

REPUBLIC OF RWANDA



THE JUDICIARY OF RWANDA

STRATEGIC PLAN

2013 – 2018

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**List of abbreviations**

1. EDPRS2: Economic Development and Poverty Reduction Strategy 2
2. GoR: Government of Rwanda
3. MoUs: Memorandum of Understanding
4. ICT: Information and communication Technology
5. JRLOS: Justice, Reconciliation, Law, Order and Safety Sector
6. IT: Information Technology
7. **HIV/AIDS:**
8. ILPD: Institute of Legal Practice and Development
9. ADR: Alternative Dispute Resolution

## 1 Executive summary

This strategic plan covers the period 2013-2018 and sets the strategic direction for the judiciary of Rwanda for the next five years. The aspirations, strategic objectives and expected results during the that period are clearly outlined in this document which has been developed through a structured consultative process that involved judicial personnel, the members of the broader justice sector and other key beneficiaries of the judicial system in Rwanda.

The previous strategic plan -2008-2013 focused on the following priorities:

- i) Clearing the very old case backlog that had accumulated over years;
- ii) Professional development of judicial personnel;
- iii) Acquisition of basic court physical infrastructure for proper functioning of courts;
- iv) Utilization of technologies to improve efficiency and service delivery of the courts;
- v) Development of performance management system to efficiently manage the performance of judges and courts.

The plan is anchored on national guiding principles as outlined in the Vision 2020 and in the Economic Development and Poverty Reduction Strategy (EDPRS 2) of the Government of Rwanda (GoR) and also takes into consideration the Justice Sector strategic plan.

It builds on achievements brought about by the constitution of 2003 where the Judiciary went through tremendous reforms to enhance its independence, productivity, increase capacity to administer justice, and to improve the public perception of an efficient Judiciary.

The structure of the Judiciary has been revised several times to create an enabling environment for the rule of law and administration of justice. In 2008 specialized Commercial Courts were established to speed up the processing of commercial cases and therefore enhance the investment climate and economic development. In 2011 the High Court was restructured to establish a new Chamber for International Crimes.

The structure of the judiciary is as follows:

The ordinary courts:

- The Supreme Court
- The High Court with 5 chambers in different parts of the country
- 12 Intermediate Courts and

- 60 Primary Courts

The Specialized courts supervised by the Supreme Court are:

- The Commercial High Court based in Kigali
- 3 Commercial Courts of Huye, Musanze and Nyarugenge

Various reviews carried out indicate that this structure still needs to be reformed to make it more efficient and effective. The Judiciary will work towards streamlining the functioning of the court system.

The reviews identified key strategic conditions for the judiciary to fulfill its role and mandate:

- i) A well- functioning organizational structure that is tailored to the needs and aspirations of the population and the economic development of the country ;
- ii) A highly skilled, professional, motivated and stable staff;
- iii) Adequate courthouse facilities and logistics to carry out judicial operations;
- iv) Relevant technologies to enhance easy sharing of information, data processing, case management, and service delivery.

The following vision and mission will guide the aspirations of the Rwanda Judiciary during the period of this strategic plan.

**The Vision:**

An independent judicial system delivering timely and quality justice.

**The Mission:**

To dispense justice with equity and integrity, contributing to the strengthening of rule of law, and respect of fundamental liberties and human rights.

**The Core Values:**

The leadership, management and all services of the judiciary will be guided by the following core values:

- **Impartiality**
- **Integrity**
- **Independency**
- **Timeliness**
- **Excellence**
- **Professionalism**

**The 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

This strategic plan has defined detailed key results areas, strategies and actions to be pursued. The tables below summarizes the key actions and strategies to attain the set objectives and the detailed strategy, activities, schedules and costing corresponding to the specific result areas are provided in the appendix.

**Objective1: To improve service delivery at all court levels and to boost confidence in the adjudication process**

Strategies	Key Actions
<b>Strategy1:</b> Inform court clients on how to use and benefit from court services and their rights and obligations.	<ol style="list-style-type: none"><li>1. Review and publicize the service charter</li><li>2. Communicate workflow procedures</li><li>3. Develop a medium to inform litigants of the different functions of the court</li><li>4. Disseminate new laws on court procedures</li><li>5. Develop and implement strategy to better serve vulnerable groups( minors, people with disability, the elderly, ...)</li></ol>
<b>Strategy2:</b> Strengthen usage of online services	<ol style="list-style-type: none"><li>1. Upgrade and roll out the electronic filing system to all courts</li><li>2. Design and implement more online court services such as e-payments for court fees/services etc...</li><li>3. Improve usage of the website by regularly updating</li></ol>

<p><b>Strategy3:</b> closely monitor perception of court users on services received and service delivery</p>	<p>it and posting current information</p> <ol style="list-style-type: none"> <li>1. Develop mechanisms to increase usage of suggestion of boxes</li> <li>2. Prepare tools for quick and regular assessment of level of satisfaction of court users</li> <li>3.</li> </ol>
<p><b>Strategy 4:</b> Build capacity of judicial front desk officers in customer care</p>	<ol style="list-style-type: none"> <li>1. Train front desk managers on customer care</li> <li>2. Regular sensitization of front desk managers</li> <li>3. Identify and avail necessary facilities and materials</li> <li>4.</li> </ol>

**Objective2:To deliver quality and timely judgments**

Strategies	Key actions
<p><b>Strategy 1:</b> strengthen usage of precedent</p>	<ol style="list-style-type: none"> <li>1. Prepare and publish law reports</li> <li>2. Establish a structured law reporting mechanism</li> <li>3. Continue training and sensitization of judges on the usage of precedent</li> </ol>
<p><b>Strategy 2:</b> Encourage research and specialization.</p>	<ol style="list-style-type: none"> <li>1. Elaborate &amp; implement guidelines on specialization</li> <li>2. Reestablish judicial research fund</li> </ol>
<p><b>Strategy3:</b> Closely monitor quality of judgments</p>	<ol style="list-style-type: none"> <li>1. Produce and disseminate inspection and performance management tools manual</li> <li>2. Produce and publish standard court</li> </ol>
<p><b>Strategy 4:</b> Reduce frequency of postponement of cases</p>	<ol style="list-style-type: none"> <li>1. Train court managers on planning and court management</li> <li>2. Increase usage of IT in summoning litigants</li> </ol>



<p><b>Strategy 5:</b> improve case management cycle time</p>	<ol style="list-style-type: none"> <li>1. Develop process maps</li> <li>2. Acquire the e-courtroom systems</li> <li>3. Upgrade and extend ICT infrastructure</li> <li>4. Refurbish the central server room</li> <li>5. Develop and Integrated Case management system</li> <li>6. Restructure and redefine posts in registry</li> </ol>
<p><b>Strategy 6:</b> strengthen skills and knowledge of court registrars and judges.</p>	<ol style="list-style-type: none"> <li>1. Train registrars and judges.</li> <li>2. Implement court and individual performance evaluation mechanism framework</li> </ol>
<p><b>Strategy 7:</b> Reduce number of cases entering courts unnecessarily</p>	<ol style="list-style-type: none"> <li>1. Work with other institutions to streamline ADR and sensitise public on usage of ADR.</li> <li>2. Continuous public sensitization on</li> </ol>

**Objective3: To give special attention to genocide and other international crimes**

Strategies	Key actions
<p><b>Strategy1:</b> Reinforce the capacity of High Court chamber for International crimes</p>	<ol style="list-style-type: none"> <li>1. Construct and furnish sufficient courtrooms for the chamber</li> <li>2. Provide sufficient number of judges and support staff to the chamber</li> <li>3. Acquire modern equipment and technologies for the chamber</li> <li>4. Produce a bench book to facilitate easy processing of the cases</li> <li>5. Train and build skills for the judges and registrars handling the cases</li> </ol>

**Objective4: To enhance skills and knowledge of judicial Officers and provide conducive work Environment**

Strategies	Key actions
<p><b>Strategy 1:</b> Put in place mechanism to improve staff welfare and staff retention.</p>	<ol style="list-style-type: none"> <li>1. Conduct a study to establish a judiciary SACCO</li> <li>2. Identify and introduce conditions to improve the staff welfare and staff retention</li> <li>3. Improve transport facilitation for judicial staff</li> <li>4. Improve the status and esteem of judicial staff</li> <li>5. Improve the staff welfare and staff retention</li> <li>6. Improve transport facilitation for judicialstaff</li> </ol>
<p><b>Strategy 2:</b> Restructure the judiciary.</p>	<ol style="list-style-type: none"> <li>1. Re assess the functionality of the organisational structure of the judiciary and amend to enhance performance</li> </ol>
<p><b>Strategy 3: Develop skills and knowledge of the judicial officers</b></p>	<ol style="list-style-type: none"> <li>1. Conduct a capacity needs assessment</li> <li>2. Establish a 5 years comprehensive training plan</li> <li>3. Conduct staff trainings</li> </ol>
<p><b>Strategy 4: Avail adequate court physical infrastructure</b></p>	<ol style="list-style-type: none"> <li>1. Mobilise finances</li> <li>2. Construct, expand, renovate court houses</li> </ol>

<b>Strategy 5:</b> Put in place mechanisms to improve management of court assets	<ol style="list-style-type: none"> <li>1. Identify areas of weakness and address them</li> <li>2. Train in logistic management</li> <li>3. Outsource some of the services</li> </ol>
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**Objective 5: To strengthen partnerships with Judiciary stakeholders**

Strategies	Key actions
<b>Strategy 1:</b> Strengthen mechanisms of collaboration with key stakeholders.	<ol style="list-style-type: none"> <li>1. Identify key stakeholders</li> <li>2. Define terms of reference of collaboration</li> <li>3. Implement the resolutions</li> </ol>
<b>Strategy 2:</b> Strengthen mechanism of cooperation with regional Judiciaries and international organizations	<ol style="list-style-type: none"> <li>1. Negotiate and implement MoUs</li> <li>2. Plan and participate in regional and international meetings</li> </ol>

The implementation of the above strategies and activities will depend on a clear implementation framework, proper coordination within the judiciary and with the broader justice sector, and the application of sound project management principles to achieve the desired results. This will be supported by efficient resource management, capacity building and efficient implementation and monitoring frameworks.

The Judiciary will focus on building capacity required to implement this strategic plan.

The Judiciary will continue to prepare annual plans based on the strategic plan and will take into consideration emerging issues.

**The summary of budget estimations to deliver this strategy is as shown in the table below.**

F/YEAR	TOTAL(Rfr)
2013-14	10,799,482,420
2014-15	11,665,715,497
2015-16	11,424,001,272
2016-17	11,195,201,336
2017-18	10,893,408,028
<b>GRANDTOTAL</b>	<b>57,680,808,553</b>

## 2 Introduction

### 2.1 Historical overview of the Judiciary

In any democratic country, the central institutions for creating, implementing, and interpreting the law are the three main branches of Government: a democratic Legislature, an Accountable Executive and an impartial Judiciary. The Judicial power is exercised by the Supreme Court and other courts as established by the constitution and other laws.

The Judiciary which is the third arm of the government is made up of judges, registrars, administrative and court services staff.

Through the court system, the Judiciary provides for the orderly settlement of disputes between two sides in a controversy and determines the guilt or innocence of those accused of violating laws. Judges thus take laws out of the law books and interpret and apply them in the daily lives of the people.

Following the adoption of the new Rwandan constitution of 4<sup>th</sup> June 2003, enormous changes were made to improve the functioning of Courts and the Judiciary in general. **Article 60** of the Constitution of the Republic of Rwanda, establishes the Judiciary as one of the three independent arms of Government. **Article 120** of the same Constitution establishes the Judicial Power under the Supreme Court and other Courts.

The Supreme Court has both administrative and financial autonomy under Constitutional Provisions.

The constitution establishes ordinary and specialized courts. Ordinary courts include the Supreme Court; the High Court; Intermediate Courts (Tribunal de Grande Instance or TGI); and primary courts. The specialized courts are Commercial Courts and Military courts.

The Judiciary of Rwanda falls within the justice sector-JRLOS of EDPRS 2 and is strategically positioned to contribute towards priority areas of economic transformation; accountable governance where it will contribute towards the strengthening of rule of law by improving access to timely and quality judicial services; public accountability, a culture of peace, and enhanced poverty reduction thereby contributing to the overarching EDPRS 2 goal of ***“Accelerating progress to middle income status and better quality of life for all Rwandans through sustained growth of 11.5% and accelerated reduction of poverty to less than 30% of the population”***.

The key stakeholders of the Judiciary include but are not limited to the following: the Parliament, the Ministry of Justice, the National Public Prosecution Authority, the Ministry of Finance and Economic Planning, the Ministry of Infrastructure, Ministry of Internal security, the ministry of public service; the National Police Force, the Rwanda Correctional services, Ministry of Public Services, Ministry of Local Government (Mayors and Executive secretaries of sectors), Ministry in Prime Minister’s office in charge of Gender and Family Promotion, the National Commission of

Human Rights, the Ombudsman Office, Aids Commission; and the donor partners. All these have a role to play in ensuring efficiency in the judicial processes.

The Judiciary has been developing medium term strategies to guide its direction and to be used as a framework for determining annual plans, and activities to allocate resources. The strategic plans also:

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

## **2.2 The methodology used to develop the strategic plan**

This plan was subjected to a consultative and collaborative process with the following objectives:

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

In developing the strategy, a structured and phased approach was adopted. Desk review of reports, policy documents and various literatures on functioning of the judiciary was carried out.

The consultative approach included face-to-face consultations, working sessions and circulation of the draft strategy to actors in the justice sector to receive feedback and to ensure that the strategy is aligned to the sector wide priorities. The results of this consultative process were presented to heads of institutions of key stakeholders in a meeting that brought them together with the honorable Chief Justice.

This process also facilitated an evaluation of performance of the Judiciary on the previous strategy to lay the foundation for the new strategy and to guide the process of identifying key priority areas and interventions required to guide the Judiciary in the next five years.

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

## **2.3 The Guiding principles**

This strategic plan is based on Vision 2020 and the second generation of Economic Development and Poverty Reduction Strategy (EDPRS2) of the Government of Rwanda.

The key priority areas of EDPRS2 that this plan addresses include: economic transformation where the plan will contribute towards improvement of the investment climate and private sector growth; accountable governance where it will contribute towards the strengthening of rule of law by improving access to timely and quality judicial services; and to public accountability and to the overarching goal of poverty reduction and prosperity of Rwandans.

The EDPRS2 incorporates a number of cross-cutting issues which include **capacity building, environment and climate change, gender and family, regional integration, HIV/AIDS, disaster management, disability and social inclusion**. The Judiciary will devise initiatives to support specific intervention on these issues and will train and sensitise its staff in such areas.

It is therefore obvious that the success of Vision-2020 and the EDPRS2 cannot be achieved without a properly functioning and strong judiciary.

**Some of the key areas addressed by this strategy to support the EDPRS2 and JRLOS plans include:**

Supporting universal access to justice. The focus is on having an efficient and effective justice system that is accessible to and affordable by citizens, including vulnerable groups. This will be supported by having in place an efficient and independent judiciary and will be achieved by implementing strategies to reduce the average time to rule on a case in court and by clearing the backlog of cases. Good collaboration with the ministry of justice, Law Reform Commission, local government and the bailiffs association will improve execution of judgments.

To promote an enabling environment for doing business and other economic activities. The judiciary will continue to review policies and implement programs to strengthen and modernize the commercial justice system.

Supporting alternative dispute resolution mechanisms. This will be enhanced through continuous collaboration with Kigali International Arbitration Centre- KIAC and ABUNZI. The judiciary will encourage citizens to make use of such services.

Promoting transparency and accountability. This includes measures to fight corruption by supporting reinforcing the legal framework that supports anti-corruption monitoring mechanisms. The judiciary will strengthen the capacity of its Inspectorate to monitor performance and discipline of judicial personnel. The court system and all judicial officers will constantly be sensitized and the public and civil society will be encouraged to partner with the judiciary in the struggle towards full transparency and accountability.

Improved efficiency in the processing of gender-based violence cases to improve access to justice by more women and vulnerable groups (e.g. children and people with disabilities). This will require further training of judicial personnel on juvenile justice, gender based violence and on

management of cases involving vulnerable and disadvantaged groups.

Supporting partnerships with other actors in the justice sector, including all Institutions in the sector. The civil society will be encouraged to play their respective roles and to monitor Respect for human rights.

Support policies and initiatives to eradicate genocide ideology. The judiciary will expedite processing of genocide and genocide ideology cases that enter the courts. Judicial staff will be sensitized on the rule of law, human rights and necessity to Have a Rwanda free of incitation, hate, violence, discrimination and genocide.

Support policies and initiatives to fight economic crimes. The judiciary will expedite such Cases and sensitize its staff on their negative impact on national development.

### **3 Organization, Functioning, and Competence of Courts**

#### **3.1 The structure of Judiciary**

According to article.143 of the Constitution, the ordinary Courts include:

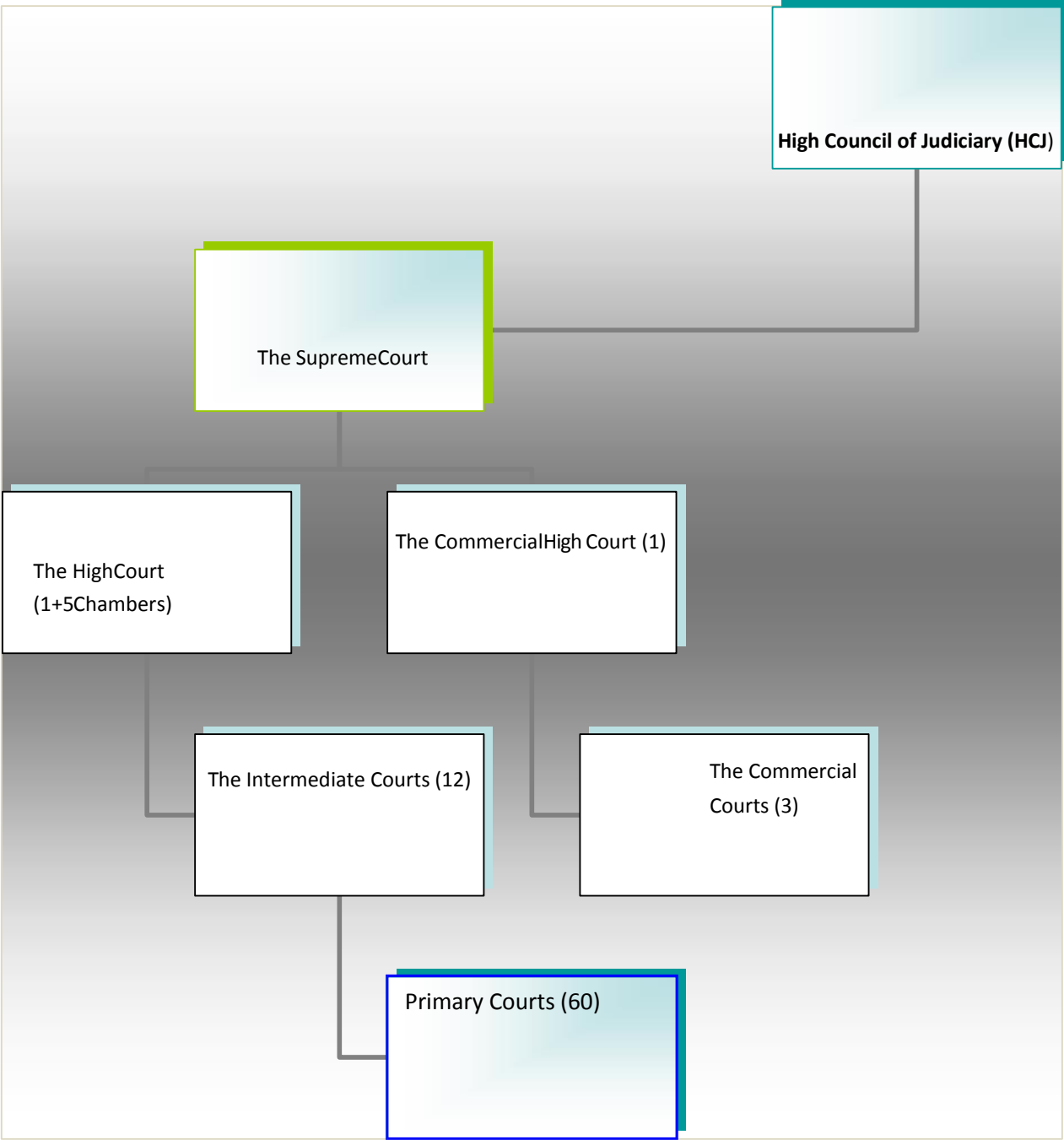
- The Supreme Court;
- The High Court of the Republic
- Intermediate Courts; and
- Primary Courts

**Specialized courts supervised by the Supreme Court include:**

- Commercial High Court
- Commercial Courts

Since the inception of the previous strategic plan for the Judiciary (2008-2013) there have been some changes in the law determining the organization, functioning and competence of the Courts but recent analysis indicates gaps and the need for further restructuring.

The chart below summarizes the structure of the judiciary:





## **3.2 The Functioning of Courts**

### **3.2.1 The Supreme Court**

The Supreme Court is the highest court in the country. It is established by organic law modifying and complementing Organic Law n° 03/2012/OL of 13/06/2012 determining the organization, functioning and jurisdiction of the Supreme Court and is headed by a President deputized by a Vice-President and has twelve (12) judges. The number of judges may be increased. It further includes Court Registrars and other administrative and support staff assigned to different court services .Its territorial jurisdiction covers the entire territory of the Republic of Rwanda.

Cases at the Supreme Court are normally presided over by three Judges, assisted by a Registrar. Depending on the case, the number of presiding Judges maybe 5, 7, 11 or 13. The Supreme Court has both administrative and financial autonomy. Its budget is consolidated and voted on by the Legislature.

On the administrative level, the President of the Supreme Court is responsible for the general administration, functioning and discipline of the personnel of the Court. The President of the Supreme Court who also chairs the high council of the judiciary is assisted by the bureau of the judiciary the Inspector General of courts and the Secretary General for the smooth functioning of all the courts.

The Secretary General is the accounting officer.

### **3.2.2 The High Court**

Article149 of the Constitution establishes a High Court, the jurisdiction of which covers the entire territory of the Republic of Rwanda.

The High Court is presided over by a President, Vice-President and at least 24 judges, registrars and other necessary support staff. The High court has four chambers in different parts of the country and a specialized chamber that handles international criminal cases. Each chamber has a president, judges, registrars and other support staff.

At High Court level, the first instance cases are tried by a single judge, assisted by a registrar. The President of the court may assign three (3) or more depending on the complexity of the case.

The President of the HC is essentially responsible for:

Organization and smooth running of the High Court as well as proper functioning of Intermediate and Primary Courts; Presiding over cases;

Organizing and determining the functioning of the Court and supervising issues relating to the conduct of all its personnel; and Convening and presiding over the council of all judges of the High Court.

The High Court is based in Kigali City and has four chambers in Musanze, Nyanza, Rwamagana and Rusizi.

### **3.2.3 The Intermediate Courts**

There are 12 intermediate courts in the country .Each Intermediate Court has three specialized chambers: the Juvenile Chamber, the Administrative Chamber and the Labour Chamber. Other specialized chambers may be set up by the instruction of the President of the Supreme Court if deemed necessary and upon approval by the High Council of the Judiciary. This at of each intermediate court is determined by the High Council of the Judiciary after consultation with the relevant District Councils.

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

From an administrative point of view, besides jurisdictional powers, the President of the Intermediate Court is responsible for administrative functions of the Court and also presides over cases. He/She supervises and exercises disciplinary powers over the conduct of court staff and can impose sanctions on members of staff of the court for failure to perform properly.

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

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

At Intermediate Court level, the cases are tried by a single judge, assisted by a registrar. The President of the court may assign three (3) judges depending on the assessment of complexity of a case.

### **3.2.4 The Primary Courts**

There are 60 Primary Courts in different parts of the country. These at of each Primary Court is determined by the High Council of the Judiciary after consultation with the relevant Sector Councils.

Each Court comprises of at least two judges (one of whom is a President), two registrars and other support staff as deemed necessary. It's with a single judge assisted by a registrar.

The President of the Court is in charge of overall administrative and proper functioning of the Court and also presides over cases. The Presidential so supervises and exercises disciplinary powers over the conduct of each member of staff of the Court and can impose sanctions on

staff or failure to perform effectively.

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

### **3.2.5 The Commercial High Court**

Commercial High Court and the Commercial Courts were established by the Organic Law N° 06/2012/OL of 14/09/2012 Organic Law determining the organisation, functioning and jurisdiction of commercial courts.

The Commercial High Court is comprised of seven (7) judges including a President and a Vice President. It has registrars and other support staff. When hearing cases, the bench is comprised of a judge assisted by a registrar and the president may designate three judges depending on the complexity of the case.

### **3.2.6 The Commercial Courts**

There are three commercial courts in the whole country; one based in Nyarugenge, another one in Huye and a third one in Musanze. Each commercial is comprised of 5 judges including a President and a Vice President. It has registrars and other support staff.

The Commercial Courts hear in the first instance all commercial financial and fiscal cases and other correlated matters.

The President of the Commercial Court is responsible for: organizing activities and ensuring the proper functioning of the court under his/her responsibility, taking necessary measures to expedite the adjudication of cases while avoiding anything that may lead to delays in adjudicating cases, organizing and determining the functioning of the court, monitoring of performance and conduct of judges and staff of the court under his/her responsibility

## **4 Performance on previous strategic plan**

### **4.1 Introduction**

The performance during the period of the previous strategy is reviewed against the objectives that were pursued as well as supporting capabilities in terms of processes, technology and facilities to develop the desired interventions to deliver on this strategy.

The assessment and consultations have come up with the vision, mission and core values that will guide the aspirations of the Judiciary for the next five years. They are as follows:

## **The Vision**

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

***“An independent judicial system delivering timely and quality justice”***

## **The Mission**

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

***“To dispense justice with equity and integrity, contributing to the reinforcement of rule of law, and respect of fundamental liberties and human rights”***

## **The Core Values**

The leadership, management and all services of the judiciary will be guided by the following core values:

- **Impartiality**
- **Integrity**
- **Independence**
- **Timeliness**
- **Excellence**
- **Professionalism**

## **The 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 the conducive work environment

**Objective 5:** To strengthen partnerships with Judiciary stakeholders

The evaluation further identified key achievements and challenges faced during the course of

implementation of the previous strategy.

## **4.2 Achievements and challenges**

### **4.2.1 Achievements**

The rate of case clearance has increased to a great extent and the old case backlog has been cleared.

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The laws were amended to improve efficiency in court procedures and processes;

Lots of professional development has taken place and skills and knowledge on key areas of law have been improved amongst the judicial personnel;

A performance management system to manage performance of the judges has been put in place.

Effortswereputforthtoimprovethequalityofservicesrenderedtothepublic.Atollfreenumberhasbeenprovidedformakinginquiries; instructions on time it takes to respond to inquiries and proper monitoring mechanisms;

The technologies have improved to serve better litigants. Many cases are being filed online; most case files in many courts have been digitized and can be accessed online;all courts from Intermediate court upwards are connected to the fiber optic and can access fast internet and are able to share information within and outside the courts;

The image of the judiciary has greatly improved and many cases have been and are still being transferred from international jurisdictions;

The commercial justice system has picked up and there is hardly any backlog at commercial courts and the at Commercial High Court;

All courts now have electricity either connected to the mains supply or equipped with generators;

Some courts got better courthouses to operate from;

### **4.2.2 Challenges**

Too many cases entering courts compared to the number of judges to handle them;

Low public knowledge on the functioning of the court system.

Inadequate technologies to improve efficiency in court processes and in delivery of services;

Particularly lack of a fully functional electronic case management system;

Some courts still lacking basic physical infrastructure required for proper court operations;

An organizational structure that hinders operational efficiency of the system and result in heavy backlog especially at the Supreme Court level, the court registries and at primary Court level;

Inadequate professional specialization of judicial personnel.

Lack of law reports to streamline and improve consistence and quality of judgments;

The need to cultivate a culture of respect for court decisions;

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

## **5 Capacity assessment**

### **5.1 Introduction**

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

Various assessments that have been carried out during the course of the last five years indicate that Judiciary has continued to improve skills and knowledge of its staff as well as in their performance management. The reviews also indicate weaknesses in operational process leading to inefficiencies in service delivery and case backlog.

In the usage of modern technologies, the Judiciary performed well in digitizing the court files in many of the intermediate court, high court commercial courts and the Supreme Court. Filing cases online was also introduced during the last two years and seems to have done quite well.

The key challenges to address include the capacity to replace old computers in a timely manner and to build continue offering staff relevant training to optimize on the use of the IT equipment to improve operational efficiency. A more efficient electronic case management system must be acquired and introduced to the whole court system and be able to work with other electronic systems of key partners such as prosecution and prisons.

The Judiciary will have to update its ICT plan and align it to national these storewide priorities; ensuring attainment of necessary technologies and capacity building among all categories of

staff in usage. Special focus will be put in file transfer, data storage, and case-management, knowledge sharing and improving the quality of judgments.

With regard to Human Resource Management, performance has been evaluated regularly and reveals clarity of job descriptions for judicial staff and setting and ensuring that staffs joining the Judiciary have the right professional qualifications. The participation of women in the Judiciary has also been noted as another key achievement.

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

Other issues identified include: retention of judicial officers especially the registrars; strengthening performance management system, compensation, recruitment planning, and continuous training needs assessment and streamlining the professional education at the Institute of Legal Practice and Development (ILPD).

To ensure that the judiciary is adequately staffed to achieve its current and future objectives; and to enhance talent retention in the Judiciary, the structure of the salaries and benefits of judicial staff should be reviewed and improved. In addition, mechanisms for staff to register dissatisfaction with their working environment should be improved and instituted to ensure that there is continuous communication between top management and the staff.

Although the Judiciary has been subjected to numerous reforms, the structure changes have not yet brought about functional efficiency. Some primary courts still receive more than three times the number of cases received by others yet they have the same number of judges and registrars. The Supreme Court and the court registries also need to be restructured for improved efficiency.

In terms of facilities, the Judiciary made good progress towards developing the physical infrastructure for Courts. However, there are still many courts that lack basic infrastructure for proper functioning and service delivery. During this period there will be focus on planning future physical infrastructure needs (depending on demographic, physical and economic trends) while focusing on continuous improvement and modernization of facilities to improve work processes and efficiency in the Courts.

## **5.2 Staff academic profile**

The following table provides a summary of employee qualifications.

Table 1: Employee Qualification

Category	PhD	Masters	1 <sup>st</sup> Degree	Higher Diploma	HighSchool	Total
Judges	1	35	237	0	0	<b>273</b>
Court Registrars	0	1	173	18	78	<b>270</b>
Inspectors	0	2	3	0	0	<b>5</b>
Admn and SupportStaff	0	6	76	4	2	<b>88</b>
<b>Total</b>	<b>1</b>	<b>44</b>	<b>489</b>	<b>22</b>	<b>80</b>	<b>636</b>

A review of the current staff profiles indicates that all judges have the required degree qualifications. It also indicates that some court registrars do not have required qualifications. During this coming period efforts will be made to put in place to recruit the registrars that fulfill the required qualifications.

### 5.3 Gender profile

The analysis of the staff composition indicates that as at June 2013, the judges were predominately male but this compares well to other judiciaries. The percentage of female judges in the whole judiciary is 39.1% as shown in the table below.

Table2: Gender Distribution.

Category	Male	Female	Proportion of female as % of total
Judges	166	107	<b>39.1%</b>
Court Registrars	128	142	<b>52.5%</b>
Inspectors	4	1	<b>20%</b>
Admn and SupportStaff	42	46	<b>52.2%</b>
<b>Total</b>	<b>340</b>	<b>296</b>	<b>46.5%</b>

One of the key indicators outlined in the Vision 2020 plan is to increase the percentage of women in decision making positions to at least 30%, since judges take court decisions; the judiciary is way above the target.



## **5.4 Proposed capacitybuilding initiatives to meet the set objectives**

This section outlines the proposed capacity building initiatives necessary to address the gaps and issues identified to achieve an effective workforce to deliver this strategic plan.

### **5.4.1 Training**

The judiciary will continue to build the capacity of its staff. The new strategic plan will be complemented by a five year training plan intended to develop the competency of the judicial staff. The training plan will include a variety of courses in judicial procedures, ethics and registry development as well as on-going training to update the Judiciary on new laws.

The following will be part of the training related initiatives:

### **5.4.2 Induction**

The judiciary will continue to implement induction courses for newly appointed and recruited staff, especially judges and registrars will be carried out to prepare them for their duties. Where possible the newly appointed staff will be given a period of sitting in with an experienced staff. This will prepare new staff for their duties by providing them with an opportunity to observe and learn about the procedures and role that they will be required to undertake.

### **5.4.3 Exchange visits**

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

### **5.4.4 Mentorship programs**

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

### **5.4.5 Leadership and managerial training**

The nature of leadership within an organization directly affects its ability to meet its objectives. All heads of departments and leaders within the judiciary and particularly the court presidents and chief registrars will be trained and given leadership skills so they can be more

able to motivate and empower others to achieve tasks and objectives set for the irrespective departments, courts and the judiciary at large.

#### **5.4.6 Training on organisational values, procedures and practices**

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

#### **5.4.7 Relations with Institute of Legal Practice and Development (ILPD)**

ILPD is the only institution in Rwanda with a mandate and responsibility to provide mandatory training and certification of judicial professionals as well as other legal practitioners. All legal practitioners within Rwanda are therefore required to attend training at the institute in order to acquire practice certification. The institute has been training and graduating judges but still a bigger number hasn't yet been trained. Some judges from higher courts have been supporting ILPD in training.

The judiciary will continue to be close to ILPD throughout the process of strategizing to develop more cost effective methodologies that could enable legal practitioners to combine work and study and also enable more students to complete the certification within a shorter period of time. The distance learning/part-time courses may come in handy.

#### **5.4.8 Human rights**

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

#### **5.4.9 Information management**

The judiciary strongly believes that information management skills are the bedrock to timely justice and information technology will continue to be pursued as a key enabler of performance and productivity in the Judiciary.

Access to data promotes transparency that enhances the credibility of judicial systems within the populace. The judiciary recognizes the need to equip employees with knowledge in usage of various software including Microsoft Office and Internet tools. All judicial personnel will be targeted to enhance their ICT skills.

The judiciary will also participate actively in sector wide initiatives to design and implement information management systems that will give legal practitioners and relevant stakeholders

timely access to legal information.

## **6 Activity Schedules and Resources Allocations**

The tables that follow present the strategic objectives, strategies, activities, schedules and resources allocation during the next five years. Annual plans and budgets will be based on the estimates provided and a mid-term review of the strategy is important to validate the relevance of the activities and resources allocation.

The implementation of the strategies and activities will depend on a clearly thought out implementation framework, coordination and application of sound project management principles to achieve the desired results

This will be supported by effective resource allocation and capacity building to implement the plan

**Table 3: Activity Schedule and Resource Allocations**

<b>Objective 1: To improve service delivery at all court levels and boost confidence in the adjudication process</b>										
<b>Output</b>	<b>Activity</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Responsibility center</b>	<b>Stakeholder</b>	<b>Cost (,000)</b>	
<b>Output 1.1 Improved customer services</b>	Review and Popularize the service charter						Administration Director +Secretary General and Inspector General	None	70,000	
	Develop and implement court communication strategy						Director of Communication	Journalists	60,000	
	Develop and implement strategy to better serve vulnerable groups (minors, people with disability, the elderly...)						Director of Administration Secretary General	None	350,000	
	Upgrade and roll out electronic filing system to all courts (ICMS)						ICT DG	None	500,000	
	Design and implement more online court services such as e-payments for court fees/services etc...						ICT DG		Part of integrated cases management	
	Improve usage of the website by regularly updating it and posting current information						ICT DG	None	15,000	
	Develop mechanisms to increase usage of suggestion boxes						Direct of communication+ Presidents of courts	None	500	
	Train front desk managers on customer care						Inspection General + Director of Communication	Capacity building	8,000	

							secretariat	
	Regular sensitization of front desk managers						Inspection General + Director of Communication	None 7,500
	Identify and avail necessary facilities and materials						Director of Administration	12,500,000
	<b>Total cost for objective 1</b>							<b>13,511,000</b>
<b>Objective 2: To deliver quality and timely judgments</b>								
<b>Output 2.1 Improved quality of judgments</b>	Prepare and publish law reports						Inspector General+ ICT DG	23,000
	Establish a structured law reporting mechanism						Inspector General+ DG ICT+ Director of Administration	630,000
	Continue training and sensitization of judges on the usage of precedent						Office of CJ Concerned Gvt institutions	30,000
	Elaborate and implement specialization guidelines						Inspector general	1,500
	Reestablish the judicial research fund						Secretary General	150,000
	Regularly sensitize and encourage judges and registrars to do research						Office of CJ	500
	Produce and disseminate inspection and performance management tools manual						Inspector General	50,000
	Produce and publish standard court processes						Inspector General	15,000
	Conduct regular inspection of courts						Inspector General	60,000
	Develop sentencing guidelines and bench books						Inspector General	17,000

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<b>Output 2.2 Reduced backlog cases</b>	Train court managers on planning and court management						Inspector General+ Secretary General		25,000
	Increase usage of IT in summoning litigants						Registrars+ DG ICT		See integrated case management
	Streamline communication and collaboration with RCS						Office of CJ		5,000
	Develop case process mapping						Inspector General		27,000
	Acquire the e-courtroom systems						ICT DG		995,000
	Upgrade and extend communication infrastructure to ease the file sharing in courts						ICT DG		1,400,000
	Refurbish the central server room securely host and back up courts files						ICT DG		500,000
	Develop an Integrated Case management system						ICT DG		See above
	Restructure and redefine posts in registry						Inspector General+SG		2,000
	Train registrars and judges						Inspector General+Director of Administration		940,000
	Implement court and individual performance evaluation mechanism framework						Inspector General+		1,500,000
	Work with other institutions to streamline and sensitize the public on usage of (ADR)						Inspector General+Secretary general	JRLOS+ Local governments	1,500
	Continuous sensitization on court processes						Inspector General+Director of communication		6,000

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	<b>Total cost for objective 2</b>								<b>6,380,000</b>
<b>Objective 3: To give special attention genocide and other international crimes</b>									
<b>Output3:1:</b> Genocide and other international crimes effectively adjudicated	Construct and furnish sufficient courtrooms and the chamber								740,000
	Provide sufficient number of judges and support staff to the chamber								220,000
	Acquire modern equipment and technologies for the chamber								515,000
	Produce a bench book to facilitate easy processing of the cases								29,500
	Train and build skills for judges and registrars handling the cases								1,700
	<b>Total cost for Objective 3</b>								<b>1,506,200</b>
<b>Objective 4: To enhance skills and knowledge of judicial officers and provide conducive environment</b>									
<b>Output 4.1 improved efficiency of internal resource management</b>	Conduct a study to establish a judiciary SACCO						Secretary General and Inspector General		5,000
	Identify and introduce conditions to improve the staff welfare and staff retention						Secretary General and Inspector General		5,000
	Improve transport facilitation						Secretary General and Inspector General		480,000

	Improve the status and esteem of judicial staff						Secretary General		480,000
	Reassess the functionality of the organizational structure of the judiciary and amend to enhance performance						Secretary General		10,000
	Conduct a capacity need assessment						Secretary General		2,800
	Establish a 5 years comprehensive training plan						Office of Chief Justice		1,200
	Conduct staff trainings						Secretary General		1,650,000
	Mobilise finances						Secretary General		3,000
	Construct, expand, renovate court houses						ICT DG+ Director of Planning M&E		6,000,000
	Identify areas of weakness and address them								1,500
	Train in logistic management						Secretary General+ Director of Administration		42,000
	Outsource some of the services						ICT DG+ Director of Administration		311,000
	<b>Total cost for objective 4</b>								<b>8,991,500</b>
<b>Objective 5: To strengthen the partnership with Judiciary stakeholders to ensure</b>									
<b>Output5.1 strengthened partnership</b>	Identify key stakeholders						Secretary General		5,000
	Define terms of reference of collaboration						Secretary General		5,000
	Implement the resolutions						Secretary General		2,500

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	Negotiate and implement MoUs								20,000
	Plan and participate in regional and international meetings						Office of Chief Justice		75,000
	<b>Total cost for objective 5</b>								<b>107,500</b>
<b>Grand Total costs</b>									<b>30,496,200</b>

### Annual expenditure schedule

Year	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	Total cost
Activity costs	5,879,753,375	6,000,000,000	6,500,000,000	7,000,000,000	5,116,446,625	30,496,200,000
Employee costs	4,919,729,045	5,165,715,497	5,424,001,272	5,695,201,336	5,979,961,403	27,184,608,553
<b>Total costs</b>	<b>10,799,482,420</b>	<b>11,665,715,497</b>	<b>11,424,001,272</b>	<b>11,195,201,336</b>	<b>10,893,408,028</b>	<b>57,680,808,553</b>

## **7 Implementation, monitoring and evaluation**

### **7.1 Implementation**

Having defined the strategy it is important to define how it will be implemented, monitored and evaluated. This involves defining the implementation and monitoring teams who will be responsible for carrying out these actions and ensuring that the judiciary meets its goals effectively.

The monitoring and evaluation of this strategic plan will be guided by the Supreme Court management team headed by the Chief Justice.

The implementation will be based on project management principles where teams will be set up for the activities defined and assigned responsibilities for delivering results within the time and resources schedules for the Judiciary. The inspectorate will play a key role in monitoring progress made and recommend in gamey revisions to the strategic course and activities adopted.

These implementation teams for each activity (as defined in this strategic plan) will include a Project Sponsor and Project Manager and supporting resource persons to be defined once the implementation begins. All the roles for the team members will be clearly defined .For instance; the Project Sponsor will have ultimate accountability and responsibility for the activity, and will ensure that the necessary resources are available to undertake the activity.

The Project Sponsor, ideally, should be ahead of section/department. The Project Manager will be responsible for the delivery of the defined activity outputs, to the defined specifications, on time and to budget. The Project Manager will manage the day-to-day aspects of the activity and the necessary reporting.

The Project Manager will develop execution plans, resolve planning issues, resource and implementation issues and monitor progress and budgets. The Project Managers will be Presidents of the different courts and selected staff at the directorates and departments within the Judiciary.

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

The Judiciary planning department is currently short of resources and in many cases, these selected implementation and monitoring team may not have all the capabilities needed to fulfill tasks required. These gaps will be identified, and steps taken to facilitate implementation and monitoring of the strategic plan by building capacity in the planning department to guide the process.

## 7.2 Monitoring and evaluation

Monitoring and reporting will involve:

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

Project monitoring will involve tracking five variables:

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

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

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

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

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

A mid-term review for this strategic plan will be done at the end of the third year of implementation for the following purposes:

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

Detailed Monitoring and Evaluation framework is appended to this document.

## 8 Appendices

### Appendix 1: Detailed Performance evaluation on previous strategic plan

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

#### Objective 1: Render access to justice to all litigants

Expected Results	Planned activities	Performance/Progress
<b>1.1 Enhanced public awareness of court processes and procedures</b>	Undertake a detailed work flow study including mapping in all courts	V
	Document the standard court processes	V
	Define process activity performance measures (e.g. cycle times, number of steps to completion of a process, responsibilities for results, expected results and timelines)	V
	Establish a customer care/reception desk at each court	VV
	Develop judiciary communication plan	X
	Develop communication materials and post the process flow in courts	X
	Implement the communication through public awareness campaigns on the procedures and processes through radio, print media and TV	VV
	Orientation of litigants to court processes-develop work flow charts in all courts, performance targets for activities, process cycle times, set target, undertake radio programs to sensitize the public;	VV
	Develop database, forums and channels for information sharing (internally and externally);	VV
Inform the public on the existence and role of the information department within the courts and the rules and roles of this services to litigants;	VV	

	Collaborate with other Justice Sector players to disseminate new laws on court procedures	VV
	Compile a plan for computerizing the judiciary and develop computerized communication system	V
	Compile uniform layout for judicial acts	V
<b>1.2 Improved physical and financial accessibility to the courts</b>	Provide information to the public on location of courts by type and jurisdiction	V
	Set workload sharing benchmarks for all courts based on work load trends, type of cases trends and jurisdiction	V
	Carry out surveys amongst litigants on the quality of services offered by the courts	V
	Hold trials at location of crime-mobilize resources for it	V
	Develop IT systems to enhance accessibility to justice by public-internet etc to register cases, place inquiries, monitor cases progress	VV
	Develop database and statistics covering vulnerable groups and monitor progress of their cases (e.g. PLWHA, people with disabilities, children and orphans	X
	Active participation In sector wide initiatives to develop and provide legal aid services to the needy and vulnerable population (e.g. through social responsibility undertakings, public education and linkages with community and other professionals	VV
	Develop capacity to serve people with disabilities. Initially train staff on sign language, Braille and later participate and influence the justice sector to collaborate and develop sector wide strategies for serving people with disabilities	X
	Elaborate, revise and popularize laws and policies that increase access to justice	V
<b>1.3 Reinforced capacity of judges and judicial staff</b>		
	Undertake annual reinforcement of capacities (human, material and institutional)in administration of justice	V
	Develop and implement annual staff training and development plan to support this strategic plan	X
	Reinforce the inspectorate function in terms of staff numbers to support effective management of cases and monitoring legal representation to enhance accessibility to justice	V
	Collaborate with providers of alternative mediation processes e.g. ABUNZI and develop statistics and databases of cases handled to ensure that new challenges to the provision of justice are known to support forward planning for relevant	V
	Participate in and influence efforts to improve capacity, procedures manuals and framework including motivation strategies for Abunzi. This will be achieved in collaboration with MINIJUST and MINALOC	X

Influence players/actors to develop a framework for involving development partners to enhance access to justice	X
Develop lobbying and communication strategy, defining the judiciary's working modalities with actors in the justice sector to enhance access to justice-e.g. through running joint publicity campaigns	X

**Objective2:Ensure that justice is administered fairly, effectively and efficiently**

Expected Results	Planned activities	Performance/ Progressmad
<b>2.1 Improved cases management cycle time and work productivity supported by efficient operational processes</b>	Undertake a detailed work flow study (including process mapping) in all courts. Elements to be covered in the workflow study will include new cases entering the court system, analysis on cases that occur more frequently, reasonsfor delays and average time taken to complete the case	
	Document standard processes	
	Define process activity performance measures e.g. cycle times number of steps to completion of a process, responsibilities s for results, expected results, and timelines	X
	Reorganize registry processes and functions to enhance management of records(storage, retrieval and management of files movement)	V
	Review skill sets and retain registry staff to enhance operational efficiency	V
	Develop procedures for archiving files in the library	V
	Train staff on the processes to simplify the flow of work	X
	Allocate responsibilities	X
	Develop communication materials and post the process flow in each reception areas of courts and registries to guide the public	X
	Granting of communication facilities to judges	V
	Develop tools and processes for work allocation and scheduling to staff within the courts-develop annual schedules and update them on quarterly, then monthly basis. This will include defining and putting strategies for reduction of backlog and prevention of build of back log.	V
	Define and standardize reports on work load and inspectorate activities	X
	Develop inspection manuals indicating an annual inspection calendar	
	Review adequacy of inspectors in discharging their duties and develop intervention to sustain equip and sustain the capacity in light of routine inspection findings	X

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Increase the number of support staff, especially IT and legal researcher assistance at IC and HI courts	V
Organize training of administrative support staff	VV
Train all judicial support staff on certified ICT courses	X
Mobilize and second judges from courts that have lesser work load to help clear backlogs in other courts	V
Hire regional judges for short term periods to clear backlog	X
Lobby for a law reforms to allow one judge to hear cases before the appeal in order to free-up judicial time to deal with backlogs	VV
Increase the number of inspectors (currently only4) to evaluate the quality of judgments	X
Establish basic judicial skills that require mandatory ILPD certification for all judicial technical personnel in the next five years	X
Continue on the job training of judges and registrars to improve efficiency	VV
Organization of advanced internships and study visits for judges and all judicial staff. On job training should also include training on languages to enhance participation in regional integration	VV
Review terms and conditions of judges, registrars and inspectors, to facilitate retention of judicial personnel	X
Participate in efforts and initiatives to enhance the capacity and effectiveness of ILPD e.g through knowledge sharing	X
Promote alternative dispute resolution mechanisms by courts encouraging parties to settle cases outside court	X
Develop capacity of ABUNZI system	VV
Avoiding non-essential postponements and useless proceedings. Report on the quarterly basis the progress	VV
Establish comprehensive monitoring and evaluation system for the judiciary with a clear review calendar	V
Conduct sensitization training of key Judiciary staff on the front line of generating, capturing and reporting on judicial statistics	VV
Creation of a Judicial Research Fund(JRF) accessible to all justice sector personnel to promote research and development of judicial experience	X
Creation and reinforcement of cooperation links between Rwandan Judiciary and International Judicial systems- through visits, exchange programs	V
Comprehensive quarterly production and publication of reports on jurisdiction and financial activities	V

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	Publication of a collection of jurisprudence	v
	Build capacity of the internal audit department and financial reporting	x
<b>2.2.Improved knowledge management and sharing</b>		
	Compile a plan to advance the computerization of the Judiciary and develop the computerized communication system	x
	Develop a case law management and report system	x
	Creation of management system and training of judges and judicial staff in computerized management of case files	v
	Provide inputs in developing the Justice Sector Management Information System (MIS)	x
	Review and fund the existing investment plan	x
	Support remuneration for the center (ordinary budget and other costs)	x
	Improve provision of modern equipment to all courts. These include communication and recording systems and supporting auxiliary equipment	v
	Complete the infrastructure of courts by 2010 and design a program for repairs and maintenance of the infrastructure	v
	Rehabilitation and extension of courts (26 courts)	v
	Construction of new courts (22 courts)	v
	Develop an elaborate inspection manual to promote monitoring and evaluation	x
	Lower the average time to prosecute and rule on cases in courts-define performance measures e.g. standard time on different types of cases (including complexity) and implement this to all courts based on results of work flow analysis	x
	Participate in improvement of the execution of judgments through information sharing and clearly define the roles for bailiffs	x
	Review the laws impacting on performance of Judiciary	v
	Develop a specific strategy for dealing with backlog of cases e.g having special sittings, and special judges assigned duties for these cases	vv
	Develop and monitor workload in all cases regularly, then schedule workload among judges in different courts to ensure equity in workload and efficiency is dispensing justice	v
Train judges to plan ahead and project workloads for ease of assigning responsibilities for effective administration	v	

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	Improve on efficiency and quality of judgments through quarterly brainstorming sessions with all judges, research and encourage papers from judges on cases and emerging challenges as the Judiciary grows	x
	Modernize the registry through use of ICT, and publish decided cases to increase the predictability of judgments and win public trust	v

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**Objective3: Independence of the Judiciary is effective**

Expected Results	Planned activities	Performance/Progress
<b>3.1 Improved confidence by public in the impartiality of the Judiciary</b>	Develop a common vision on the concept and meaning of independence of Judiciary among judges and judicial staff through awareness and education sessions to cover all judges and judicial staff annually	v
	Expose judges to other countries (through study tours and visits) to benchmark levels and practices adopted to achieve independence	x
	Develop a communication strategy regarding judges who are punished/disciplined (on cases where independence is compromised in discharge of justice) so as to change public perception through transparency	vv
	Create a framework to examine and analyze cases of conflicts linked to independence of the Judiciary. Include this in Judiciary annual reports	x
	Organization of information workshops for political and administrative leaders on the independence of the Judiciary	x
	Communicate with the public and other stakeholders to have common vision on independency of Judiciary	v
	Popularize laws on corruption and accountability within the Judiciary	x
	Conduct research on the reasons for the low-esteem of judges through a work environment conditions survey	x
	Improve the welfare of judicial staff through non-monetary motivations, e.g. improve work environment and conditions, team building activities, benchmark rewards to other comparable profession locally and in the region, staff welfare funds	x
	Develop responsibility guidelines for actors in justice sector clearly outlining their responsibilities in effective administration of justice and the expectations of the Judiciary for each actor. These include police, prisons, prosecution, the Bar Association, MINIJUST. This will reinforce the need to have the	x
	Define acceptable service levels of actors within sector	x
	Lobby for law reforms to address issues of incompetent lawyers in collaboration with Bar Association	v

**Objective4:Active collaboration with partners is good and efficient**

Expected Results	Planned activities	Performan ce/Progres
<b>4.1 reinforced and effective framework for development partners participation in the sector to achieve better funding and coordination of interventions</b>		
	Organize development partners meeting	X
	Develop a memorandum of understanding with development partners	V
	Define and agree on programs of work and roles of partners	X
	Define and agree on related accountability and reporting guidelines	X
	Identify SWAp and Judiciary specific activities for effective development partners participation	X
	Align partner participation to EDPRS priorities	X
<b>4.2 Effective working relationship and communication between actors in the justice sector to achieve operational efficiency in turning round cases and improving the quality of judgments</b>		
	Review and updated the framework for dialogue and working with actors in the justice sector (MINIJUST,Police, bailiffs, Ombudsman, prisons, gacaca, Bar Association and human Rights Bodies0	X
	Review and update document for the framework	X
	Active participation in sector secretariat	V
	Lobby and propose law reforms to avoid frivolous and vexatious suits	X
	Hold regular meetings (quarterly) to discuss issue affecting the effectiveness of justice sector with updates from each actor e.g. provision of forensic services, medico-legal services, work flow and interactions between courts and prisons	X
	Reinforce legal framework to support anti-corruption monitoring mechanisms	X

Enhancing efficiency through modernisation

	Develop communication strategy to be adopted in dealing with actors in the justice sector	X
	Reinforce legal framework that supports and encourages civil society organizations participation in the sector	X
	Review and provide inputs to refine laws affecting accessibility to justice in collaboration with actors in the justice sector. E.g. use of IT to enhance communication between courts and prisons to produce	X
	Participate in sector efforts to sensitize the population on human rights (encourage participation of civil society organizations sensitizing the population on human rights, promote the concept of house of	X
	Support the development of a department for providing proof and expert evidence (e.g. to include medical doctors services, psychologists etc.)	X
	Active participation in the development of framework for monitoring the respect of human rights, in particular rights of people with disabilities, women, children, PLWHA and vulnerable groups	X
	Organization of meetings with ministries concerned to mobilize funds	X

Enhancing efficiency through modernisation

**Appendix2: Logical framework**

Objectives	Output	Objectively verifiable indicators	Means of verification	Strategies	Policy action	Activities
<p><b>Objective1: To improve service delivery at all court levels and boost confidence in the adjudication process</b></p>	<p><b>Output1.1</b> : Improved customer services</p>	<p>% of customer satisfaction</p>	<p>Annual customer satisfaction survey</p>	<p>Inform court clients on how to use and benefit from court services and their rights and obligations</p>		<ul style="list-style-type: none"> <li>- Review and publicize the service charter</li> <li>- Develop and implement court communication strategy</li> <li>- Develop and implement strategy to better serve vulnerable groups (minors, people with disability, the elderly.....)</li> </ul>
				<p>Strengthen usage of the online services</p>	<p>Put in place a instructions and guidelines on usage electronic facilities in service delivery</p>	<ul style="list-style-type: none"> <li>- Upgrade and extend electronic filing system</li> <li>- Design and implement online services</li> <li>- Improve the usage of the website by regularly updating it and posting current information</li> </ul>

Enhancing efficiency through modernisation

				Closely monitor perception of court users on service received.		<ul style="list-style-type: none"> <li>- Develop mechanism to increase usage of suggestion boxes.</li> <li>- Prepare tools for quick and regular assessment of level of satisfaction of court users.</li> </ul>
				Build capacity of judicial front desk officers on customer care and service delivery		<ul style="list-style-type: none"> <li>- Train front desk managers on customer care.</li> <li>- Regular monitor sensitization on front desk managers</li> <li>- Identify and avail necessary facilities and materials.</li> </ul>
<b>Objective 2: To deliver quality and timely judgments</b>	<b>Output 2.1</b> Improved quality of judgments	% of overturned cases at final stage compared to the total appealed cases		Usage of precedent	Put in place a Law report unit Put in place guidelines on the use of precedence in judgments	<ul style="list-style-type: none"> <li>- Prepare and publish law reports</li> <li>- Establish a structured law reporting mechanism</li> <li>- Continue training and sensitization of judges on the use of principle of precedence</li> </ul>

		<ul style="list-style-type: none"> <li>- % of modified cases from ombudsman compared total closed</li> <li>- % cases requesting for interpretation s correction</li> </ul>		<p>Encourage research and specialization</p>	<p>Put in place guidelines on judges specialization.</p> <p>Policy on Judiciary research fund guidelines</p>	<ul style="list-style-type: none"> <li>- Elaborate and implement guidelines on specialization</li> <li>- Reestablish judicial research fund</li> <li>- Regularly sensitize and encourage judges and registrars to do research and publish</li> </ul>
				<p>Closely monitor quality of judgments</p>		<ul style="list-style-type: none"> <li>- Produce and disseminate inspection and performance management tools</li> <li>- Produce and publish standard court processes</li> <li>- Regular inspection of courts</li> <li>- Develop sentencing guidelines and bench books</li> </ul>
	<p><b>Output2.2</b> Reduced backlog cases</p>	<p><b>Time cases take to be judged</b></p>	<p>Narrative reports</p>	<p>Reduce the frequency of postponements of cases</p>	<p>Take corrective actions for unjustified and unacceptable motives</p>	<ul style="list-style-type: none"> <li>- Train court managers on planning and court management</li> <li>- Increase use of IT in summoning litigants</li> <li>- Streamline communication and collaboration with RCS</li> </ul>

				<p>Improve case management cycle</p>		<ul style="list-style-type: none"> <li>- Develop case process mapping</li> <li>- Acquire the e-courtroom systems</li> <li>- Upgrade and extend communication infrastructure to ease the file sharing in courts</li> <li>- Refurbish the central server room</li> <li>- Develop and Integrated Case management system</li> <li>- Restructure and redefine posts in registry</li> </ul>
				<p>Strengthen skills and knowledge of court registrars and judges</p>		<ul style="list-style-type: none"> <li>- Train registrars and judges</li> <li>- Implement court and individual performance evaluation mechanism framework</li> </ul>



				Reduce number of cases entering court unnecessarily.		<ul style="list-style-type: none"> <li>- Work with other institutions to streamline and uphold alternative dispute resolutions (ADR) mechanism and eliminate non contentious matters</li> <li>- Continuous sensitization to the public on courts processes.</li> </ul>
<b>Objective 3: To give special attention to genocide and other international crimes</b>	<b>Output3.1</b> Effectively genocide and international crimes adjudicated	time a case takes to be judged		Reinforce the capacity of High court chamber for International crimes		<ul style="list-style-type: none"> <li>- Construct and furnish sufficient courtrooms for the chamber</li> <li>- Provide sufficient number of judges and support staff to the chamber</li> <li>- Acquire modern equipment for and technologies for the chamber</li> <li>- Produce a bench book to facilitate easy processing of the cases</li> <li>- Train and build skills for judges and registrars handling the cases.</li> </ul>

Enhancing efficiency through modernisation

<b>Objective 3: To enhance skills and knowledge of judicial officers and provide conducive work environment</b>	<b>Output 3.1 improved efficiency of internal resource management</b>	<ul style="list-style-type: none"> <li>- cost per case</li> <li>- % of Staff satisfaction</li> <li>- Number of adequate basic court infrastructure</li> <li>- Opinion of Auditor</li> </ul>	Annual Monitoring reports -staff satisfaction survey -Auditor General reports	Put in place mechanism to improve staff welfare and staff retention		<ul style="list-style-type: none"> <li>- Conduct a study to put in place the judiciary SACCO</li> <li>- Identify and introduce conditions to improve the staff welfare and retention</li> <li>- Improve transport facilitation for judicial staff</li> <li>- Improve the status and esteem of judicial staff</li> </ul>
				Restructure the judiciary		<ul style="list-style-type: none"> <li>- Reassess the functionality of the organizational structure of the judiciary and amend to enhance performance</li> </ul>
				Develop skills and knowledge of the judicial officers		<ul style="list-style-type: none"> <li>- Conduct a capacity need assessment</li> <li>- Establish a 5 years comprehensive training plan</li> <li>- Conduct staff training</li> </ul>
				Avail adequate court physical infrastructure		<ul style="list-style-type: none"> <li>- Mobilise finances</li> <li>- Construct, expend, and renovate court houses.</li> </ul>

		General		Put in place mechanisms to improve management of court assets		<ul style="list-style-type: none"> <li>- Identify areas of weakness and address them</li> <li>- Train in logistic management</li> <li>- Outsource some of the services</li> </ul>
<b>Objective 4: To strengthen the partnership with key Judiciary stakeholders</b>	Output 4.1 Strengthened partnerships	Number of resolutions implemented	Monthly Monitoring reports	Put in place mechanisms of collaboration with key stakeholders		<ul style="list-style-type: none"> <li>- Identify key stakeholders</li> <li>- Define terms of reference for the collaboration</li> <li>- Implement the resolutions</li> </ul>
				Put in place mechanism of cooperation with regional Judiciaries and international organizations		<ul style="list-style-type: none"> <li>- Negotiate and implement MoUs</li> <li>- Plan and participate in regional and international meetings</li> </ul>

Appendix 3: Monitoring and evaluation framework

<b>Strategic Objective 1: To improve service delivery at all court levels and boot confidence adjudication process</b>								
	Performance indicators	Annual Target						Means of verification
		Baseline	2013/14	2014/15	2015/16	2016/17	2017/18	
<b>Output 1.1 Improved customer services</b>	% of customer satisfaction	Establish a base line					80% of satisfaction	2 years Customer satisfaction survey
	<b>Strategic Objective 2: To deliver quality and timely judgments</b>							
<b>Output 2.1 Improved quality of judgments</b>	-% of overturned cases at final stage compared to the total appealed cases	28%	27	25	23	21	20%	Statistics reports
	% of modified cases from ombudsman compare	To be defined						Statistics reports

	d total closed							
	% cases requesting for interpretations correction	To be defined						(statistic reports
<b>Output2.2</b> Reduced backlog cases	Time a case takes to be judged	18 months	17	16	14	13	12months	Statistic reports
<b>Objective 3: To give special attention to genocide and other international crimes</b>								
<b>Output 3.1 :</b> <b>Effectively adjudicated genocide and other</b>	Time a case takes judged	8 months 8 months	7 month	7 months	6 months	5 months	4 months	Statistics reports

<b>international crimes</b>								
<b>Strategic Objective 4: To enhance skills and knowledge of judicial officers and provide conducive environment</b>								
<b>Output 2.1</b> improved efficiency of internal resource management	cost per case	Rwf 146,498						Monitoring reports
	% of Staff satisfaction	To be defined						Survey reports
	Auditor general opinion							Auditor General reports
<b>Output 2.2</b> Adequate resources acquired	%of staff with professional certificates and degrees							HR reports
	Number of adequate basic	Draft project of infrastructure	Update the draft project	Tendering process	Works starts	Works ongoing	Completion of works	Logistics reports

	court infrast ructure	renovatio n and constructi on available	and project study						
<b>Strategic Objective 4: To strengthen partnership with key Judiciary stakeholders</b>									
<b>Output 4.1 Strengthened</b>	Number of resolutio ns impleme nted	To be defined							Monitori ng reports

#### Appendix 4: Courts territorial jurisdiction

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

The territorial jurisdiction of Primary court is in annex of Organic Law No 02/ 2013/OL OF 16/06/2013.



## Appendix 5: Lists participants in consultative meetings

### 1. Consultative meeting with Judicial planning committee

**Date: 28 May 2013**

**Venue: High Court Boardroom**

<b>No</b>	<b>NAMES</b>	<b>INSTITUTION/Court</b>
1	GAHONGAYIRE Anne	Supreme Court
2	RUKUNDAKUVUGA François Régis	Supreme Court
3	HATEGEKIMANA Daniel	Supreme Court
4	GASANA Jean DamaScène	TB Kacyiru
5	BYAKATONDA John	TGI Nyarugenge
6	RUKUNDAKUVUGA J.M Olivier	Supreme Court
7	MUKANYUNDO Patricie	Supreme Court
8	MUREBWAYIRE R. Liberata	CHC
9	TWAHIRWA Gervais	Supreme Court
10	MUNYAMAGANA Wilson	Supreme Court
11	NSABIMANA Froduard	HC
12	MUKAKAMALI Florentine	Supreme Court
13	AGAKIZA Aronie Samira	TB Nyarugengera
14	BWASISI M.Germain	TC Nyarugenge
15	RUTAYISIRE Emmanuel	TB Kacyiru
16	SEBAGABO Mbera Patrick	
17	GASHEMEZA Fred	Supreme Court
18	RWIGEMA SEBANTU	Supreme Court
19	MUKANDAMUTSA Josephine	Supreme Court
20	TUYISHIME Jean Paul	Supreme Court
21	KAMERE Emmanuel	CHC
22	HITIMANA Jean Marie Vianney	High Court

## 2. Consultative meeting with Judicial planning committee

**Date: 17-18 July 2013**

**Venue: High Court Boardroom**

<b>No</b>	<b>NAME AND SURNAMES</b>	<b>FUNCTION</b>	<b>ADRESS</b>
1	GAHONGAYIRE Anne	Secretary General	Supreme Court
2	RUKUNDAKUVUGA François Régis	Inspector General	Supreme Court
3	BAKUZAKUNDI Athanase	President	HCCIC
4	HATEGEKIMANA Daniel	Director of Planning	Supreme Court
5	GASANA JEAN DamaScène	President	TB Kacyiru
6	BWASISI M.Germain	President	TC Nyarugenge
7	RWIGEMA SEBANTU	SPIU Coordinator	Supreme Court
8	BYAKATONDA John	President	TGI Nyarugenge
9	RUKUNDAKUVUGA J.M.Olvier	Greffier en Chef	Supreme Court
10	RUZINDANA Théogène	Director of Finance	Supreme Court
11	MUKANYUNDO Patricie	Judge/Supreme Court	Supreme Court
12	MUREBWAYIRE R. Liberata	Chief Registrar CHC	CHC
13	MUGARURA Emmanuel	Technical Advisor	Supreme Court
14	TWAHIRWA Gervais	Director of Administration	Supreme Court
15	KAMERE EMMANUEL	VP/CHC	CHC
16	MUNYAMAGANA Wilson	Monitoring and Evaluation	Supreme Court
17	NSABIMANA Froduard	Director of Internal Ressources	HC
18	AYINKAMIYE Alphonsine	Secretary of Planning	Supreme Court

### 3. Consultation meeting with Presidents and Chief Registrars of courts

Date: 2 August 2013

Venue: Supreme Court Meeting Room

S/N	Names	Post
1	Prof. Sam RUGEGE	Chief Justice
2	Zainabo Sylvie KAYITESI	Deputy Chief Justice
3	Anne GAHONGAYIRE	Secretary General
4	Francois Regis RUKUNDAKUVUGA	Inspector General of Courts
5	Jean Marie Olivier RUKUNDAKUVUGA	Chief Registrar at Supreme Court
6	Agnes NYIRANDABARUTA	Inspector
7	Fred GASHEMEZA	Director General of ICT
8	Gervais TWAHIRWA	Director of Administration
9	Daniel HATEGEKIMANA	Director of Planning
10	Liberata MUREBWAYIRE	Chief Registrar of Commercial High Court
11	Emmanuel KAMERE	Vice President of the High Court
12	Fortunee NYIRANEZA	Chief Registrar High Court
13	Jean Marie Vianney HITIMANA	Vice President of the High Court
14	Solange INGABIRE	Chief Registrar of ICC High Court
15	Aphrodis NSABIMANA	Director of Communication
16	Aimé KALIMUNDA	Advisor to Deputy Chief Justice
17	Valens NKURUNZIZA	Advisor Chief Justice
18	Justin GAKWAYA	Rwamagana High Court Chamber President
19	Dickson SHONERI MUGANWA	Musanze High Court Chamber President
20	Thimothee KANYEGERI	Rusizi High Court Chamber President
21	Pie MUGABO	Nyanza High Court Chamber President

22	Alexandre UWIMANA	Chief Registrar of Rwamagana High Court Chamber
23	Prosper KABAGEMA	Chief Registrar of Rusizi High Court Chamber
24	Marie GorethDUKUZUMUREMYI	Chief Registrar of Nyanza High Court Chamber
25	Venant NSANZITEGEO	Chief Registrar of Musanze High Court Chamber
26	Adolphe UDAHEMUKA	President of Karongi Intermediate Chamber
27	Edgar HODARI	President of Rubavui Intermediate Chamber
28	Felicien NSENGIYUMVA	President of Rusizi Intermediate Chamber
29	Harrison MUTABAZI	President of Ngoma Intermediate Chamber
30	John BYAKATONDA	President of Nyarugenge Intermediate Chamber
31	Leonidas BADARA	President of Gicumbi Intermediate Chamber
32	Jerome MUGEYO	President of Nyagatare Intermediate Chamber
33	JMV YARAMBA	President of Nyamagabe Intermediate Chamber
34	Fabienne KABAGAMBE	President of Muhanga Intermediate Chamber
35	Chantal SAFI WERABE	President of Gasabo Intermediate Chamber
36	Immaculee UWERA	President of Huye Intermediate Chamber
37	Cyridion NSENGUMUREMYI	President of Huye Commercial Court
38	Germain BWASISI MUGABO	President of Nyarugenge Commercial Court
39	Christine KANYAMIBWA	President of Musanze Commercial Court
40	Jean Claude HARINDINTWARI	Chief Registrar of Rubavu Intermediate Court
41	Jean Marie Vianney	Chief Registrar of Gicumbi Intermediate Court
42	Marie Rose KAMPIRE	Chief Registrar of Muhanga Intermediate Court
43	Théoneste MANIRARORA	Chief Registrar of Huye Intermediate Court
44	Charles MUGENZI	Chief Registrar of Gasabo Intermediate Court
45	MUHOZA NDASOBANYA Germain	Chief Registrar of Nyamagabe Intermediate Court
46	Camarade NDIZEYE MUKATA	Chief Registrar of Ngoma Intermediate Court

47	Jean de Dieu NTAWUGASHIRA	Chief Registrar of Nyagatare Intermediate Court
48	Emérence RAFIKI	Chief Registrar of Karongi Intermediate Court
49	Stanislas SIBOMANA	Chief Registrar of Nyarugenge Intermediate Court
50	Germaine UWAMARIYA	Chief Registrar of Rusizi Intermediate Court
51	Clémentine ZANINKA	Chief Registrar of Musanze Intermediate Court
52	Florentine MUKAKAMALI	Chief Registrar of Nyarugenge Intermediate Court
53	Christine MUREKATETE	Chief Registrar of Musanze Intermediate Court
54	Vincent TWAGIRAMUNGU	Chief Registrar of Huye Intermediate Court

#### 4. Consultations meeting with Judiciary local stakeholders

**Date : 3 September 2013**

**Venue: High Court Boardroom**

No	FULL NAMES	INSTUTION
1	GASHEMEZA Fred	Supreme Court
2	MUYOBOKE K. Amé	Supreme Court
3	NKURUNZIZA Valens	Supreme Court
4	RUKUNDAKUVUGA JMV	Supreme Court
5	GAHONGAYIRE Anne	Supreme Court
6	HATEGEKIMANA Daniel	Supreme Court
7	RUZINDANA ThéOGÈNE	Supreme Court
8	RUKUNDAKUVUGA François Régis	Supreme Court
9	KAYITESI Zainabo Sylvie	Supreme Court
10	NGARUKIYE JP Jacques	Rwanda National Police
11	CCP Paul RWARAKABIJE	Rwanda Correctional Service
12	HITIYAREMYE Alphonse	National Public Prosecution Authority
13	TUGIREYEZU Vénantie	Office of the President
14	SHEIK MUSA Fazil	MININTER
15	BUSINGE Johnson	MINIJUST
16	KALINIJABO Yvonne	Office of the Ombudsman
17	SEMUKANYA Aimable	Rwanda Governance Board
18	HABIMANA Jean Damascène	National Public Prosecution Authority
19	MUGABE Victor	Kigali BAR Association