

REPUBLIC OF RWANDA



THE JUDICIARY OF RWANDA

P.O. Box: 2197 Kigali

STRATEGIC PLAN 2018 – 2024



“Timely and Quality Justice for Transformational Governance”
www.judiciary.gov.rw

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LIST OF ABBREVIATIONS

1	ADR	Alternative Dispute Resolution
2	CBJP	Capacity Building of Judiciary and Prosecution Project
3	CoA	Court of Appeal
4	DP	Development Partners
5	EAC	East African Community
6	EDPRS	Economic Development and Poverty Reduction Strategy
7	GBV	Gender Based Violence
8	GoR	Government of Rwanda
9	ICT	Information and Communication Technology
10	IECMS	Integrated Electronic Case Management System
11	ILPD	Institute of Legal Practice and Development
12	JRLOS	Justice, Reconciliation, Law, Order and Safety Sector
13	KIAK	Kigali International Arbitration Centre
14	LAN	Local Area Network
15	MINALOC	Ministry of Local Government
16	MINIJUST	Ministry of Justice
17	MSS	Managed Security Service
18	NIDA	National Identity Agency
19	NST	National Strategy of Transformation
20	PRSP	Poverty Reduction Strategy Paper
21	RBA	Rwanda Bar Association
22	RBM	Result Based Management
23	RCS	Rwanda Correction Service
24	RGB	Rwanda Governance Board
25	RIB	Rwanda Investigation Bureau
26	RISA	Rwanda Information Security Agency
27	RLMUA	Rwanda Land Management and Use Authority
28	RNRA	Rwanda Natural Resources Authority
29	SDGs	Sustainable Development Goals
30	SPIU	Single Project Unit
31	SSP	Sector Strategic Plan
32	USAID	United State Agency for International Development

EXECUTIVE SUMMARY

The Judiciary Strategic Plan 2018-2024 is the tool developed to guide interventions towards the achievement of its vision of providing timely and quality justice. The achievement of these strategic plan objectives will contribute to the Justice Sector goal of enhancing rule of law by strengthened universal access to quality justice. The performance of Judiciary characterised by timely and quality justice is the backbone contribution to attain the transformational governance pillar of National Strategy for Transformation (NST I).

The elaboration of this plan was based on a structured approach driven by Judiciary management. A participatory approach was adopted engaging internal and external stakeholders' views to maximize their contributions to this strategy.

After analysing the current performance and achievement, taking into consideration the challenges and the vision of Judiciary focusing on timely and quality justice, the following strategic objectives were retained:

1. Deliver timely and quality judgments by improving case management cycle;
2. Improve court service delivery by strengthening the use of IECMS and other court technologies;
3. Improve working conditions by providing decent court buildings;
4. Enhance professionalism and specialisation of judicial staff;
5. Enhance communication and public relations to boost citizen trust and linkage with stakeholders.

This process generated a strategic plan comprising six of chapters:

The first chapter contains the background for the elaboration of this plan, methodology applied and a point related to the mandate of Judiciary, organization and competence of courts.

The second chapter covers the situational analysis based on the current performance of Judiciary and existing challenges. It examines also the strategic orientation at global, regional, national and Justice Sector level as well as justice policies. It explores the future demand of Judiciary services based on past twelve years and projections of expected development in terms of population and socio- economic growth.

The third chapter focuses on strategic orientation, vision, mission, core values, strategic objectives, crosscutting areas and logical framework.

The fourth chapter portrays the strategic plan implementation. It covers implementation schedule, coordination and communication mechanism, analysis of risk factors and mitigation measures.

The fifth chapter contains the monitoring, evaluation and reporting approach.

The sixth chapter determines the estimated cost for strategic plan interventions to be financed by government and development partners.

CHAPTER ONE: INTRODUCTION

This chapter describes the background for elaboration of this strategic plan in section one. In section two, it focuses on methodology applied and section three presents Judiciary mandate, organization and competence of courts.

1.1 Background

Strategic planning is a preferred approach in Rwandan governance to have an accurate plan to achieve national development agenda. Since the year 2000, Rwanda elaborated its vision aiming at transforming Rwanda into a middle income country by year 2020. Subsequently, five years strategies were elaborated to achieve the Vision 2020. Those strategies are Poverty Reduction Strategy (PRSP) 2002-2006, Economic Development and Poverty Reduction Strategy I (EDPRSI) 2007-2012 and EDPRSII 2013-2018. In this line, the Justice Sector too elaborated its Sector Strategic Plans to tackle the rule of law challenges and to pave the way for national socio-economic development. The Rwandan Judiciary has followed the same practice to align its strategies to National priorities and to play its role to guarantee the Rule of Law which is a primary prerequisite for national development.

After the judicial reform of 2004, Judiciary elaborated its first strategic plan to lead its vision covering 2005-2007. This strategy focused on reducing case backlog, reinforcement of judicial independence, building the capacity of judicial staff and infrastructure development. This plan was followed by the 2009-2013 strategy aimed at reinforcing the previous strategic plan achievement and to enhance the effective and independent Judiciary. This strategy was succeeded by the 2013-2018 strategic plan with primary goal of delivering timely, quality justice and accelerating the use of ICT in administration of justice.

As vision 2020 is concluding in two years from now, Rwanda has embarked on Vision 2050 aiming at making Rwanda an Upper Middle Income Country by 2035 and a High Income Country by 2050. To

implement this vision, Rwanda has elaborated the National Strategy for transformation (NST1) 2018-2024. The Justice Sector has also prepared Sector Strategic plan III aligned to the NST1.

In this regard, the Judiciary has prepared its strategic plan as a tool to better serve in its position as the pillar of Rule of Law and Governance that is required to achieve the Nation's vision 2050.

This strategy will set the overall goals for Judiciary over the coming six years and will devise the strategies to achieve these goals. It draws the trajectory that Judiciary will follow and set priorities to achieve its mission. The following strategic objectives were retained as priorities to achieve the set vision:

1. To deliver timely and quality judgment by improving case management cycle
2. To Improve court service delivery by strengthening the use of ICT especially IECMS and court technologies
3. To improve working conditions by providing decent court buildings
4. To improve resources management by enhancing professionalism, specialisation and welfare of judicial staff
5. To enhance communication and public relations to boost public trust and linkage with stakeholders.

This strategic plan will provide the strategies, interventions, set targets, indicators to monitor and evaluate the achievement of these strategic objectives.

1.2 Methodology

The elaboration of this strategic plan followed a systematic and participative approach in order to:

- Achieve active involvement of the stakeholders and build consensus on the strategic objectives and initiatives;

- Identify issues in the Judiciary considered during the elaboration of JRLOS Strategic plan III and NST 1;
- Align this strategy with National, regional and global goals.

To achieve these objectives, a structured and phased approach was adopted. Desk review of reports, policy documents, benchmarking and various literature on the functioning of the Judiciary was carried out.

The consultative approach included face-to-face consultations, working sessions brain storming and circulation of the draft strategy to actors in the Judiciary for their views and ideas. This was aimed at collecting feedback and ensuring that the strategy was aligned to Judiciary's needs and wide national priorities. The results of this consultative process were presented to heads of institutions and key stakeholders.

1.3 Judiciary's mandate, organization and competence of courts

Constitutional Mandate and Authority of the Judiciary

Article 43 of the Constitution of Rwanda entrusts the Judiciary with the mission of protection of rights and freedom. Article 148 provides that judicial authority is vested in the Judiciary composed of ordinary Courts and specialized Courts.

Governance of the Judiciary

According to Article 149 of the Constitution of 2003 revised in 2015, the High Council of the Judiciary is the Supreme governing organ of the Judiciary. It sets general guidelines governing the organization of the Judiciary.

Independence of Judiciary

The article 150 consecrates the Independence of the Judiciary as follows: *"The Judiciary is Independent and exercises financial and administrative autonomy"*.

Principles of the Judiciary's system

Article 151 gives details of the principles governing the Judiciary's system in the following terms:

- 1° Justice is rendered in the name of the people and nobody may be a Judge in his or her own cause;
- 2° Court proceedings are conducted in public unless the Court determines that proceedings be held in *camera* in circumstances provided by the law;
- 3° Every judgment must indicate its basis, be written in its entirety, and delivered in public together with the grounds and the decision taken;
- 4° Court rulings are binding on all parties concerned the public authorities or individuals. They cannot be challenged except through procedures determined by law;
- 5° In exercising their judicial functions, judges at all times do it in accordance with the law and are independent from any power or authority.

The implementation of these principles is reflected in the performance of the Judiciary and is assessed against two yardsticks:

- The time it takes to dispose the case
- The quality of judgements.

Organization and Competence of Courts

Article 152 of Rwanda constitution of 2003 as revised in 2015 provides that courts consist of Ordinary and Specialized Courts. Ordinary Courts are comprised of the Supreme Court, Court of Appeal, the High Court, Intermediate Courts and Primary Courts. Specialized Courts are comprised of Commercial Courts and Military Courts. An organic law may establish or remove an ordinary or specialized court.

The courts have two levels of appeal in the following hierarchy from the lower to the highest Court:

Primary Courts: There are 41 Primary Courts and they rule over original civil and criminal matters as defined in the law that determines the Organization, functioning and competence of courts.

Intermediate Courts: There are 12 intermediate courts in the country. The Intermediate Courts have both original and appellate jurisdiction in civil, criminal and administrative matters.

High Court: The High Court is based in the City of Kigali and has five chambers located in Musanze, Nyanza, Rwamagana and Rusizi which have both original and appellate jurisdiction in civil, criminal and administrative matters. The fifth chamber is the specialized chamber dealing with International Crimes.

The commercial courts are:

Commercial court: Has original Jurisdiction over commercial cases

Commercial High Court: Has the appellate jurisdiction over commercial cases

Military courts include:

The Military Court

The Military High Court

Court of Appeal: The Court of Appeal adjudicates on appeal level cases handled by the High court, the Commercial High Court and the Military High Court in accordance with the relevant laws.

Supreme Court: The Supreme Court is the highest court in the country. Its territorial Jurisdiction covers the entire territory of the Republic of Rwanda. It has original and appellate Jurisdiction in Civil, Criminal, Commercial and Administrative matters as defined by the law n°30/2018 of 02/06/2018 determining the jurisdiction of courts.

The Judiciary is under the authority of the High Council of Judiciary which is chaired by the Honourable Chief Justice who is also the President of Supreme Court. Each court is led by a President. The courts are supported with the Administration staff under the Secretary General's Services.

This chapter has given the historical planning process within Judiciary in line with national planning process. It has recalled the organization, functioning and governance of Judiciary. The following chapter analyses the strengths, weaknesses, challenges and opportunities to be considered for defining the strategic orientation of Judiciary over 2018-2024.

CHAPTER TWO: SITUATIONAL ANALYSIS

This chapter analyses the current status of Judiciary, achievements and challenges in section one. In section two, it examines also the strategic orientation at global, regional, national and Justice Sector level in order to determine the contribution of Judiciary to national development agenda. The section three, based on past twelve years and projections of expected development in population and socio- economic growth, present the possible impact on Judiciary services.

2.1 Current performance and challenges

The Judiciary has been following the vision of providing timely and quality justice over the concluded strategic plan. This plan was built around the following strategic objectives:

Objective 1: To improve service delivery at all court levels and boosts confidence in the adjudication process;

Objective 2: To deliver quality and timely judgments;

Objective 3: To give special attention to genocide and other international crimes

Objective 4: To enhance skills and knowledge of judicial Officers and provide conducive work environment

Objective 5: To strengthen partnerships with Judiciary stakeholders

The following sub sections reviews the past achievements and challenges.

Use of ICT in delivery of Justice: Achievement and challenges

Achievement

- Since the Judicial reform of 2004, the Judiciary adopted ICT as an enabling tool for administration of justice delivery which led to the introduction of RDJ (Registre de Dossier Judiciaire) in 2006. In 2011 the Judiciary introduced the Electronic Filing

System (EFS) to automate the filing of cases in Courts. The experience of these innovations was helpful but limited in capacity to achieve the set objectives. Hence, in January 2016, Judiciary deployed the Integrated Electronic Case Management System (IECMS) which is a sector wide system that caters for case filing, adjudication and execution. IECMS was deployed in three phases and is now used in all courts in the country.

- Other Judicial support departments also use technology to improve efficiency and contribute to administration of justice such as “invictus” for asset management, IFMIS (Integrated Financial Management Information System) for financial management and IPPIS (Integrated Payroll and Personnel Information System) for human resource management.

Challenges /shortcomings:

There have been recurrent issues hindering the maximum use of ICT especially the use of IECMS, notably;

- Insufficient basic equipment such as computers, Printers, photocopiers and scanners,
- Unstable electricity and limited back up (Generators);
- High cost of internet that limits the amount of bandwidth that is used in courts;
- Old Local Area Network (LAN) and Lack of LAN in some courts;
- Lack of internet back up;
- Limited number of specialized IT staff;
- Low level of basic computer skills for end users;
- Lack of dedicated team to manage IECMS and succession plan;
- The low ratio of IT support staff compared to the number of staff to be supported (8:710 i.e. 1:89 ~ 8 IT staff supporting 710 court staff implying that 1 IT staff supports 89 court staff) in courts scattered in different parts of the country (8:83 i.e. 1:10 ~ 8 IT staff supporting 83 courts implying that 1 IT staff supports 10 courts). Additionally, these 8 IT staffs provide support to all litigants in the use of IECMS;

- Limited skills and unsatisfactory IT support services from outsourced IT maintenance and support companies;
- Limited network monitoring and security;

Easy access on Services offered to court users

Achievement

One of the objectives of the Judiciary is to ease the accessibility of court services and offer the highest quality of services to court users.

- Currently, court users access almost all court services online through IECMS such as case filing, appeal, online case pleading submissions, online summoning, court schedules, court proceedings, free access to copies of judgments and online helpdesk among others. Users also access court information through the judicial website and they can brain storm on legal aspect ideas through the Judiciary blog. The judiciary also facilitates users by providing them with manuals and training videos in both English and Kinyarwanda to help them access online services.
- The use of technology has improved access to court services in last five years.
- The percentage of people coming to courts for case filing has considerably reduced from 23% in 2012/13 to 0% in June 2017/2018.
- The proportion of cases electronically filed increased from 24.3% in 2012/2013 to 100% in 2017/2018

Challenges/shortcomings

- The cost of lawyer's services is unaffordable for some citizens and it becomes difficult for them to access to court services;
- Some citizens are not aware of the courts' progress as far as service delivery is concerned;

- Some litigants do not know yet the use of IECMS;
- Some court services are still offered physically such as execution stamp (Kashempuruza), Copies of judgement, citizen complaints to the inspection of courts;

Timely Justice: Achievements and challenges

Achievements:

- Case processing has been faster and made easier with the introduction of IECMS where services such as case filing, summoning, free access to case documents and proceeding notifications are instantly and seamlessly offered online. This has not only reduced time but also has reduced the cost of delivering and receiving Justice. Figures from Judiciary Annual Reports show tremendous progress to reduce the average time a case takes in courts throughout 2013-2018.
- The average time a new case waits to start hearing reduced from 7 months in 2011-2012 to 4 months in 2017-2018.
- Case adjournment has also reduced from 29.78% adjourned cases in 2012-2013 to 11.31 % in 2017/2018
- The number of cases judged has increased from 50,040 in 2012-2013 to 67,992 in 2016 – 2017 while case backlog in courts has reduced from 42% in 2012-2013 to 25% in 2017/2018

Challenges:

- The Judiciary faces a challenge of increasing numbers of filed cases representing 26.5% increase from 2015-2016 to 2017-2018. The increase is mainly due to changes in Law establishing jurisdiction and competence of Mediation Committee which sent all petit criminal cases in courts. There is also an increase of commercial transaction activities due to economic development.
- Although the case backlog has generally reduced, there are still challenges of case backlog in the Supreme Court and Primary

Courts with the rate of 77% and 28% respectively by June 2017. It is expected that the merging of Primary courts and creation of Court of Appeal will ease the burden of case backlog in these courts.

- In addition, there is still a limited number of Judges and Registrars especially in Primary Courts
- There is still a challenge of case adjournment mainly caused by limited skills in the use of IECMS, limited equipment as well as internet and electricity downtime.

Quality Justice: Achievements and Challenges

Achievements:

- Quality Justice is assessed by the criteria of consistency in rendering judgments. The rate of overturned cases reduced from 28% in 2011-2012 to 8% in 2017-2018. This indicates an improved understanding of legal issues and their solutions at different court levels.
- With regard to Independence, Rwanda was ranked the 25th out of 138 countries assessed according to Global Competitiveness Report of 2017 published by World Economic Forum. The Citizen Report Card of 2017 published by RGB, reports that the independence of Judiciary is at 65, 4 %.
- According to the Citizen Report Card of 2017 published by RGB, 52.3% appreciate the impartiality of courts while 63.7% appreciate the fight against corruption in courts. While 67.3% of respondents say that there is no injustice in courts. With regard to trust, 85.8% trust in court functioning.
- In order to minimize the possibility of injustice in the court system, the law has instituted the mechanism for special review of cases indicating there may be injustice. From 2012 to June 2017, Judiciary has received 342 cases, among which 135 were judged and 65 rejected by Inspection, where 50.5% were found to include injustice meaning that, in all cases submitted to

Ombudsman, the occurrence of injustice is at 3% meaning that is 50.5% of 5.9% of cases sent to Supreme Court by Ombudsman.

Challenges:

- There are still low levels of specialized knowledge, skills in legal branches.
- Most of recruited Judges in Primary courts are fresh graduates, without experience and limited skills,
- Low levels of remuneration which does not attract qualified and experienced Judges,
- Challenge of the curriculum that does not respond to the judicial work requirements,
- The occurrence of injustice cases indicates the possibility of corruption or incompetence that needs to be addressed,
- Incidences of corruption and questionable behaviour among court staff, since 2004 to June 2017, 37 judicial staff were dismissed due to corruption related behaviours,
- The percentage of citizen expressing satisfaction with impartiality of courts is still low; 53.2% while 13.5% were not satisfied (CRC 2017), report.

Court Infrastructures, equipment, ICT, Human and Finance Resources.

Achievements:

Infrastructure development

New Court buildings were put in place. These include Nyanza High Court and High Court Chamber for International Crimes, Commercial High court and Commercial Court of Nyarugenge. Security control room and Genocide Memorial site (Judiciary, National Public Prosecution Authority and Ministry of Justice) were also built. In addition, 15 courts were rehabilitated including Supreme Court roof , 7 Intermediate Courts; Rubavu, Muhanga, Huye, Rusizi, Gasabo, Gicumbi, Karongi and 2 High Court chambers Rusizi and Musanze, and 5 primary courts; Kabaya, Bwishyura, Gihango, Ruhango – Rutsiro and Muhoza.

Equipment:

Power supply equipment was provided to courts; 8 generators were purchased, security equipment and furniture (office chairs, court stands, benches, shelves and tables) were acquired.

ICT infrastructure and equipment:

During the past years, the Judiciary has strived to connect all courts to high speed internet. Currently 57 courts out of 64 are connected to fibre internet, 1 connected to 3G broadband and 6 courts are connected to 4G LTE.

Currently, every court staff has a computer; each court has at least 1 court room equipped with computers, UPS, printer and internet.

6 courts are equipped with 7 video conferencing facilities,

4 courts have 6 digital court recording systems (DCRS),

3 courts have digital evidence presentation facilities,

23 higher courts from Intermediate Courts are equipped with display monitors,

There are 2 witness protection facilities in 2 courts and 1 live streaming for the Supreme Court hearing sessions

Human Resources Development:

- 103 female judges and 152 male judges were trained in legal practice June 2017
- 52 Judges are undertaking legal specialization courses in the following fields; Persons and family law in practice (20 Judges), Corporate law and insolvency practices (3 Judges), Practice aspect of economic and financial crimes (10 Judges), Practical aspect of contract and torts (11 Judges), International crimes and genocide ideology (4 Judges), Banking legal practices (4 Judges).

- Other professional courses provided were in line with human resources management (IPPIS), financial management (IFMIS, ACCA and CPA), procurement law and contract management were dispensed to administrative personnel of Judiciary,
- Itorero for the Judiciary’s personnel was conducted.
- 4 guidelines and bench books were developed:
 - Bench book on international crimes
 - Guidelines on damages
 - Guidelines on sentencing guidelines
 - Caselaw on cases frequently submitted to courts

Financial Resources Management:

The Judiciary has benefited from the budget funded by the Government of Rwanda, the Kingdom of Netherlands and Investment Climate Facility for Africa.

During the past 5 years, the judiciary has obtained one unqualified audit report and one “except for” report given by Office of Auditor General and 6 unqualified audit reports for Projects (2 ICF and 4 Dutch Projects).

Challenges:

- Some court buildings are very old and no longer appropriate for court use;
- Budget constraint for renovations, construction, capacity building and office equipment;
- Insufficient and very old equipment;
- Insufficient number of staff (Career Judges, Registrars and IT staff);

Communication and Public Relations and linkage with stakeholders

Achievements:

- The use of website and social media (Twitter) to communicate to the public was progressively improved,
- Press conferences, talk shows (live and recorded) on court processes,

Event management:

- Several events such as launching of Judicial year, anticorruption campaign, EAMJ conference, launch of IECMS were organised along the years,
- The Judiciary's service charter was updated and published.

Challenges:

- Branding and communication of the Judiciary's functioning to the public is not satisfactory. According to RGS report 2016, 21.7 % of the population has no trust in the court system while the Judiciary reports showed an improvement in quality and speed in judgement delivery over the past years. This gap between improvement in judicial system and population perception is an issue to be addressed in strategy.
- The role of communication and public relation has not been so proactive to bring the image of Judiciary to citizen and stakeholders.

2.2 Activities of 2013-2018 Strategic Plan not implemented

The evaluation of previous strategic plan showed that the following activities were not implemented.

Activity	Way forward
Develop and implement strategy to better serve vulnerable groups (minors, people with disability, the elderly.....)	This activity will continue with new strategic plan
Elaborate and implement specialization guidelines	Areas of specialization has been identified and the option is to train judicial staff in identified fields of specialization
Reestablish the judicial research fund	It is no longer relevant
Produce and disseminate inspection and performance management tools manual	The priority was shifted to development of judicial performance management system and guidelines for performance management are being developed.
Train court managers on planning and court management	The functionalities of IECMS and JPMS will address the need for this activity.
Develop case process mapping	No more relevant due to the use of IECMS
Implement court and individual performance evaluation mechanism framework	The JPMS will care for this priority
Define terms of reference of collaboration	Strategic objective on collaboration with stakeholders is

Activity	Way forward
	part of new strategic plan.
Regularly sensitize and encourage judges and registrars to do research	Catered for in new strategic plan
Continue training and sensitization of judges on the usage of precedent	Catered for in new strategic plan
Produce and publish standard court processes	With the use of IECMS, this activity is no longer relevant
Refurbish the central server room	The policy is to use national data center.

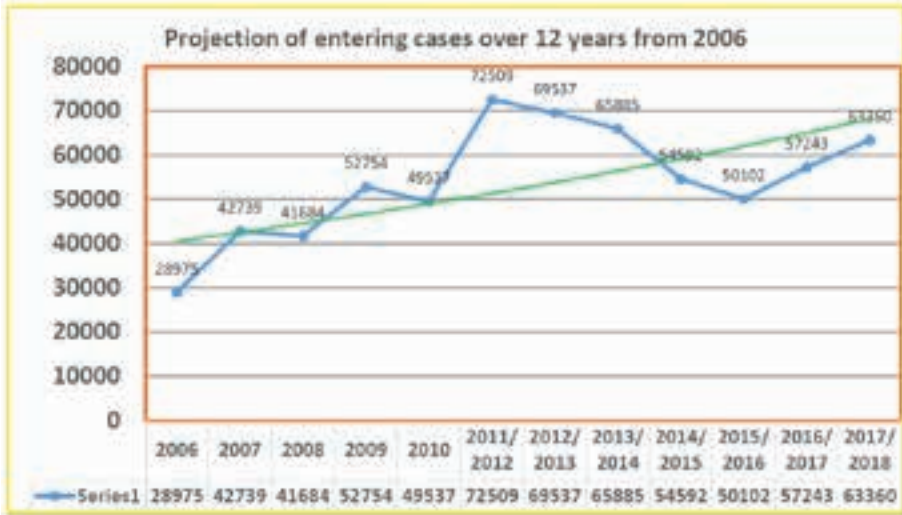
2.3 Projected demand of judiciary's services

The current and projected demand of judicial services can be gauged in the following parameters:

- The number of cases entering courts over the past 12 years and projection of next 12 years;
- The demography trends and their impact on demand of the Judiciary's services;
- The Economic development and its impact on Judiciary's delivery.

The number of cases entering courts over the past 12 years and projection of next 12 years

The trend of filed cases from 2006 to 2018 has more than doubled.



This trending analysis shows that in the next 12 years, the issue of increasing number of filed cases may be persistent and reach to 90000 cases if the current conditions continue to prevail. Considering the number of judges and entering cases, currently one judge has a load of 293 cases per year ie 27cases per month, if this trend of entering cases is not reversed, in 2030, a judge would have a load of more than 313 cases per year that is more than 28.4 cases per month. Adequate strategies will be put in place in this strategy to bend the trend of entering cases over the coming years.

The demographic trend and its impact on demand of Judiciary service delivery

It is projected that the population of Rwanda will be 14,779,042 in 2027, 16, 2332,184 in 2032 and 22,086,371 in 2050 which will press a higher demand on the Judicial service. *“Population and Housing Census 2012 and Demographic Dividend study” 2017.*

The ratio of professional judges to 100,000 populations in Rwanda is currently 2.40. This Ratio is 1.2 in Mauricious, 5.6 Singapore, 2.10 Sweden while Germain 24.6 and Canada 6.5 (see <https://en.actualitix.com/country/wld/professional-judges.php>)

Economic development and its impact on Judiciary service delivery

During the past years, Rwanda's economic development has been unquestionable grown which implies new and complex cases such as investment and commercial contracts, cybercrimes, trans-border crimes, and financial crimes. Therefore, the Judiciary ought to be strengthened and well equipped to be able to handle the pressures and outcomes of the envisaged development.

2.4 Policy Context

Global, regional, national and justice sector policy orientation

This section summarizes the programmes of desired objectives at global, regional, national and Justice Sector level.

The National development agenda was constructed to respond to the aspiration of Rwanda and the global development agenda such as Sustainable Development Agenda, African Union Agenda 2063 and the East African Community Vision 2050. Each of these global strategic orientations has emphasized the role of Justice in achieving the desired development. The programmes where the contribution of Judiciary is relevant captured here.

Global and regional policies:

- Goal 16 of SDGs aims at “promoting peaceful and inclusive societies for sustainable development provide access to Justice for all and build effective, accountable and inclusive institutions at all levels”.
- Goal 11 of African Union 2063 Agenda promotes “democratic values, practices, and universal principles of human rights, justice and the rule of law”;

- Under EAC Vision 2050, the rule of law and law enforcement together with the fight against corruption are targets set for achieving good democratic governance which is the bedrock of growth, poverty eradication and sustainable human development

The strategic plan of the Judiciary will set interventions and targets contributing to the achievement of these global and regional aspirations in line with National and Sector targets.

National Strategy for Transformation (NST) 1:

NST 1 aims at accelerating the transformation to the prosperity set in vision 2050 to make Rwanda an upper middle income country by 2035 and high income country by 2050. NST 1 is built upon 3 pillars of:

- Economic transformation
- Social transformation and
- Transformational governance

The Judiciary is a key player to guarantee that Rwanda upholds the rule of law as a prerequisite for transformational governance.

As defined in NST 1, the Judiciary of Rwanda will have to strengthen the confidence and trust in the Judicial System. Additionally, the issue of case backlogs at Supreme Court and Primary Court levels will be further tackled, and the requirements for optimum use of IEMCs will be provided to uphold Timely and Quality Justice.

Sector Strategic plan 2018-2024

The JRLOS overarching objective is to enhance the rule of law to promote accountable governance and the culture of peace. The JRLOS SSP III is structured around 5 strategic priorities:

- Reinforce Rwandan culture and values as foundation for peace and unity;
- Ensure safety and security of citizens and property;

- Strengthen Justice, Law and Order;
- Enhance adherence to human rights;
- Strengthen capacity, service delivery and accountability of public institutions.

The JRLOS strategy has different strategic interventions to address the above key priorities and the Judiciary will focus on modernisation of criminal, civil, commercial litigation system. The Judiciary will work on the following policy actions stated under SSP III:

- Maximise the use of IECMS;
- Improve professionalism, specialisation and the access to legal information to enhance Quality and Timely Justice;
- Implement court restructuring to enhance court efficiency and effectiveness (Quality and Timely Justice);
- Enhance mediation and reconciliation mechanism.

Justice Sector policy documentation

Anti-corruption Policy:

The end purpose of this policy is” to make Rwanda a country free of corruption while promoting integrity and good governance”. In order to achieve this, it “focuses on people, systems and organizations and on building a culture where integrity is valued and corruption rejected”.

Specifically, this policy places Judiciary among the institutions with mandate of handling corruption cases. It has highlighted the following as challenges in the process of adjudication of these cases:

- Handling corruption cases are so delicate because there is limited hard evidence on the extent and nature of corruption in Rwanda. This has a negative impact in fighting corruption as some of the

culprits are set free. Hence, the deterrent function of a sentence is not fulfilled”.

- Corruption cases needs to be handled in a quick and faster manner but due to the number of cases in our court system; this has proved to be impossible. The end result is that there might be disappearance of evidences incriminating the culprit.

This strategic plan will set strategies to meet the purpose of Anticorruption Policy and address the challenges enumerated therein. This will be of twofold: on one hand, it will set measure to make courts free of corruption by enhancing professionalism and ethical standards of Judges and other judicial staff. On the other hand, it will continue to reduce case backlog in courts and give priority to corruption cases and ensure the sentence provided by law is applied to serve as deterrence in fight against corruption.

Justice for children policy:

This policy purpose is “a responsive and child-friendly justice system that advances the best interests of the child”.

Justice for children requires a supportive legal system that advances the best interests of the child with regard to its functioning and results. In this regard, five key attributes of the justice system are relevant:

1. Contribution to the prevention of injustice;
2. Availability and accessibility of the services provided by the justice system;
3. Friendliness in approach and processes regarding children;
4. Participation and due weight for the voice of children; and
5. Relevance and efficiency of the results of the system’s processes.

“For children, this means that the processes and outcomes of the justice system must:

- Be age appropriate;
- Be familiar, speedy, and diligent;
- Be adapted to and focused on the needs and rights of the child;
- Respect the rights of the child especially the rights to due process, having her or his voice given due weight, and the respect for private and family life;
- Respect and advance the need to enjoy dignified life and treatment.”

The Policy document gives international principles and best practices for justice of children as follows:

Principles	Best Practices
<ul style="list-style-type: none"> ➤ Ensuring that the best interests of the child is given primary consideration; ➤ Guaranteeing fair and equal treatment of every child, free from all kinds of discrimination; ➤ Advancing the right of the child to express his or her views freely and to be heard; ➤ Protecting every child from abuse, exploitation and violence; ➤ Treating every child with dignity and compassion ➤ Respecting legal guarantees and safeguards in all processes; ➤ Preventing conflict with the law as a crucial 	<ul style="list-style-type: none"> ➤ Evidence-based policy formulation ➤ Diversionary measures ➤ Avoidance of child incarcerations wherever possible ➤ Comprehensive and complementary programming ➤ Tailored for diverse groups ➤ Whole-of-government collaboration ➤ Whole-of-community collaboration ➤ Separation of children from adults in the justice system, especially at the police station level and in prisons ➤ Priority given to cases involving children ➤ Ready availability of legal services for children

<p>element of any juvenile justice policy;</p> <ul style="list-style-type: none"> ➤ Using deprivation of liberty of children only as a measure of last resort and for the shortest appropriate period of time 	<ul style="list-style-type: none"> ➤ Special child panels, as opposed to courts for children ➤ Reform to increase prevalence and weight of children’s opinions ➤ Recognition that the justice system is usually not designed for children
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This strategic plan will set interventions to implement the above principles and borrow from some of these best practices.

GBV Policy:

The overall vision of this Policy is to ultimately build a Rwandan society that is GBV-free and, in the interim, to have a Rwandan society that can effectively and efficiently prevent and respond to GBV.

The policy document has outlined clear policy actions, and the following are ones where Judiciary contributes to **Strategic Area 2b: Improve accountability and eliminate impunity for GBV through the following policy actions:**

- ❖ Strengthen the capacity of the legal and judicial systems to process cases in a fair, expedient and just manner;
- ❖ Ensure that there are sufficient numbers of judges and defense lawyers adequately trained to deal with GBV cases;
- ❖ Consider how GBV cases can be handled by courts in a specialized way;
- ❖ Promote transparency of cases and outcomes, while protecting the privacy of the victims;

Judiciary strategic plan is designed to implement the above policy actions.

National Gender Policy:

- This policy has underlined the following justice related issues:

“In justice, women fear taking their cases to courts due to their cultural background that does not encourage them to address relevant issues through courts. Even those who overcome the issue of fear face the challenge of paying for costly legal assistance. It goes without saying that most discriminatory laws have been revised. However, difficulties persist in that the populations are not informed about the gender sensitive laws that have been enacted, nor are they informed about their rights under these laws”

- The overall goal of the National Gender Policy is to promote gender equality and equity in Rwanda through a clearly defined process for mainstreaming gender needs and concerns across all sectors of development.

Judiciary will contribute to implement this policy under program related to Governance and Justice where the following concern will be addressed:

“To ensure gender sensitive representation and effective participation of women and men, girls and boys in decision making positions, at all levels”.

The strategic plan will ensure that its interventions address the gender related concerns.

The National Policy on Unity and Reconciliation

This policy is based on principles of good governance which vehicle the unity and reconciliation among Rwandans. The following are Policy objectives where Judiciary contributes:

- To fight any form of divisionism and discrimination;
 - To fight against genocide ideology;
 - To promote a culture of peace based on trust, tolerance and respect for human rights;

The strategies and interventions identified in this strategic plan will contribute to these objectives of National Unity and Reconciliation policy.

2.5 Stakeholders analysis

This section maps out the stakeholders, their role and responsibilities in achieving Judiciary strategic objectives as described in the following diagram.

Stakeholder	Role and responsibilities
Ministry of Justice	This is the lead ministry of Justice Sector. It has the responsibility of elaborating justice policy.
Ministry of Finance and Economic Planning	The support of MINECOFIN will be to support efforts of resource mobilization for Judiciary interventions.
Parliament	Support the reform of Laws impacting the performance of Judiciary
National Public Prosecution Authority	Contribute to the efforts of reducing cases entering in courts by application of alternative measures provided for by the law.
Rwanda Investigative Bureau	Prepare the dossier well support with evidence to reduce the postponement of cases, and reduce non serious cases entering in courts.
Office of Ombudsman	Serve as ADR institution by Sorting out citizen's complaint before they become litigation.
Rwanda Bar Association	Sensitize lawyers to avoid incidences of cases adjournment with relevant motive.
USAID	Resources support for Judiciary interventions set in this strategy.
Netherlands	Resources support for Judiciary interventions set in this strategy.
Civil Society organizations working in Justice	Educate citizen's benefits of out of court settlement of litigations.

This chapter analysed the strengths of Judiciary demonstrated by current achievements. The current challenges and projected ones, the policy

orientation at global, regional, national and sector level give the orientation of Judiciary priorities.

The following chapter will construct Judiciary objectives and prioritize its interventions to address the identified challenges and to implement the policy objectives highlighted.

CHAPTER THREE: STRATEGIC ORIENTATION OF JUDICIARY 2018-2024

Having identified the progress, challenges and future perspective of the Judiciary as well as the National Commitment to achieve the prosperity in NST 1 and vision 2050, considering its constitutional mandate, Judiciary has reviewed and stated the vision, mission, core values and strategic objectives which will guide its interventions over the period of 2018-2024.

3.1 Vision

An Independent and trusted Judiciary delivering Timely and Quality Justice

3.2 Mission

To dispense Justice in the name of the people with equity and integrity contributing to the strengthening of the rule of law, respect of fundamental liberties and human rights for transformational governance.

3.3 Core Values

- Independence
- Timeliness
- Excellence
- Professionalism
- Impartiality
- Integrity
- Citizen centeredness
- Consciousness

3.4 Strategic Objectives

Strategic Objective one: Deliver timely and quality judgment by improving case management cycle

Timeliness is a key factor which determines the access and at somehow the quality of justice. It goes with the saying “a delayed justice is a denied justice”. Rwanda has decided to offer the justice in reasonable time and the law has set a target of six (6) months for a case submitted to court to be decided upon.

Rwandans deserve not only the timely justice but more indeed the quality justice, the delivery of judgement free of corruption, decided in accordance with laws, where decisions of courts are predictable and consistent.

The case management cycle determines the process through which a case passes through. All issues identified during the situational analysis which hinders the delivery of quality and timely justice will be tackled. Strategies and key interventions has been identified and aligned in logical framework table to ensure that their implementation will lead to the set target of quality and timely justice.

The Judiciary will strive to provide the highest quality Justice by upholding professionalism and specialisation of judges and registrars as well as tirelessly fighting against corruption among court staff. It will also ensure that the case age comes to 6 months in all courts as provided by law.

Strategic objective two: Improve court service delivery by strengthening the use of IECMS and other court technologies

Judiciary has adopted the use of ICT as an innovative approach in service delivery. After a long journey of setting up key infrastructure in court premises during the past years, in collaboration with other Justice Sector Institutions, it has now came up with an Integrated Electronic Case Management Systems. This system helps to manage the entire case cycle,

speeding up the processing of the case and the interaction between court and litigants.

During this strategic plan period, Judiciary will focus on sorting out issues identified in previous chapters in areas of ICT to ensure the maximisation use of IECMS as well as other court technologies for the best improvement of services delivery and smooth case management cycle.

Under this strategy, new court technologies will be developed including virtual court (tele presence), live streaming, court session recording system, Performance management system and law report system.

The IECMS functionalities will be increased to access legal information system (laws and law reports), integrate with other National Systems (NIDA, RLMUA, RDB) and online payment via Irembo services and electronic signature.

In addition to this, the Judiciary will enhance the electronic courtroom technologies such as Video conferencing, Digital Court Recording System (DCRS), witness protection system, presentation display monitors.

Furthermore, the judiciary will acquire sufficient IT equipment for courts; improve its communication infrastructure, security, power backup and stability to support the maximisation for the use of IECMS.

It will also increase the presence of specialized IT staff in courts and train end users in basic IT skills.

Regarding service delivery:

- The Judiciary will continue to offer most of court services electronically to ease and enhance service delivery.
- Communication will be enhanced to inform public on court processes, procedures, online services and the vision of the Judiciary in easing access to courts' services.
- Stable internet connectivity will be provided to smooth the use of these court technologies.

Strategic Objective three: Improve working conditions by providing decent and furnished court buildings

Two factors have been identified justifying the need for improvement of working conditions in relations to court buildings. The first one is the number of courts which are very old, with insufficient and inadequate courtrooms. The second is the process of Judiciary restructuring with merging of Primary courts and creation of Court of Appeal. The inappropriateness of working conditions situation undermines other efforts to improve the efficiency and effectiveness of Judiciary.

Strategies and interventions were identified to avail the decent court buildings by end of this Strategic Plan.

Strategic Objective four: Improve the human resource management by enhancing professionalism and specialisation

In order to deliver its mission, Judiciary counts on its staff. Efforts and investment in professionalism, specialization and welfare will play a key role to achieve set targets. A capacity building plan to upgrade Judges and other court staff skills over the coming six years will be devised coupled with key activities to uphold professionalism, specialization and welfare of judicial staff. Staff performance management systems will be automated to increase staff productivity, efficiency and effectiveness.

Strategic Objective five: Enhance communication and public relations to boost public trust and linkage with stakeholders

The Judiciary is an institution of citizen; acting in their name and for them. It is imperative that it communicates with them adequately to ensure the citizens are aware of its developments and get feedback on the expectations of public and partners on the way it discharges its constitutional mandate. During the situational analysis, issues related to the gap between the endeavour and progress made by Judiciary and the perception of citizens were identified. Key strategies and interventions were put in place to enhance the communication and public relations to boost public trust for Judiciary.

- There is a need to upgrade channels of communication used by Judiciary and make them more effective;
- To actively partner with all stakeholders in the communication field to rebrand the image of the Judiciary by providing to the public all information pertaining to how services are rendered and functioning of courts to improve the citizen awareness and trust in court functioning;
- To act proactively in informing and getting feedback from the stakeholders and the public and enable the Judiciary lay strategies to address flagged issues;

The implementation of strategies and activities to deliver will cater for crosscutting areas to ensure that the justice delivered is the justice for all and Judiciary activities aligns to other crosscutting areas. The following are crosscutting areas relevant to Judiciary interventions.

3.5 Crosscutting issues

- a. **Capacity Development:** The delivery of Justice and success of this strategy base much on a competent and skilled judges and other staff to lead the performance of Judiciary to expected results. The strategy has banked on key areas of capacity building to be implemented over the coming six years.
- b. **Disability and Social Inclusion:** In delivery of justice, Judiciary will ensure that people with disability are served in convenient way. The ramps will be built to provide access to court rooms and offices, expert in communication with disable people to uphold their rights and dignity in judicial services delivery.
- c. **Environment and Climate Change:** Judiciary has a number of buildings across the country. During construction and renovations, environmental impact of the works is cared for. Water harvesting and utilization, energy saving by rationalization energy usage such minimising the number of generators acquired by encouraging the

construction of new courts in the same areas so that they can share one generator to reduce fuel consumption.

- d. **Regional Integration and International Positioning:** Judiciary work with Judiciaries in East African community and other Judiciaries around the world. The interventions to improve the overall performance of Judiciary will continue to be upheld to attract more investors and contribute to making Rwanda business friendly country.
- e. **Gender and Family Promotion:** Delivery of justice will take into consideration gender equality, promotion and protection of family members including children and parents as prerequisites to achieve equitable and sustainable development. Gender and family related cases will have attention and be decided according to laws and well being of Rwandan society.
- f. **Disaster Management:** Reducing exposure to hazards, lessening vulnerability of people and property, and improving preparedness and early warning for adverse events. The key materials to limit the exposure to hazards such as lightning protection, fire protection and staff awareness will be considered.

Logical framework

Sector Goal: Enhanced Rule of Law

Sector Outcome: Universal Access to Quality Justice Improved

Sector Output: Criminal, Commercial, Civil Justice System Modernized

Strategic Objective 1: Deliver Quality and Timely Judgment by Improving Case Management

Judiciary Output	Objectively verifiable indicators	Means of verification/ source of information	Strategies	Policy action	Activities to deliver
Output 1.1 Improved Quality of Judgments					
	1.1.1 % of overturned cases at appeal level 1.1.2 Rate of occurrence of injustice cases 1.1.3 % of citizens having trust in Court decisions	- Quarterly and annual Judiciary reports - RGB reports, WEF reports, SOBANUZINKIKO reports, TI Rwanda	- Improve consistency and predictability of judgment by promoting use of precedence - Improve access to legal information (law reports, laws and law journals)	- Promote usage of precedent and court legal position. - Put in place guidelines on the use of precedence in judgments	- Access and use the legal information in judgment delivery. - Conduct research and publish findings in law journals - Publish court legal position on judiciary website - Organize workshop with law faculties/stakeholders

Judiciary Output	Objectively verifiable indicators	Means of verification/ source of information	Strategies	Policy action	Activities to deliver
	1.1.4. Rate on Judiciary independence		<ul style="list-style-type: none"> - Encourage Judicial research - Improve professionalism and specialization - Promote the publication and use of court legal position 	<ul style="list-style-type: none"> - Promote legal skills, professionalism and specialization - Put in place the Judiciary's research fund 	<p>to engage them to comment and provide feedback on Judgments delivered.</p> <ul style="list-style-type: none"> - Work with Justice Sector to put in place Law Journal - Train Judges on the use of precedent. <ul style="list-style-type: none"> - Provide specialization training to Judges and legal practice for registrars

Judiciary Output	Objectively verifiable indicators	Means of verification/ source of information	Strategies	Policy action	Activities to deliver
			<p>-Assess the quality of judgments, case management and court performance. Reinforce measures to fight/corruption.</p> <ul style="list-style-type: none"> - Organize regular peer review meetings - Develop regulations and guidelines - Identify loopholes within laws suggest areas of reform - Promote interaction and feedback from stakeholders 	<p>and guidelines</p> <p>Fight against corruption and promote personal and professional ethics</p>	<ul style="list-style-type: none"> - Conduct inspection to analyze cases judged. - Acquire judicial performance management system and integrate it with IECMS. - Acquire a legal information system (law report software, laws and law journal) and integrate it with IECMS -Develop and update sentencing guidelines and bench books. - Reinforce personal and professional ethics among judicial staff.

Judiciary Output	Objectively verifiable indicators	Means of verification/ source of information	Strategies	Policy action	Activities to deliver
					<ul style="list-style-type: none"> -Carry out peer reviews at court and jurisdiction level. - Engage concerned institutions to improve the curriculum of legal trainings. - Emphasize coaching and mentorship of newly recruited judges. - Work with RDB to increase the time legal interneers spend in legal practice.
Output 1.2 Reduced cases backlog					

Judiciary Output	Objectively verifiable indicators	Means of verification/ source of information	Strategies	Policy action	Activities to deliver
	1.2.1 Average time a case takes to start hearing (disaggregated by court level)/disposal pace 1.2.2 Rate of case backlog 1.2.3 Rate of case adjournment 1.2.4 Disposal rate	Quarterly and annual reports	- Reduce the frequency and motives of postponements of cases	Take corrective actions for unjustified and unacceptable motives of postponement	<ul style="list-style-type: none"> - Reinforce the use of penalties against litigants who have unjustifiable causes of case postponement. - Engage discussions with the BAR to sort out unjustifiable causes of case postponement. - Engage discussions with MINIJUST to strengthen legal aid to avail more lawyers for Pro bono cases in the Court of Appeal and Supreme Court - Emphasize the diligence in registry services

Judiciary Output	Objectively verifiable indicators	Means of verification/ source of information	Strategies	Policy action	Activities to deliver
		Quarterly and annual reports	- Improve case management cycle using IECMS	Take corrective actions for unjustified and unacceptable motives of postponement	<ul style="list-style-type: none"> - Increase the bandwidth and provide stable internet - Train registrars and judges on use of IECMS (execute required actions at each phase of case processing)
	1.2.5 % cases settled through mediation	Quarterly and annual reports	Reduce number of cases entering court by promoting ADR in collaboration with other institutions	<ul style="list-style-type: none"> - Revise legal framework to promote Alternative Dispute Resolutions and emphasize values of Rwandan Culture and values in 	<ul style="list-style-type: none"> - Encourage judges to prepare hearing on time - Train registrars and judges on mediation - Work with stakeholders to streamline and uphold alternative dispute resolutions (ADR) mechanism to eliminate

Judiciary Output	Objectively verifiable indicators	Means of verification/ source of information	Strategies	Policy action	Activities to deliver
				dispute settlement.	<p>non contentious matters</p> <ul style="list-style-type: none"> - Continuous sensitization to the public on court processes and use of ADR - Streamline the use of small claim procedure.

Strategic Objective 2: Improve court service delivery by strengthening the use of IECMS and other court technologies

Judiciary Output	Objectively verifiable indicators	Means of verification/ source of information	Strategies	Policy action	Activities to deliver
Output 2.1. The use of IECMS and other court technologies strengthened					
	2.1.1 Types of new IECMS functionalities developed	Quarterly ICT department reports.	Develop new IECMS functionalities.	Define and decide on functionalities to be added to IECMS.	Identify and develop new IECMS functionalities.
	2.1.2 Number of court technologies acquired and operated	Quarterly and annual narrative reports.	<ul style="list-style-type: none"> - Improve user skills in court room technologies and systems - Increase IT staff ratio and specialization. - Provide continuous IECMS training to users 	<ul style="list-style-type: none"> - Develop and reinforce judicial ICT technology 	<ul style="list-style-type: none"> - Acquire Judicial Performance Management system and integrate it with IECMS - Acquire a legal information system (law report software, laws and law journal) and

Judiciary Output	Objectively verifiable indicators	Means of verification/ source of information	Strategies	Policy action	Activities to deliver
			<ul style="list-style-type: none"> - Acquire new technologies 		integrate it with IECMS <ul style="list-style-type: none"> - Identify and acquire new court room technologies. - Acquire ICT equipment such as computers, display monitors, UPS. - Construct LAN and rehabilitate the old LAN. - Recruit additional IT support staff. - Lease IT equipment and outsourcing maintenance and repair services.

Judiciary Output	Objectively verifiable indicators	Means of verification/ source of information	Strategies	Policy action	Activities to deliver
					<ul style="list-style-type: none"> - Provide specialized training to IT staff. - Provide training to end users on court technologies, systems and basic IT skills. - Put in place a call centre/ help desk for IECMS support
	2.1.3 Number of IT infrastructure and equipment acquired	Quarterly and annual narrative reports.		<ul style="list-style-type: none"> - Consult with other government institutions to agree on the integration of IECMS with their systems. - Integrate IECMS with 	<ul style="list-style-type: none"> - Integrate online payment with IECMS -Secure Judicial communication infrastructure and applications. - Engage stakeholders to provide cheaper

Judiciary Output	Objectively verifiable indicators	Means of verification/ source of information	Strategies	Policy action	Activities to deliver
				other national systems. - Reinforce judicial ICT security.	internet and internet backup for courts. - upgrade court recording system and integrate it with IECMS - Increase the bandwidth and provide stable internet

Strategic Objective 3: Improve working conditions by providing decent court facilities

Judiciary Output	Objectively verifiable indicators	Means of verification/ source of information	Strategies	Policy action	Activities to deliver
Output 3.1 improved working conditions					
	3.1.1 Number of new court buildings constructed, renovated and expanded.	M&E reports (quarterly and annually)	Construct buildings with high speed internet	Elaborate and share with stakeholders and development partners on court building needs.	<ul style="list-style-type: none"> - Identify infrastructure needs and lay strategies to address them. - Mobilize required funds. - Construct a court house to host the Supreme Court, Court of Appeal and the High Court. - Construct and extend primary courts to accommodate court restructuring/merged courts.
	3.1.2 Number of courts furnished with basic office equipment and with stable electricity	Administratio n and logistics reports	Furnish all courts with basic office equipment and with stable electricity, ease to share court resources		<ul style="list-style-type: none"> -Acquire court equipment. -Acquire generators to stabilize power supply in courts -Make 6 years' court equipment and furniture replacement plan

Strategic Objective 4: Improve judicial Human resources management by enhancing professionalism and specialisation

Judiciary Output	Objectively verifiable indicators	Means of verification / source of information	Strategies	Policy action	Activities to deliver
Output 4.1	Enhanced staff capacity (knowledge and skills)				
	Disaggregated number of staff trained in professional and specialization courses	Quarterly and Annual HR reports Quarterly and annual Staff Fund reports.	Capacity building elaborated and executed.	Elaborate and execute capacity building needs plan	<ul style="list-style-type: none"> - Conduct capacity building needs assessment. - Prepare six years' capacity building assessment. - Provide judgment writing courses - Provide DLP for registrars - Train head of courts, chief registrars, inspectors in specialized courses in court administration and management - Improve and set judicial research direction - Put in place Judicial performance management guidelines
		ICT reports and HR reports	Put in place Judicial staff result based management system	Put in place result based management guidelines in the Judiciary	

Strategic Objective 5: Enhance communication and public relations to boost public trust and strengthen linkage with stakeholders

Judiciary Output	Objectively verifiable indicators	Means of verification / source of information	Strategies	Policy action	Activities to deliver
Output 5.1 Image of Judiciary and trust in court system boosted					
Output 5.2 Linkage with stakeholders improved and sustained					
	5.1.1 % of public trust in court functioning	RGB reports	Keep the public and stakeholders informed on developments within the Judiciary	Reposition and make more proactive the role of communication and PR in	<ul style="list-style-type: none"> - Organize annual judicial week campaign. - Organize annual anticorruption week. - Organize talk shows on judiciary's activities.

Judiciary Output	Objectively verifiable indicators	Means of verification / source of information	Strategies	Policy action	Activities to deliver
	5.1.2 Number of communication and PR products realized		Attend to public and stakeholder's feedback and concerns Use the media, radio, TV's, printing and online services to keep the public informed about the Judiciary's activities Identify Judiciary audience and stakeholders	boosting the population trust in court system	<ul style="list-style-type: none"> - Develop Judicial printed and electronic newsletter. - Develop flyers on court processes and offer them to public and litigants - Develop event management guidelines. - Put in place maps, audios and digital displays to guide the public through court premises / venues. - Reinforce the office of spokesperson to reengineering the image of Judiciary - Work with media houses to uphold the flow of information on Judiciary Performance - Organize dialogue with identified groups of stakeholders (insurance, bank, IMF, media, NPPA, RIB, Attorney and lawyers/BAR through court's user's committees and Sobanzainkiko software to attend to their feedback

Judiciary Output	Objectively verifiable indicators	Means of verification / source of information	Strategies	Policy action	Activities to deliver
					<ul style="list-style-type: none"> - Be proactive in media by insisting on case law, - Adhere strictly on timelines in service delivered to litigants (copy of judgment delivery on time) - Organize Judicial open day focus on case law/legal issues and legal position

CHAPTER 4: IMPLEMENTATION STRATEGY

In order to deliver the strategic objectives, a well-structured implementation strategy is required and presented in this chapter. It covers implementation schedule, coordination and communication mechanism for successful implementation of strategic interventions

4.1 Implementation

The implementation of Judiciary strategic plan 2018-2024 will be based on annual plans, operational plans comprising the department/direction/court performance plans with quarterly targets aligned to strategic plan targets.

Mid-term and annual review will be conducted as well as quarterly monitoring and evaluation done to identify changes that may be necessary in order to increase implementation effectiveness.

Tools guiding the implementation of this strategic plan were developed. They include risk identification and their mitigation, logical framework (depicting the logical and linkage of objectives, output, indicator, target, strategies and activities), the monitoring and evaluation matrix and implementation schedule were drawn.

Coordination mechanism

The successful implementation of this strategic plan will be based on effective coordination. It will be driven by top management. Support activities will be coordinated by Secretary General assisted by Director Generals and directors. The inspector general and Court presidents will cater for strategic activities directly related to court administration. The planning unit will deal with dressing annual plans, assist departments in preparation of operational plans and conduct monitoring, evaluation and reporting.

Communication

Communication will be a connecting mechanism to ensure that all judicial staff and stakeholders share and work for the achievement of the Judiciary vision and goals set in this strategic plan.

During annual planning, targets will be communicated to all departments and courts to include them in their operation plans.

The strategic plan will be published via all channels including website, social media and other platforms.

Risk Factors and mitigating measures

Risk factors	Mitigating Measures
There may be a lack of ownership and business as usual mind set may prevail.	<ol style="list-style-type: none"> 1. Top management ownership of this strategic plan will help other units and staff to own it. 2. The Judiciary Planning committee has to communicate effectively to ensure that all departments and courts own the vision and goals of Judiciary strategic plan
Insufficient resource flow to the planned initiatives	<ol style="list-style-type: none"> 1. Mobilize more resources to fund planned initiatives. 2. Rationalize resources utilization by sequencing of activities/projects over years where possible

<p>Poor coordination, monitoring, evaluation and reporting</p>	<ol style="list-style-type: none"> 1. Top management will coordinate all interventions planned in this strategy while the Planning committee oversee the monitoring, evaluation and reporting. 2. Regular meeting of Planning committee to follow up the implementation of Judiciary Strategic plan
<p>Resistance to change with regard to new principles such as use of precedent</p>	<ol style="list-style-type: none"> 3. Trainings on usage and benefits of precedent
<p>Poor communication with stakeholders may be an obstacle to public trust in courts</p>	<ol style="list-style-type: none"> 4. Proactive communication approach

4.2 Implementation Schedule

Sector Goal: Enhanced Rule of Law

Sector Outcome: Universal Access to Quality Justice Improved

Sector Output: Criminal, Commercial and Civil Justice modernized

Judiciary Strategic Objective 1: Deliver quality and timely judgment by improving case management

OUTPUT	ACTIVITY	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Responsible	Stakeholder
Output 1.1 Improved quality of judgments	Access and use the legal information in judgment delivery							Inspectorate of courts	NA
	Conduct research and publish findings in law journals.								JRLOS
	Publish court legal position on judiciary website							Inspectorate of courts	NA
	Organize workshop with law								JRLOS+RB A +

OUTPUT	ACTIVITY	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Responsible	Stakeholder
	faculties/stakeholders to engage them to comment and provide feedback on judgments delivered								University law schools
	Work with Justice Sector to put in place law journal								JRLOS
	Train judges on the use of precedent								RDB, ILPD, JROLS
	Provide specialization training to judges and legal practice for registrars								RDB, ILPD, JROLS
	Conduct inspection to analyze cases judged								NA
	Acquire judicial performance management system and integrate it with IECMS								RISA

OUTPUT	ACTIVITY	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Responsible	Stakeholder
	Acquire a legal information system (law report software, laws and law journal) and integrate it with IECMS								RISA
	Develop and update sentencing guidelines and bench books								RDB
	Reinforce personal and professional ethics among judicial staff								NA
	Carry out Peer review meetings at jurisdiction level							Courts Presidents	NA
	Engage concerned institutions to improve the curriculum of legal trainings							Inspectorate of courts	ILPD
	Emphasize coaching and								NA

OUTPUT	ACTIVITY	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Responsible	Stakeholder
	mentorship of newly recruited judges.								
	Work with RDB to increase the time that legal internees spends in legal practices.								RDB
Output 1.2 Reduced cases backlog	Reinforce the penalties against litigants who have unjustifiable cause postponement							Administration unit	RBA
	Engage discussions with BAR to sort out unjustifiable causes of case postponement.							Inspectorate of courts	RBA
	Engage discussion with MINIJUST to strengthen legal aid to avail more lawyers for Pro bono cases in Court of Appeal and Supreme Court.								MINIJUST, RBA

OUTPUT	ACTIVITY	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Responsible	Stakeholder
	Emphasize the diligence in registry services								NA
	Increase the bandwidth and provide stable internet								RISA/BSC
	Train registrars and judges on use of IECMS (execute required actions at each phase of case processing)								MINIJUST, IL PD
	Encourage judges to prepare hearing on time								NA
	Train registrars and judges on mediation								ILPD, KIAC, RDB
	Work with stakeholders to streamline and uphold alternative dispute resolutions (ADR) mechanism and								MINIJUST, MINALOC

OUTPUT	ACTIVITY	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Responsible	Stakeholder
	eliminate non contentious matters								
	Continuous sensitization to the public on courts processes and use of ADR							Courts & Inspectorate of courts	JRLOS
	Streamline the use of small claim procedure.								NA
Objective 2: Improve court services delivery by strengthening the use of IECMS and other court technologies									
Output 2.1: The use of IECMS and other court technologies strengthened	Identify and develop new IECMS functionalities							ICT & Inspectorate of courts	MINIJUST, RISA
	Acquire Judicial Performance management system and integrate it with IECMS					Ref M&E			
	Acquire a legal information system (law report software, laws and law journal) and integrate it with IECMS								

OUTPUT	ACTIVITY	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Responsible	Stakeholder
	Integrate online payment with IECMS								MINIJUST, RISA
	Identify and acquire new court room technologies							ICT & Inspectorate of courts	RISA
	Secure judicial communication infrastructure and applications.							ICT	RISA
	Acquire ICT equipment such as computers, display monitors, UPS								RISA
	Recruit additional IT support staff							Administration	RISA, MIFOTRA
	Engage stakeholders to provide cheaper internet and internet backup for courts							ICT	RISA, BSC

OUTPUT	ACTIVITY	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Responsible	Stakeholder
	Lease IT equipment and outsourcing maintenance and repair services							ICT	NA
	Provide specialized training to IT staff							Administration	RMI
	Construct LAN and rehabilitate the old LAN							ICT	NA
	Provide training to end users of court technologies, systems and basic IT skills							ICT	NA
	Put in place a call center/help desk for IECMS support.							ICT	JRLOS
	Upgrade court recording system and integrate it with IECMS							ICT	NA
Objective 3: Improve working conditions by providing decent and furnished court buildings									

OUTPUT	ACTIVITY	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Responsible	Stakeholder
Output3.1 improved working conditions	Identify infrastructure needs and lay strategies to address them							Planning & Administration	RHA
	Mobilization of required funds							SG	MINECOFIN
	Construct court house which will host the Supreme Court, Court of Appeal and High Court							Planning and Administration	RHA, MININ FRA
	Construct and extend primary courts to accommodate court restructuring/merged courts								RHA, MININ FRA
	Acquire court equipment								NA
	Make 6 years court equipment and furniture replacement plan.							Administration /Logistics	NA

OUTPUT	ACTIVITY	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Responsible	Stakeholder
	Acquire generators to stabilize power supplier in courts							Administration and Logistics	NA
Objective 4: Improve judicial human resources management by enhancing professionalism and specialisation									
Output 4.1 Enhanced capacity (knowledge and skills)	Conduct capacity building needs assessment							Administration & Inspection	NA
	Prepare 6 years capacity building assessment								NA
	Provide judgment writing courses								RDB
	Provide DLP for registrars								RDB and ILPD
	Train head of courts, chief registrars, inspectors in specialized courses in court administration and management								

OUTPUT	ACTIVITY	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Responsible	Stakeholder
	Improve and set judicial research direction								
	Put in place judicial performance management guidelines							Inspectorate of courts	NA
Objective 5. Enhance communication and public relations to boost public trust and strengthen linkage with stakeholders									
Output 5.1 Image of Judiciary and trust in court system boosted	Organize annual judicial week campaign							Communication and public relation and Courts	JRLOS
	Organize annual anticorruption week							Inspectorate of courts	NA
	Organize talk shows on judicial activities							Communication and public relation ,	NA
	Develop judicial printed and electronic newsletter							Communication and public relation ,	NA
	Develop events management guidelines							Communication and public relation ,	NA

OUTPUT	ACTIVITY	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Responsible	Stakeholder
	Develop flyers on court processes and offer them to public and litigants							Inspectorate of courts	NA
	Put in place maps, audio and digital display to guide the public at court premises/venues.								NA
5.2 Linkage with	Reinforce the office of spokesperson to reengineering the image of judiciary.							MIFOTRA	NA
	Adhere strictly on timelines in service delivered to litigants (copy of judgment delivery on time)								
	Organize dialogue with identified groups of stakeholders (insurance, bank,								

OUTPUT	ACTIVITY	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Responsible	Stakeholder
stakeholders sustained	IMF, media, NPPA, RIB, Attorney and lawyers/BAR through court's users committees and Sobanuzainkiko software to attend to their feedback								houses, NPPA, RIB, Attorney and lawyers/BAR
	Be Proactive in media by insisting on publication of case law							PR and Office of spokesperson	Media houses
	Work with media houses to uphold the flow of the judicial information							PR and Office of spokesperson	Media houses
	Organize Judicial open day focusing on case law/legal issues and legal position							Inspection and PRO	Media houses, JRLOS

CHAPTER FIVE: MONITORING, EVALUATION AND REPORTING

A monitoring and evaluation matrix was drafted clearly showing the linkage between strategic objectives, output, performance indicators, baseline, source of data, and annual targets. This framework will continuously generate feedback and remedial actions to ensure that there is movement towards attaining the set goals and targets.

Planning unit will ensure that annual plans are aligned to strategic plan, lead data collection on activities implementation. On quarterly and annual basis, the data will be used to measure the achieved results for each indicator and compare it with set targets. A report will be drawn and submitted to Judiciary management for decision and guidance on possible challenges. For indicators measured by data from different survey, the measurement will dependent on the reporting time of RGB and NISR.

5.1 Monitoring and evaluation framework¹

Sector Goal: Enhanced Rule of Law

Sector Outcome: Universal access to quality Justice improved

Sector Output: Criminal, Commercial and Civil justice system modernized

Output	Performance indicators	Baseline 2017/2018	Target 2018/ 2019	Target 2019/ 2020	Target 2020/ 2021	Target 2021/ 2022	Target 2022/ 2023	Target 2023/ 2024	Means of Verification
Strategic Objective 1: Deliver quality and timely judgments by improving case management									

¹ For definition, meaning, computation and relevance of each indicator, refer next table of Indicator matrix.

Output	Performance indicators	Baseline 2017/2018	Target 2018/ 2019	Target 2019/ 2020	Target 2020/ 2021	Target 2021/ 2022	Target 2022/ 2023	Target 2023/ 2024	Means of Verification
Output 1.1 Improved quality of judgments	-% of overturned cases at appeal level	8%	7.75%	7.50%	7.25%	7%	6.75%	6.50%	Quarterly and annual reports
	Rate of occurrence of Injustice cases	3% (Judiciary annual report 2017/ 18)	2.8%	2.5%	2.3%	2%	1.5%	1%	Quarterly and Annual report
	% of citizens having trust in court decisions	85.2% (CRC2017)	86	86.5	87	87.5	88	89	(RGB, CRC reports)
	Rate on Judiciary independence	65, 4 % (CRC 2017)	68.4%	70.4%	72.4%	74.4%	76.4%	78.4%	RGB, CRC REPORTS TI- Rwanda -WEF - Sobanuzinkiko

Output	Performance indicators	Baseline 2017/2018	Target 2018/ 2019	Target 2019/ 2020	Target 2020/ 2021	Target 2021/ 2022	Target 2022/ 2023	Target 2023/ 2024	Means of Verification
Output 1.2 Reduced backlog cases	Average Time case takes to start hearing (disaggregated by court level) / disposal pace	4 months	4 months	4 months	4 months	4 months	4 months	4 months	Quarterly and annual Judiciary reports
	Rate of case backlog	25% (Judiciary annual report 2017/2018)	21.3%	19.3%	17.3%	15.3%	13.3%	11.3%	Quarterly and annual Judiciary reports
	Rate of case adjournment	11.31% (Judiciary annual report 2017/18)	10%	9%	8%	8%	8%	8%	Judiciary annual reports

Output	Performance indicators	Baseline 2017/2018	Target 2018/ 2019	Target 2019/ 2020	Target 2020/ 2021	Target 2021/ 2022	Target 2022/ 2023	Target 2023/ 2024	Means of Verification
	Disposal rate	87% (Judiciary annual report 2017/18)	88%	89%	90	91	92	93	Judiciary annual reports
	Rate of cases settled through mediation								
Objective 2: Improve court service delivery by strengthening the use of IECMS and other court technologies									
Output 2.1 The use of IECMS and other court technologies strengthened	2.1.1 Types of new IECMS functionalities developed	Case filing, summoning, brief submission, hearing schedule, case flow between courts and RIB and NPPA	Judgment execution, integration with NIDA, RNRA, Guteza kashempuruza ,	Performance management , integration with Irembo, integration with Sobanuzinkiko	Law report system	Tele presence			Quarterly and annual M&E reports

Output	Performance indicators	Baseline 2017/2018	Target 2018/ 2019	Target 2019/ 2020	Target 2020/ 2021	Target 2021/ 2022	Target 2022/ 2023	Target 2023/ 2024	Means of Verification
	2.1.2 Number of court technologies acquired and operated	Current technologies: (7 VC, 40 Display monitors, 11LS, DCRS, EP, WP)	Analyses of Virtual court	Phase 1 of virtual court (SC)	Phase 2 of virtual court (CoA& HC Nyanz)	Phase 3 of virtual court (HC Rusizi & Musanze)	Phase 4 of virtual court (HC Rwamaga &CHC)	Phase 4of virtual court (HC Kigali, TGI Karongi)	M&E reports
	2.1.3 Number of IT infrastructure and equipment acquired	Computers and UPS -27 leasing printing machine -60 LAN	65 Computers and UPS - 4 leasing printing machine -5 New LAN, 3LAN repair,	65 Computers and UPS -10 leasing printing machine 3LAN repair	65 Computers and UPS -11 leasing printing machine 3LAN repair	65 Computers and UPS -	65 Computers and UPS -	65 Computers and UPS - 3LAN repair	ICT Reports ICT Reports ICT Reports

Output	Performance indicators	Baseline 2017/2018	Target 2018/ 2019	Target 2019/ 2020	Target 2020/ 2021	Target 2021/ 2022	Target 2022/ 2023	Target 2023/ 2024	Means of Verification
			1 Network monitoring firewall						
		-4 wireless devices for court rooms	-2 wireless devices for court rooms	- 10 wireless devices for court rooms	-2 wireless devices for court rooms	-32 wireless devices for court rooms	-32 wireless devices for court rooms	-22 wireless devices for court rooms	ICT Reports
Strategic Objective 3: Improve working conditions by providing decent and furnished court buildings									
Output3.1 improved working conditions	3.1.1 Number of new court buildings constructed, renovated and expanded	13 rehabilitate d and 2 courts constructed	2 courts for renovated	2 new courts constructed and 3 courts renovated	2 new courts constructed and 3 courts renovated	2 new courts constructed and 5 courts renovated	3 new courts constructed and 5 courts renovated	3 new courts constructed and 6 courts renovated	Monitoring reports
	3.1.2 Number of courts furnished with basic office	All higher courts furnished.	Commercial courts	3 TGIs+6 TBs	3TGIs+10 TBs	3TGIs + 10 TBs	3TGIs+10 TBs	5TBs	Logistics and procurement reports

Output	Performance indicators	Baseline 2017/2018	Target 2018/ 2019	Target 2019/ 2020	Target 2020/ 2021	Target 2021 / 2022	Target 2022/ 2023	Target 2023/ 2024	Means of Verification
	equipment and with stable electricity	45 courts have generators	5 generators TB	1 generators for SC	5 generators TB	3 generators TB			
Strategic Objective 4: Improve human resource management by enhancing professionalism and specialisation									
Output 4.1 improved staff capacities (knowledge and skills)	Disaggregated number of staff trained in professional and specialization courses	152 women +103 men DLP, specialization courses:56 Judges	-	57 DLP	57DLP	57DLP	57DLP	57DLP	Monitoring reports
			55	55	55	54	54	60	
Strategic Objective 5: Enhance communication and public relations to boost public trust and strengthen linkage with stakeholders									

Output	Performance indicators	Baseline 2017/2018	Target 2018/ 2019	Target 2019/ 2020	Target 2020/ 2021	Target 2021/ 2022	Target 2022/ 2023	Target 2023/ 2024	Means of Verification
Output 5.1 Image of Judiciary and trust in court system boosted 5.2 Linkage with stakeholders improved and sustained	5.1.1 % of citizen having trust in Courts 5.1.2 Number of communication and PR products realized	85.2% (CRC2017)	86	86.5	87	87.5	88	89	(RGB, CRC reports)

Output	Performance indicators	Baseline 2017/2018	Target 2018/ 2019	Target 2019/ 2020	Target 2020/ 2021	Target 2021/ 2022	Target 2022/ 2023	Target 2023/ 2024	Means of Verification
		Talk show Press conferences Judicial News on Radio, TV and written press Direct interaction with stakeholders	Open day Talk show Press conferences Judicial News on Rdition ,TV NP written press Direct interaction with stakeholders	Open day Talk show Press conferences Judicial Judicial News on Radio, TV written press Judicial news letter Direct interaction with stakeholders	Open day Talk show Press conferences Judicial News on Radio, TV written press Judicial news letter Direct interaction with stakeholders Film documentary	Open day Talk show Press conferences Judicial News on Radio, TV and written press Judicial news letter Direct interaction with stakeholders	Open day Talk show Press conferences Judicial News on Radio, TV and written press Judicial news letter Direct interaction with stakeholders	Open day Talk show Press conferences Judicial News on Radio, TV and written press Judicial news letter Direct interaction with stakeholders	PR reports

5.2 Key Performance Indicators of Judiciary Performance, definition,

Indicator	Definition	Computation	Relevance	Data Sources
1. Rate of Overturned cases at appeal level	This is the measure of the number of appealed cases modified compared to the number of judged cases at appeal level.	The number of appealed cases overturned divided by the number of judged cases at appeal level	It indicates the consistency and predictability of court decision, two main attributes of quality of judgements. It also shows convergence of understanding of legal issues in similar cases and application of laws	Court Statistic report and Narrative report.
2. Rate of occurrence of Injustice cases	This is the measure of occurrence of injustice in decided cases in the year	That is % modified (number of cases modified divided by judged cases plus rejected cases) multiplied by % of accepted for review (number of cases accepted for review divide by total cases submitted for review)	This indicate the prevalence of injustice in cases processing	Court Statistic report and Narrative report.

Indicator	Definition	Computation	Relevance	Data Sources
3. Rate of citizen trust in Courts decisions	This is the measure of the citizen expressing trust in courts decisions	The percentage of citizen expressing trust in courts decisions among the total number of participants in survey.	This indicator helps judiciary to gauge the perception of citizens with regard to courts decisions.	RGB, CRC reports
4. Rate of Judiciary independence	This is the proportion of citizens who believe that the Judiciary is independent.	The Percentage of citizen who believes that Judiciary is independent among the participant survey.	This indicator shows the level of independence of judiciary	Rwanda governance scorecard report
5. Average Time case wait to start hearing (disaggregated by court level)/disposal pace	This is the length of time it takes for a court to dispose of existing cases before hearing new filed cases.	This time is calculated by dividing the number of pending cases at the end of the year with the number of cases decided per month.	The indicator shows the speed and assiduity judges use to handle case compare to standard (expected) time.	Statistic report, Narrative report
6. Rate of case backlog	It measures the percentage of cases taking longer than 6 months in court.	The computation of backlog cases rate takes the number of backlog cases at the end of the	This indicator shows the efforts of Judiciary in delivery timely justice in relation with the total	Statistic report, Narrative report.

Indicator	Definition	Computation	Relevance	Data Sources
		period divide by the total pending cases at the end of the period.	workload (total cases received in courts.	
7. Rate of case adjournment	This is the measure of total number of cases adjourned to the total number of cases scheduled for hearing	The number of adjourned cases by month divided by total hearing cases by in the period.	This indicator shows the effectiveness of the court planning in case management.	Statistic report, Narrative report.
8. Disposal rate (decided/ pending+ filed cases)	This is the proportion of cases judged and total cases received in courts during the period.	The number of judged cases divided by pending cases at the beginning plus filed cases during the period.	The purpose of this indicator is to assess the capacity of the Judiciary to handle the cases entered in the system during the period.	Statistic report, Narrative report.
9. % cases settled through mediation	This is the proportion of cases settled during pretrial conference plus cases mediated by judges compared to all cases that should have been judged	Number of cases settled by Pretrial+ number of cases mediated by judges divided by judged cases+ total mediated cases including settled at pretrial	The purpose of this indicator is to measure the contribution of court mediation approach to litigation settlement	Narrative and statistics report.

CHAPTER SIX: COSTING AND FINANCING OF JUDICIARY STRATEGIC PLAN 2018-2024.

During the costing of the strategic plan, for each activity, the unit of measurement, quantities and unit cost were identified and estimated to determine the cost of the activity. Based on annual targets, implementation schedule and considering the sequencing of funding, the annual cost was determined.

This strategic plan will be financed both by the Government Budget and development partners. Where necessary, Judiciary will work with other government institution to finance activities falling directly under their portfolio but with impact on Judiciary.

The estimated cost for the entire Strategic Plan is estimated at **Rwf 22, 612,526,664** over six years.

Areas of interventions/Output	Cost
OBJECTIVE 1: Deliver quality and timely judgement by improving case management	571,863,009
Quality of judgements improved	477,996,199
cases backlog reduced	93,866,810
OBJECTIVE 2: Improve court service deliver by strengthening the use of IECMS and other court technologies	2,131,100,988
The Use of IECMS and other court technologies strengthened	2,131,100,988
Objective 3: Improve working conditions by providing decent facilities	17,946,150,000
Working conditions Improved	17,946,150,000

Areas of interventions/Output	Cost
Objective 4: Improve Judicial human resources management by enhancing professionalism and specialization	1,762,812,668
Staff capacity (knowledge and skills)enhanced	1,762,812,668
Objective 5: Enhance communication and public relations to boost public trust and strengthen linkage with stakeholders	200,600,000
Image of Judiciary and trust in court boosted	93,600,000
Linkage with stakeholders improved and sustained	107,000,000
GRAND TOTAL	22,612,526,665

COST BY PROGRAMME	Cost
Administrative and support services	18,053,150,000
Working conditions Improved	17,946,150,000
Linkage with stakeholders improved and sustained	107,000,000
CASE MANAGEMENT	4,559,376,665.00
Ordinary courts	2,514,185,559
Quality of judgements improved	444,612,337
cases backlog reduced	87,311,033
The Use of IECMS and other court technologies strengthened	1,982,262,189
Commercial courts	188,778,437.89
Quality of judgements improved	33,383,861.52
cases backlog reduced	6,555,777.21

The Use of IECMS and other court technologies strengthened	148,838,799.16
Inspections and legal resources	1,856,412,668
Staff capacity (knowledge and skills)enhanced	1,762,812,668
Image of Judiciary and trust in court boosted	93,600,000
High Council	0
GRAND TOTAL	22,612,526,665.00

Cost of Judiciary strategic plan over the period 2018-2024

Sector Goal: Enhanced Rule of Law

Sector Outcome: Universal Access to Quality Justice Improved

Sector Output: Criminal, Commercial and Civil Justice modernized

ACTIVITY	Unit of measurement	No. of Units	Unit Cost	2018/19	2019/20	2020/21	2021/22	2022/23	2023/2024	Total cost	Financing source
OBJECTIVE 1: To deliver quality and timely judgment by improving case management											
Access and use the legal information in judgment delivery	No of workshop/ day/ participant	6workshops/ 1 days/50 persons	729,304	-	-	4,375,823	-	-	-	4,375,823	GoR

ACTIVITY	Unit of measure	No of Units	Unit Cost	2018/19	2019/20	2020/21	2021/22	2022/23	2023/2024	Total cost	Financing source
Conduct research and publish findings in law journals	Cost per article published	4 articles per year	1,800,000	-	3,600,000	7,200,000	7,200,000	7,200,000	7,200,000	32,400,000	GoR
Publish court legal position on Judiciary website	no cost implication	-	-	-	-	-	-	-	-	-	GoR
Organize workshop with Law faculties/stakeholders and engage them to comment and provide feedback on judgments delivered	organized	half day meeting/ 24 academics	340,000	-	340,000	340,000	340,000	340,000	340,000	1,700,000	GoR
Work with Justice Sector to Put in place a law journal	no cost implication										GoR
Conduct court inspections	Number of court inspections conducted/ no of inspectors involved	4 inspections/ 5 inspectors/ 3days	223,688	13,421,280	14,092,344	14,796,961	15,536,809	16,313,650	17,129,332	91,290,376	GoR

ACTIVITY	Unit of measure	No of Units	Unit Cost	2018/19	2019/20	2020/21	2021/22	2022/23	2023/2024	Total cost	Financing source
Develop and update sentencing guidelines and bench books	Number of sentencing guidelines updated/developed	4 bench books/1 sentencing guidelines	18,000,000	90,000,000	90,000,000	90,000,000	-	90,000,000	-	270,000,000	
Reinforce personal and professional ethics among judicial staff	No cost implication / Managerial decision	1 retreat per year	-	-	-	-	-	-	-	-	
Carry out Peer review meetings at court and jurisdiction level	Meeting organized	4meetings per year	3,250,000	13,000,000	13,000,000	13,000,000	13,000,000	13,000,000	13,000,000	78,000,000	
Engage concerned institutions to improve the curriculum of legal trainings	Meeting organized	1 days meeting/13p participants	230,000	230,000	-	-	-	-	-	230,000	
Emphasize coaching and mentorship of newly recruited judges.	Decision of HCJ & put it in laws and regulation	Decision of HCJ	-	-	-	-	-	-	-	-	
Work with RDB to increase the time legal internees spends in legal practices.	Both institutions can work on it without cost	Both institutions can work on it without cost	-	-	-	-	-	-	-	-	

ACTIVITY	Unit of measure	No of Units	Unit Cost	2018/19	2019/20	2020/21	2021/22	2022/23	2023/2024	Total cost	Financing source
Reinforce the use of penalties against litigants who have unjustifiable causes of case postponement.	Management decision	Management decision	-	-	-	-	-	-	-	-	
Engage discussions with BAR Association to sort out unjustifiable causes of postponement.	Management decision	Management decision	-	-	-	-	-	-	-	-	
Engage discussion with MINIJUST to strengthen legal aid to avail more lawyers for Pro bono cases in Court of Appeal and Supreme Court.	Management decision	Management decision	-	-	-	-	-	-	-	-	
Emphasize diligence in Registry services	Management decision	Management decision	-	-	-	-	-	-	-	-	

ACTIVITY	Unit of measure ment	No of Units	Unit Cost	2018/19	2019/20	2020/21	2021/22	2022/23	2023/2024	Total cost	Financing source
Increase the bandwidth and Provide stable internet	FF	FF	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	60,000,000	
Train registrars and judges on use of IECMS (execute required actions at each phase of case processing)	No of workshop/ day/ participant	12workshops /1 days/50 persons	610,000	-	7,320,000	-	-	8,897,506	-	16,217,506	
Encourage judges to prepare hearings on time	No cost implication only	-	-	-	-	-	-	-	-	-	
Train registrars and judges on mediation	No of workshop/ day/ participant	12workshops /1 days/50 persons	610,000	-	7,320,000	-	-	-	-	7,320,000	
Work with stakeholders to streamline and uphold alternative dispute resolutions (ADR) mechanism and eliminate non	Can be done via Peer review meeting	Can be done via Peer review meeting	-	-	-	-	-	-	-	-	

ACTIVITY	Unit of measurement	No of Units	Unit Cost	2018/19	2019/20	2020/21	2021/22	2022/23	2023/2024	Total cost	Financing source
contentious matters											
Continuous sensitization to the public on courts processes and use of ADR	FF	FF	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	9,000,000	
Streamline the use of small claim procedure.	workshop /participants/days	50 participants/1day	600,000	-	600,000	-	-	-	729,304	1,329,304	
COST OF OBJECTIVE 1				127,921,280	58,002,344	141,212,784	47,576,809	147,251,155	49,898,636	571,863,008	
Objective 2: To improve court services delivery by strengthening the use of IECMS and other court technologies											
Identify and develop new IECMS functionalities	Minijust to pay	-	-	-	-	-	-	-	-	-	
Acquire Judicial Performance management system and integrate it with IECMS	FF	FF	300,000,000	300,000,000	1,500,000	1,500,000	-	-	-	330,000,000	DP
Acquire a legal information	FF	FF	300,000,000	300,000,000	1,500,000	1,500,000	-	-	-	330,000,000	DP

ACTIVITY	Unit of measurement	No of Units	Unit Cost	2018/19	2019/20	2020/21	2021/22	2022/23	2023/2024	Total cost	Financing source
system (law report software, laws and law journal) and integrate it with IECMS											
Identify and acquire new court room technologies	FF	FF	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	35,000,000	210,000,000	DP
Integrate online payment with IECMS	Minijust to pay										
Secure judicial communication infrastructure and applications	FF	FF	15,000,000	15,000,000	15,000,000	15,000,000	-	-	-	45,000,000	GoR
Acquire ICT equipment such as computers, display monitors, UPS	FF	FF	150,000,000	150,000,000	150,000,000	150,000,000	150,000,000	150,000,000	150,000,000	900,000,000	DP
Recruit additional IT support staff										-	GoR
Engage stakeholders to provide cheaper internet and internet	Management decision	-	-	-	-	-	-	-	-	-	GoR

ACTIVITY	Unit of measure ment	No of Units	Unit Cost	2018/19	2019/20	2020/21	2021/22	2022/23	2023/2024	Total cost	Financing source
backup for courts											
Construct LAN and rehabilitate the old LAN	FF	FF	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	90,000,000	GoR
Leasing of IT equipment and outsourcing maintenance and repair services	FF	BASED ON ACTUAL COST	48,000,000	48,000,000	36,025,247	35,025,247	34,025,247	33,025,247	32,025,247	186,100,988	GoR
Provide specialized training to IT staff	Number IT staff trained	10	4,000,000	16,000,000	16,000,000	8,000,000	-	-	-	40,000,000	GoR
Provide Training to end users on court technologies, systems and basic IT skills	FF	FF	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	-	-	40,000,000	GoR
Put in place a call center/help desk for IECMS support	FF	FF	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000	GoR
upgrade court recording system and integrate it with IECMS	FF	FF	10,000,000	10,000,000	10,000,000	10,000,000	-	-	-	20,000,000	GoR

ACTIVITY	Unit of measure ment	No of Units	Unit Cost	2018/19	2019/20	2020/21	2021/22	2022/23	2023/2024	Total cost	Financing source
COST OF OBJECTIVE 2				879,000,000	297,025,247	288,025,247	234,025,247	233,025,247	232,025,247	2,131,100,988	
Objective 3: To Improve working conditions by providing decent court buildings											
Identify infrastructure needs and lay strategies to address this issue	Basic information available. Office work	basic information available. Office work	-	-	-	-	-	-	-	-	GoR
Mobilization of required funds	managemen t work	management work	-	-	-	-	-	-	-	-	GoR
Construct and extend primary courts to accommodate court restructuring	Courts constructed and expended	1	FF	1,500,000,000	500,000,000	1,500,000,000	1,500,000,000	1,500,000,000	1,500,000,000	8,000,000,000	GoR
Construct court house which will host the Supreme Court, Court of Appeal and High Court	Courts constructed	FF		100,000,000		2,000,000,000	2,500,000,000	2,500,000,000	2,500,000,000	9,600,000,000	GoR
Acquire court equipment	Number of equipment	ff	ff	-		25,000,000	25,000,000	-		166,150,000	GoR
Acquire generators	Number of generators	18		60,000,000	60,000,000	60,000,000	-	-	-	180,000,000	GoR

ACTIVITY	Unit of measure ment	No of Units	Unit Cost	2018/19	2019/20	2020/21	2021 /22	2022/23	2023/2024	Total cost	Financing source
Make 6 years court equipment and furniture replacement plan	Office work			-	-	-	-	-	-	-	GoR
COST OF OBJECTIVE 3				1,611,150,000	660,000,000	3,585,000,000	4,025,000,000	4,000,000,000	4,065,000,000	17,946,150,000	GoR
Objective 4: To improve judiciary human management by enhancing professionalism and specialization											
Conduct capacity building needs assessment	workshop/ participants / days	8participants for 5days	180,000	900,000	-	-	-	-	-	900,000	GoR
Prepare 6 years capacity building	workshop/ participants / days	8participants for 2days	180,000	360,000	-	-	-	-	-	360,000	GoR
Provide judgment writing courses to judges	Number of Judges trained	60 judges per year	2,429,000	-	145,740,000	145,740,000	145,740,000	145,740,000	145,740,000	728,700,000	
Train judges on the use of precedent	Workshop organized	6workshops/ 1days/50 persons	729,304	-	4,375,823	-	4,375,823	-	4,375,823	13,127,468	GoR

ACTIVITY	Unit of measure ment	No of Units	Unit Cost	2018/19	2019/20	2020/21	2021/22	2022/23	2023/2024	Total cost	Financing source
Provide specialization training to judges	Number of Judges trained	6 courses/ 52 persons/ 60 days	3,776,760	86,865,480	196,391,520	196,391,520	196,391,520	196,391,520	147,293,640	1,019,725,200	DP&GoR
Train Registrars in legal practice	Number of registrars trained	60 registrars per year	2,429,000	-	145,740,000	145,740,000	145,740,000	145,740,000	145,740,000	728,700,000	DP&GoR
Put in place judicial performance management guidelines	management action	management action	-	-	-	-	-	-	-	-	GoR
COST OF OBJECTIVE 4				88,125,480	346,507,343	342,131,520	346,507,343	342,131,520	297,409,463	1,762,812,668	
Objective 5.To enhance communication and public relations to boost public trust and keep linkage with stakeholders											
Organize annual Judicial week campaign	Cost of the Event	FF	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	21,000,000	GoR
Organize annual anticorruption week	Cost of the Event	FF	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	24,000,000	GoR
Organize talk shows on judicial activities	Talk shows broadcasted	FF	FF	3,200,000	3,200,000	3,200,000	3,200,000	3,200,000	3,200,000	19,200,000	GoR

ACTIVITY	Unit of measurement	No of Units	Unit Cost	2018/19	2019/20	2020/21	2021/22	2022/23	2023/2024	Total cost	Financing source
Develop judicial printed and electronic newsletter	FF	FF	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	9,000,000	GoR
Develop flyers on court processes and offer them to public and litigants	number of flyers	1,000	400	400,000	400,000	400,000	400,000	400,000	400,000	2,400,000	GoR
Develop events management guidelines	management action/desk activity	-	-	-	-	-	-	-	-	-	GoR
Put in place maps, audio and digital display to guide the public at court premises.	FF	FF	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	18,000,000	GoR
Reinforce the office of Spokesperson to reengineer the image of Judiciary	management action	-	-	-	-	-	-	-	-	-	GoR
Work with media houses to uphold the flow of the judicial information	management action	-	-	-	-	-	-	-	-	-	GoR

ACTIVITY	Unit of measure ment	No of Units	Unit Cost	2018/19	2019/20	2020/21	2021/22	2022/23	2023/2024	Total cost	Financing source
Organize Dialogue identified groups of stakeholders (insurance, bank, IMF, Media, NPPA, RIB, Attorney and lawyers/BAR through	workshops	ff	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	30,000,000	GoR
Organize dialogue with identified groups of stakeholders (: Insurance, bank, IMF, media, NPPA, RIB, Attorney and lawyers/BAR through court user's committee, use of SOBANUZAINKI KO Software(court user's feedback)	meeting held	1	400,000		400,000					2,000,000	GoR

ACTIVITY	Unit of measurement	No of Units	Unit Cost	2018/19	2019/20	2020/21	2021/22	2022/23	2023/2024	Total cost	Financing source
Be proactive in media by insist on case law, to be strict in services delivered to litigants judgment copy delivery (service on time)	management action									-	GoR
Adhere strictly on timeline in service delivered to litigants	management action										
Organize judicial open day focus on case law/legal issues and legal position	off	ff	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000	GoR
COST OF OBJECTIVE 5				15,600,000	15,600,000	15,600,000	15,600,000	15,600,000	15,600,000	200,600,000	
TOTAL COST OF STRATEGIC PLAN				2,721,796,760	1,377,134,934	4,371,969,551	4,668,709,399	4,738,007,922	4,659,933,345	22,612,526,664	

Judiciary Medium Term Expenditure Framework

Inst.	Chap.	2019-2020 Budget	2020-2021 Budget	2021-2022 Budget
5	SUPREME COURT	12,901,352,795	15,831,635,256	16,232,701,821
	21 Compensation Of Employees	7,424,057,681	7,633,592,972	7,938,936,691
	22 Use Of Goods And Services	3,841,273,549	3,878,517,363	3,951,376,128
	23 Acquisition Of Fixed Assets	1,536,788,000	4,215,888,207	4,236,214,042
	27 Social Benefits	57,204,988	58,858,137	60,623,883
	28 Other Expenditures	42,028,577	44,778,577	45,551,077



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P.O. Box1882Kigali-Rwanda