</b>
		2.1.2.10 Organisation of advanced internships and study visits for judges and all judicial staff	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	<b>112,612,500</b>
		2.1.2.11 Review terms and conditions of judges, registrars and inspector, to	Increase employment benefits of	-	-	-	-	-	-

Objective 2: Ensure that justice is administered fairly, effectively and efficiently									
Expected results	Strategies	Activities	Description	2008-09	2009-10	2010-11	2011-12	2012-13	Total cost
		assist retaining of judges	professional staff of judiciary by including post employment benefits						
		2.1.2.12 Participate in effort and initiatives to enhance the capacity and effectiveness of ILPD e.g. through knowledge sharing	Cross Cutting Justice Sector Activity	-	-	-	-	-	-
	2.1.3 Re-organise the court structure and proceedings to increase workload efficiency	2.1.3.1 Review organisation structure to increase number of lower instance courts, since commercial courts have been introduced to decrease work load on higher instance courts	Internal Review	-	-	-	-	-	-
		2.1.3.2 Promote alternative dispute resolution mechanisms by courts encouraging parties to settle cases outside court	Cross Cutting Justice Sector Activity	-	-	-	-	-	-
		2.1.3.3 Develop capacity of Abunzi system	Cross Cutting Justice Sector Activity	-	-	-	-	-	-

Objective 2: Ensure that justice is administered fairly, effectively and efficiently									
Expected results	Strategies	Activities	Description	2008-09	2009-10	2010-11	2011-12	2012-13	Total cost
		2.1.3.4 Avoiding 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	<b>74,250,000</b>
		2.1.3.5 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	<b>66,000,000</b>
		2.1.3.6 Conduct Sensitization Training of key judiciary staff on the frontline of generating, capturing and reporting on judicial statistics	Establish a programme to train the judiciary to generate, maintain and report on improved statistics as a basis of judicial planning	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	<b>55,000,000</b>

<b>Objective 2: Ensure that justice is administered fairly, effectively and efficiently</b>									
<b>Expected results</b>	<b>Strategies</b>	<b>Activities</b>	<b>Description</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>Total cost</b>
		2.1.3.7 Establish 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	<b>134,502,500</b>
		2.1.3.8 Creation and reinforcement 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	<b>92,812,500</b>
		2.1.3.9 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 , 4 quarters annually	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	<b>50,000,000</b>
		2.1.3.10 Publication of a collection of jurisprudence	Design and printing of jurisprudence annual collection and support real-	62,500,000	62,500,000	62,500,000	62,500,000	62,500,000	<b>312,500,000</b>

Objective 2: Ensure that justice is administered fairly, effectively and efficiently									
Expected results	Strategies	Activities	Description	2008-09	2009-10	2010-11	2011-12	2012-13	Total cost
			time online access						
		2.1.3.11 Build capacity of the internal audit department (internal control department)	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	<b>86,400,000</b>
2.2 Improved 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)	-	-	-	-	-	-
		2.2.1.2 Develop case law management and reporting system	Review and Implement existing plan	-	3,300,000	3,300,000	-	-	<b>6,630,000</b>
		2.2.1.3 Creation of case management system and training of judges and judicial staff in computerised management of case files	Review and Implement existing plan (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)	-	-	-	-	-	-

Objective 2: Ensure that justice is administered fairly, effectively and efficiently										
Expected results	Strategies	Activities	Description	2008-09	2009-10	2010-11	2011-12	2012-13	Total cost	
	2.2.2 Establish a Judicial Reference Knowledge Centre - the National Centre for Access to Legal Information (NCALI): 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	<b>1,766,000,000</b>	
		2.2.2.2 Support Remuneration for the centre	Support under the ordinary budget	94,000,000	116,000,000	140,000,000	143,000,000	150,000,000	<b>643,000,000</b>	
		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	<b>694,000,000</b>	
		2.2.2.4 Improve provision of modern equipments to all courts. These include communication and recording systems and supporting auxiliary equipment	Cover under the sector ICT plan	-	-	-	-	-	-	-
		2.2.2.5 Complete the infrastructure of courts by 2010	Complete the construction, extension and rehabilitation of courts still going on. 30% of 2,743,880,815 still to be completed	274,388,082	274,388,082	274,388,082				<b>823,164,245</b>
	2.2.3 Improve Court Physical Capacity	2.2.3.1 Rehabilitation and Extension of Courts (26 courts)	Existing Funds (EU   CTB   Pays Bas) -	411,579,122	411,579,122	-	-	-	<b>823,158,245</b>	

Objective 2: Ensure that justice is administered fairly, effectively and efficiently									
Expected results	Strategies	Activities	Description	2008-09	2009-10	2010-11	2011-12	2012-13	Total cost
			assume 30% goes on rehabilitation and extension while 70% goes on new courts (Existing Envelop: Rwf 2,743,880,815)						
		2.2.3.2 Construct New of Courts (22 courts)	Existing Funds (EU   CTB   Pays Bas) - assume 30% goes on rehabilitation and extension while 70% goes on new courts	960,351,285	960,351,285	-	-	-	<b>1,920,702,571</b>
		2.2.3.3 Construct New of Courts: 3 (TB)   2 (C-Courts)	Source Funds to construct 5 additional courts	-	525,000,000	525,000,000	-	-	<b>1,050,000,000</b>
		2.2.3.4 Develop an elaborate inspection manual to promote monitoring and	Consultancy to develop a Court	-	5,500,000	-	-	-	<b>5,500,000</b>

Objective 2: Ensure that justice is administered fairly, effectively and efficiently									
Expected results	Strategies	Activities	Description	2008-09	2009-10	2010-11	2011-12	2012-13	Total cost
		evaluation	inspection manual						
	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 Improve the execution of judgements in collaboration with other actors in the sector through information sharing	Sector wide collaborative activity	-	-	-	-	-	-
		2.2.4.3 Reinforce legal framework that promotes free media	Sector wide collaborative Activity	-	-	-	-	-	-
		2.2.4.4 Review the law of COCJ currently ending in 2009	Sector wide collaborative activity	-	-	-	-	-	-
		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	-	-	-	<b>33,000,000</b>

Objective 2: Ensure that justice is administered fairly, effectively and efficiently									
Expected results	Strategies	Activities	Description	2008-09	2009-10	2010-11	2011-12	2012-13	Total cost
		2.2.4.5 Develop and 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	-	-	-	-	-	-
		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 Modernize 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	-	-	-	-	-	-
		<b>Sub-total</b>		<b>3,250,028,489</b>	<b>3,709,753,489</b>	<b>2,111,813,082</b>	<b>936,330,000</b>	<b>964,447,500</b>	<b>10,972,372,560</b>

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

Expected results	Strategies	Activities		Schedule					Total cost
				2008-09	2009-10	2010-11	2011-12	2012-13	
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 Develop a common vision on the concept and meaning of independence of judiciary among judges and judicial staff through awareness and education sessions to cover all judges and judicial staff annually	Support through above judicial training and study exchanges   hold public debates and awareness campaigns	-	-	-	-	-	-
		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	-	-	-	-	-	-
		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	-	-	-	-	-	-

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

Expected results	Strategies	Activities		Schedule					Total cost
				2008-09	2009-10	2010-11	2011-12	2012-13	
	3.1.2 Improve the reputation and perception of the independence of the judiciary to the public	3.1.2.1 Organise open door days ( 1 week in the annual calendar) to the public to increase understanding of the public of the working of national justice institutions and to receive inputs from the public	Support the established judicial comprehensive communication strategy	-	-	-	-	-	-
		3.1.2.2 Organisation of information workshops for political and administrative leaders on the independence of the judiciary	Support the established judicial comprehensive communication strategy	-	-	-	-	-	-
		3.1.2.3 Communicate with public and other stake holders to have common vision on independence of judiciary	Support the established judicial comprehensive communication strategy	-	-	-	-	-	-
		3.1.2.4 Popularise laws on corruption and accountability through public education	Support the established judicial comprehensive communication strategy	-	-	-	-	-	-
		3.1.2.5 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	-	-	-	-	-	-

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

Expected results	Strategies	Activities	Schedule					Total cost	
			2008-09	2009-10	2010-11	2011-12	2012-13		
		3.1.2.6 Improve the welfare of judicial staff through non-monetary motivations, e.g. improved work environment and conditions	Establish a housing scheme to improve judicial personnel's accommodation needs	-	-	-	-	-	-
			Establish a transport support scheme for the Judiciary personnel	-	-	-	-	-	-
		3.1.2.7 Develop 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, MINIJUST. This will reinforce the need to have an efficient sector and to clearly define responsibilities to the public on roles of each in effective administration of justice to improve public perception and reputation.	Sector wide Activity	-	-	-	-	-	-
		3.1.2.8 Define acceptable service levels of actors within the sector	Sector wide Activity	-	-	-	-	-	-

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

Expected results	Strategies	Activities		Schedule					Total cost
				2008-09	2009-10	2010-11	2011-12	2012-13	
		3.1.2.9 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		Schedule					Total cost
				2008-09	2009-10	2010-11	2011-12	2012-13	
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 Define and agree on programmes of work and roles of the partners	Sector wide activity	-	-	-	-	-	-
		4.1.1.3 Define and agree on related accountability and reporting guidelines	Sector wide activity	-	-	-	-	-	-
		4.1.1.4 Identify SWAp and Judiciary specific activities for effective development partner participation	Sector wide activity	-	-	-	-	-	-
		4.1.1.5 Align partner participation to EDPRS priorities	Sector wide activity	-	-	-	-	-	-
		4.1.1.6 Identification of lead donor agencies and define their roles	Sector wide activity	-	-	-	-	-	-
4.2 Effective working relationship and communication between actors in the justice sector to achieve operational efficiency in turning round cases and	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 Review and update document for the framework	Sector wide activity	-	-	-	-	-	-
		4.2.1.1.2 Active participation in the	Sector wide activity	-	-	-	-	-	-

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

Expected results	Strategies	Activities	Schedule					Total cost
			2008-09	2009-10	2010-11	2011-12	2012-13	
improving the quality of judgement		sector secretariat						-
		4.2.1.2 Hold regular meetings (quarterly) to discuss issue affecting the effectiveness of the justice sector with updates from each actor	Sector wide cctivity	-	-	-	-	-
		4.2.1.3 Reinforce legal framework to support anti-corruption monitoring mechanisms	Sector wide activity	-	-	-	-	-
		4.2.1.4 Develop communication strategy to be adopted in dealing with actors in the justice sector	Sector wide activity	-	-	-	-	-
		4.2.1.5 Reinforce legal framework that supports of civil society organisations participation in the sector	Sector wide activity	-	-	-	-	-
		4.2.1.6 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	-	-	-	-	-
		4.2.1.7 Participate in sector efforts to sensitise the population on	Sector wide activity	-	-	-	-	-

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

Expected results	Strategies	Activities	Schedule					Total cost
			2008-09	2009-10	2010-11	2011-12	2012-13	
		human rights						
		4.2.1.8 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	-	-	-	-	-
		4.2.1.9 Organisation of meetings with ministries concerned with the mobilisation of funds	Sector wide activity	-	-	-	-	-
		Sub-total		-	-	-	-	-

<b>SUMMARY COSTING OF ACTIVITIES</b>	<b>2008-9</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>TOTAL</b>
<b>Grand total</b>	<b>3,741,328,489</b>	<b>4,347,738,489</b>	<b>2,508,804,082</b>	<b>1,363,081,000</b>	<b>1,378,088,500</b>	<b>13,339,040,560</b>

## 10.2 Visioning workshop list of attendants

**Date** 02-Apr-08  
**Venue:** Novotel - Kigali

No.	Name	Institution	Function
01	Bucyana Guillaume	USAID	
02	Tyre Ferrell	USAID	
03	Orrico Jennifer	US Embassy	
04	Christine Umutoni	UNDP	
05	Anne Gahongayire	Supreme Court	Secretary General
06	Fred Gashemeza	Supreme Court	ICT Director
07	Kayigire Francois	Supreme Court	Planning Director
08	Kemayire Jean Paul	Supreme Court	Planner
09	Mukamulisa Therese	Supreme Court	Judge
10	Mukamurenzi Beatrice	Supreme Court	Registrar
11	Mukanyundo Patricie	Supreme Court	Judge
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	Robert	Rwanda Citizens Network	
19	Justice Johnston Busingye	President High Court	President of the High Court
20	Habimana Jean Damascene	PGR	Secretary General
21	Cees Cramer	Netherlands Embassy	Finance Department
22	Gashumba Nadia	Ministry of Justice	Political Sectorielle
23	Alphonsine Mirembe	JCSC	Coordination Officer
24	Emmanuel Butare	In Charge of Training	Ministry of Justice
25	Vastina R. Nsanze	ILPD	Rector
26	Geoffroy Veronique	European Union	Attache
27	Quirine A.J. Timmerman	Embassy of Netherlands	Policy
28	Venancie Twagiryezu	Chief Registrar	Supreme Court
29	Uwicyeza Bernadette	CEDP/BM	Project Manager
30	Dirk Duprez	BTC   CBT	
31	Xarir Merat	Avocat Sans Frontier	Director
32	Karol Limondin	Danish Institute of Human Rights	Director

No.	Name	Institution	Function
33	Gasigwa Theodald	Supreme Court	
34	Rwatangabo Pascal	Supreme Court	Documentation and Research
35	Ramdin Anjaleeden	Commercial Court	Judge
36	Ndangiza Madina	RCN - Justice and Democracy	
37	Wilkinson Bonny	UNDP	
38	Ruhinda Mae	Mininter	