Republic of Rwanda
The Judiciary

THE JUDICIARY
STRATEGIC PLAN
2024-2029

KIGALI, DECEMBER 2024

Table of Contents

EXECUTIVE SUMMARY 2

1 INTRODUCTION 4

1.1 Background and context 4

1.2 Overview of the Judiciary of Rwanda 4

1.3 Methodology 5

2 SITUATION ANALYSIS 6

2.1 Policy Context 6

2.2 Performance of the Judiciary 7

2.3 Key challenges and constraints hindering the Judiciary 8

2.4 The SWOT and PEST analysis 9

3 STRATEGIC FRAMEWORK 12

3.1 Goal 12

3.2 Vision 12

3.3 Mission 12

3.4 Core Values 12

3.5 Overall key pillars and strategic interventions 12

3.6 Cross cutting issues 15

3.7 Strategic objectives, strategic outcomes, and outcome indicators 15

4 STRATEGIC PLAN IMPLEMENTATION FRAMEWORK 18

4.1 Implementation framework 18

4.2 Mechanisms for coordination 18

4.3 Institutional roles and responsibilities 19

5 RISK ANALYSIS AND MITIGATION MEASURES 21

6 STRATEGY ACTION PLAN AND IMPLEMENTATION INDICATORS MATRIX 23

7 MONITORING AND EVALUATION 40

7.1 Introduction 40

7.2 Monitoring and evaluation framework (M&E Matrix) 40

8 COST OF THE JUDICIARY STRATEGIC PLAN 46

List of Abbreviations

ADR:	Alternative Dispute Resolution
EAC:	East African Community
GBV:	Gender Based Violence
ICT:	Information, Communication Technology
IECMS:	Integrated Electronic Case Management System
JPMS:	Judiciary Performance Management System
JRLOS:	Justice, Reconciliation, Law and Order Sector
KIAC:	Kigali International Arbitration Centre
KII:	Key Informant Interviews
LAN:	Local Area Network
M&E:	Monitoring and Evaluation
NST:	National Strategy for Transformation
PEST:	Political, Economic, Social and Technological
RHA:	Rwanda Housing Authority
SDGs:	Sustainable Development Goals (SDGs)
SWOT:	Strengths, Weaknesses, Opportunities, and Threats
TIP:	Trafficking In Persons
UN:	United Nations

Executive Summary

The Judiciary's Strategic Plan 2024-2029 is aligned to NST2's key priority of ensuring universal access to quality justice, strengthening the justice system's capacity, focusing on reducing the case backlogs by half and improving justice service delivery. This strategic plan as a policy document shall orient the Judiciary and its stakeholders' interventions to achieve the stated priority. The development of this strategic plan drew closely on desk review of justice related documents. Different internal and external stakeholders' consultations were conducted to assess and ascertain existing opportunities and gaps in delivery of timely and quality justice across the different levels of the Judiciary.

Over the previous Strategic Plan, the Judiciary overall performance was 79.55% while 90.7 percent citizens shown trust in court decisions. These achievements are attributed to the digital transformation mainly the use of IECMS and JPMS, use of precedent, court annexed mediation and plea-bargaining. In addition to this, judges and registrars were trained and empowered through capacity building programs. Even though the Judiciary presents tangible achievements, there are some challenges impeding the delivery of justice especially in case backlogs, staff turnover and older and small court buildings.

The 2024-2029 Judiciary strategic plan will target reducing these challenges and achieve the stated goals, the vision, and mission through a proper implementation of the five key pillars which are strengthening delivery of timely and quality justice, human resource management enhancement, strengthening the effectiveness, efficiency of digitalized systems, applications and innovations, strengthening the development of new infrastructure and strengthening communication and public relations.

This Judiciary strategic plan will focus on some of the key interventions such as increasing the number of judges, judicial officers & researchers and train them in conducting legal research and provide specialized trainings, legal practice development and continuing legal education, foster the use of court annexed mediation and plea-bargaining for cases submitted to courts, and propose further legislative reforms to streamline disputes resolution mechanism. Additionally, the use of precedents to foster consistency and predictability of court decisions will be a key intervention.

Moreover, the strategic plan shall focus on training judges and judicial officers to effectively achieve their respective responsibilities. However, the judiciary shall conduct inspection and monitoring to ensure compliance with standards time/quality given by law for smooth case management, implement staff retention measures to attract and retain competent staff, train end users to master and use effectively the technologies used in courts operations. During this strategic plan implementation period, the Judiciary shall undertake the construction of the Judiciary headquarters, Primary court and rehabilitation of other court buildings.

The implementation of the Judiciary strategic plan requires proper coordination mechanism that reflects a need to have a coherent framework of operation with different stakeholders. Its implementation remains in the responsibility of the Bureau of Judiciary which shall provide policy orientation and oversight and a technical committee in charge of implementation, progress assessment and reporting.

1 Introduction

1.1. Background and context

The Government of Rwanda has made tremendous progress in various sectors. The strategic planning played a key role in identification of national, sectoral and institutional priorities driving this progress. The Rwandan Judiciary embarked into this process to align its vision and priorities to national strategies. The Judiciary strategic plan 2024-2029 makes the fifth-generation strategy as a new planning policy document. It shall orient the Judiciary and its stakeholders to implement priorities set in NST2 and SSP4 related to delivery of justice emphasizing measures to reduce case backlogs in judicial system. This plan connects priorities to the justice policy framework which provides a clear pathway in pursuit of quality access to justice and highlights the significant role that justice plays in the economic, governance and social welfare of the community.

1.2. Overview of the Judiciary of Rwanda

Constitutional mandate of the Judiciary of Rwanda[1]

The Judiciary of Rwanda is one of three arms of Government of Rwanda. Article 43 of the Constitution of Rwanda entrusts the Judiciary of Rwanda as the guardian of human rights and freedoms.

Judicial Authority

Article 149 of the Constitution of Rwanda states that the Judicial Authority is vested in the Judiciary composed of ordinary Courts and specialized Courts.

Ordinary courts:

a) **The Supreme Court:** It is the highest court in the country. Its territorial jurisdiction covers the entire territory of the Republic of Rwanda.

b) **The Court of Appeal:** It adjudicates on appeal level cases handled by the High court, the Commercial High Court and the Military High Court.

[1] The Constitution of the Republic of Rwanda, in Official Gazette, no special of 04/08/2023

c) **The High Court:** It is based in the City of Kigali and has five chambers located in Musanze, Nyanza, Rwamagana and Rusizi which have both original and appellate jurisdictions in civil, criminal and administrative matters. The fifth chamber is the specialized chamber dealing with international and transnational crimes.

d) **Intermediate Courts:** There are 12 intermediate courts in Rwanda. The Intermediate Courts have both original and appellate jurisdictions in civil, criminal and administrative matters.

e) **Primary Courts:** There are 41 primary courts, and they rule over original civil and criminal matters as defined in the law that determines the jurisdiction of courts.

Specialized courts

a) Commercial courts: The Commercial High Court: It has the appellate jurisdiction over commercial cases and The Commercial Court: It has original jurisdiction over commercial cases.

b) Military Courts: Military High Court and Military Court. The Military Court has jurisdiction at the first instance over all offences committed by soldiers. The Military High Court tries at first instance, all offences which constitute a threat to national security committed by soldiers and at appellate level, all offences tried by the Military Court.

Judiciary governance

The High Council of the Judiciary is the supreme governing organ of the Judiciary. It sets general guidelines governing the organization of the Judiciary.

1.3. Methodology

The Judiciary strategic plan development followed a consultative process and drew from on desk review of Judiciary documentation. The materials consulted included laws and reports of the previously implemented Judiciary strategic plans, national and Justice sector policy documents. In addition, the Judicial Career Development Policy, study on justice needs and citizens' satisfaction findings and recommendation informed this Strategic Plan. These documents provided the situation as well as an understanding of the existing Judiciary challenges that would be a basis to develop strategic objectives. The consultations with internal and external stakeholders were carried out to assess and ascertain existing opportunities, gaps, views and expectations in delivery of timely and quality justice. The workshop with all stakeholders was held to validate the Judiciary strategic plan.

2 Situation Analysis

2.1. Policy Context

Global and regional policies

The aspiration of development of Rwanda is aligned to the global development agenda such as the UN Sustainable Development Goals (SDGs), the African Union Agenda 2063 and the East African Community Vision 2050. Each of these global strategic orientations have emphasized the role of justice in achieving the desired development. For example, Goal 16 of SDGs' aims is to "promote 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. Judiciary's interventions contribute to its goal 3.6.2 Good governance: Democratic values, human rights, access to justice and the rule of law entrenched in all East African Partner States. Also worth mentioning is timely access to affordable, independent courts and Judiciary that deliver justice without fear or favor.

National and justice sector policies

The strategic plan of the Judiciary sets interventions and targets contributing to the achievement of these global and regional aspirations in line with national and sector targets. The Judiciary will contribute to pillar five related to Accountable and Capable State Institutions especially under Rule of law and justice for all component under Vison 2050.

The Judiciary strategic plan will respond to the national counter Trafficking in Persons (TIP) policy by having specialized judicial officers that can handle human trafficking cases. The Judiciary shall ensure capacity building for judicial officers in TIP prevention, investigation, prosecution and adjudication.

The Judiciary shall provide justice for children with a supportive legal system that advances the best interests of the child regarding its functioning and results under

the justice for children policy. Majorly, the Judiciary shall contribute to the prevention of injustice, avail services, encourage friendliness in approach and processes regarding children.

The Judiciary shall contribute to strategic area 2b of the Gender Based Violence (GBV)through improved accountability and elimination of impunity for GBV through the strengthening the capacity of the legal and judicial systems to process cases in a fair, expedient and just manner. Further the Judiciary shall ensure that there are enough judges and defense lawyers adequately trained to deal with GBV cases. The Judiciary will contribute to implementing the national gender policy through a clearly defined process for mainstreaming gender needs and concerns across different interventions.

The ADR and criminal justice policies will support the effort to reduce case backlogs in courts. In this Strategic plan identified actions to implement these policies mainly court annexed mediation, plea-bargaining and use of small claims procedure.

2.2. Performance of the Judiciary

Over the past six years, Judiciary has made considerable performance in different areas. In terms of timely justice, the case backlogs remained a big challenge where it increase from 25% in 2017/2018 to 62% in 2022/2023. The indicators of quality justice, the overturned cases reached 8% from 6% while the rate of case where injustice was confirmed remained in the range of 1%-3% over this period. By end of the previous strategy the overall performance of Judiciary reached 79.55% from 78.48% and the citizen trust in court decisions was 90.70% from 85.80%. The Judiciary has managed in the previous strategic plan to improve court service delivery by strengthening the use of IECMS and other court technologies. In the implementation of the strategic plan 2018-2024, IECMS was integrated with other systems, namely NIDA, NLA, IREMBO and new functionalities developed such as judgment execution. The Judiciary Performance Management System (JPMS) and SOBANUZA INKIKO systems were developed and operationalized. During the period the rehabilitation of LAN was carried out and 11 courts out of 33 were completed.

The Judiciary trained 44 registrars in post graduate diploma and provided specialized legal training to 127 judges and other judicial officers. Also, different tailor-made trainings were organized to provide staff with skills to deliver on their duties. To enhance communication and public relations to boost public trust and strengthen linkage with stakeholders, the Judiciary held annual judicial week, held annual anti-corruption campaigns.

2.3. Key challenges and constraints hindering the Judiciary

a) The Judiciary is constrained by a high increase in case backlogs. The Judiciary aimed at achieving the reduction of case backlog from 25 percent in 2017/2018 10 to 11 percent by the end of June 2024. Instead, the case backlogs increased up to 59% percent in 2023/2024. The increase in case backlogs is attributed to a large volume of increasing number of entering cases from 63,360 in 2017/2018 to 107,315 in 2023/2024 which is not in proportion with the increase in number of judges and judicial personnel. It is anticipated that the number of entering cases excluding provisional detention and release will surpass 120,000 cases by 2028/29 from 93,000 in 2023 while the cases including provisional detention and release will be above 160,000 if the current conditions remain the same during implementing the strategic plan. In addition, the high pressure of a great number of urgent cases resulting from complicated procedures and contradictory time limits. This occurs with accelerated procedures in criminal matters that impede the process of previous cases and thus causes case backlogs. This occurs in situations where laws set procedures extending the time some cases spend in courts beyond the normal time provided by the procedural law.

b) The country's state of growth, economic development and demographic changes leading to an increase in population, relate closely to an increase in the volume of cases. As economic growth and development trends change positively, the probability of having legal cases also increases, while the number of judges decreases due to the high rate of turnover.

c) Some cases returning in courts in form of appeal and request for revision/corrections/ review for cases vitiated with injustice, contributes to case backlogs. There are also some gaps in consistency and predictability of court decisions also contributes to the increase of appealed cases. Statistics reveal that the level of overturned cases in appeal stands at 6 percent while percentage of cases where injustice was found after the review process remains at 3 percent in 2023. Cases where injustice was confirmed stands at 1%-3% over the past six years.

d) The Judiciary is faced with a challenge of a high turnover of staff, where over the past 20 years, the Judiciary has faced a high rate of staff turnover of 35 percent. The high turnover is attributed to the low remunerations and conditions of services which do not allow to attract and retain talent in the Judiciary. Judges are subjected to a high level of integrity and have a strict regime of incompatibility which is not applicable to civil servants. This is in addition to the heavy workload resulting in case backlog pressure. The index values of most judicial

staff remain among the lowest, while the job positions are inconsistent with job requirements.

e) The Judiciary faces a constraint emanating from gaps in laws governing its staff which complicates human resource management. The Judiciary has two categories of staff, one governed by the statute of judges and judicial personnel and the other one governed by the general statute governing public servants. 11 This duality of human resource management places more pressures on management and affects policies governing employees.

f) Insufficient budget for judicial staff training. Some registrars have not yet been trained in post graduate diploma as required by law. This has an impact on their work performance.

g) The Judiciary remains hindered with limited infrastructures and ineffective or inefficient, suboptimum use of digitalized systems and applications. The Judiciary's digitalized systems and applications sometimes do not operate thoroughly which causes disruption of cases. This affects case processing in different courts. Further, the limited maintenance of the case management system limits its performance. This is partly due to insufficient technical support team which is small in number compared to system end users.

h) The Judiciary faces challenges of insufficient court buildings. There were 11 primary courts planned to be constructed during the last 6 years, unfortunately none was constructed. The main constraints have been the limited financing modalities, where construction requires huge and considerable budgets, and the slow procurement processes.

2.4. The SWOT and PEST analysis

The Judiciary strategic plan development process assessed the Judiciary's Strengths, Weaknesses, Opportunities, and Threats (SWOT) and the Political, Economic, Socio-cultural and Technological, (PEST) lenses. The approach intended to identify the factors that could affect the ability of the Judiciary to achieve its mission and be able to implement its strategic objectives. The analysis reveals that the Judiciary is embedded with lots of strengths and opportunities which can form the basis for the implementation of the Judiciary strategic plan.

Table 1. The SWOT analysis

Strengths	Weakness
➢ Use of digitalized system has been a culture in court operations. ➢ Use of court annexed mediation and Plea-bargaining has taken shape. ➢ Law reporting established. ➢ Production of court legal position. ➢ Fight against corruption in the Judiciary. ➢ Skilled and experienced judicial personnel in higher courts. ➢ Committed judicial personnel.	➢ Insufficient, old and inadequate infrastructures, including court rooms and offices. ➢ Frequent System downtime and low level of IECMS usage. ➢ Insufficient number of skilled IT staff. ➢ Insufficient trainings for judicial personnel. ➢ Staff turnover and insufficient skilled and experienced judicial personnel, in particular in primary and intermediate courts. ➢ Limited resources and budget.
Threats	**Opportunities**
➢ High Increase in incoming court cases ➢ Loopholes in laws and regulations fueling cases in courts ➢ Changes in emerging technologies ➢ Social and economic changes ➢ Changes in population growth and demographic patterns	➢ Political will with a clear constitutional independence of Judiciary. ➢ Citizen trust in court decisions ➢ Citizen acceptability on use of new court technologies

The PEST analysis is a comprehensive framework employed in this strategic plan document to systematically evaluate the external factors that influence and shape the Judiciary's operating environment. The analysis of the SWOT and PEST builds on the challenges, the Judiciary has faced over the last 7 years of implementing the previous strategic plan. The PEST analysis provides the major influencing factors to the identified challenges in the Judiciary based on the aspects of political, economic, social and technological.

Table 2. The Political, Economic, Socio-cultural and Technological analysis

Factors	Influencing issues
Political	➢ The Judiciary of Rwanda enjoys the political will characterized by the vision of enhancing rule of law in Rwanda. ➢ The strength of democratic institutions, the independence of the Judiciary, and the respect for the rule of law directly influence the safeguarding of citizens' rights. ➢ Complicated procedures and contradictory time limits provided by laws (Divorce procedure, red-handed caught suspects. Accelerated procedure in criminal matters that impends the processing of previous cases and thus causes backlogs.
Economical	➢ Globalization and regional integration will generate new and more complex cases related to business and investment. ➢ The economic development also comes with new types of litigations, more complex related to labour cases, investment contract cases, intellectual property etc. ➢ The development patterns in the country over the last 7 years indicate positive economic growth, that renders need for more services including the justice services to the citizens. ➢ An increase in population majorly in urban setting and Kigali city shows a need for more service provision by the Judiciary because of increase in rural urban migration
Socio-cultural	➢ Demography patterns determine how the Judiciary will allocate its resources where there are most needed to match the citizens demand of judicial services. ➢ Some of the cultural norms and practices can sometimes intersect with judicial processes and procedures, affecting issues such as gender equality, sexual orientation. ➢ Societal attitudes towards vulnerable groups, such as women, children, persons with disability, impact their access to education, healthcare, and economic opportunities.
Techno-logical	➢ The Government of Rwanda has made significant adjustments in the country's digitalization of its infrastructure to enhance access to various government services. ➢ The Judiciary shall leverage on the digital space to scale up its delivery of the strategic objectives and adapt to the evolving technologies across the globe.

3 Strategic Framework

3.1. Goal

The overall goal of the Judiciary strategic plan is to enhance the delivery of justice with an aim of providing Judiciary services to those in need in Rwanda.

3.2. Vision

The vision is to be an independent and trusted Judiciary delivering timely and quality justice.

3.3. 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.

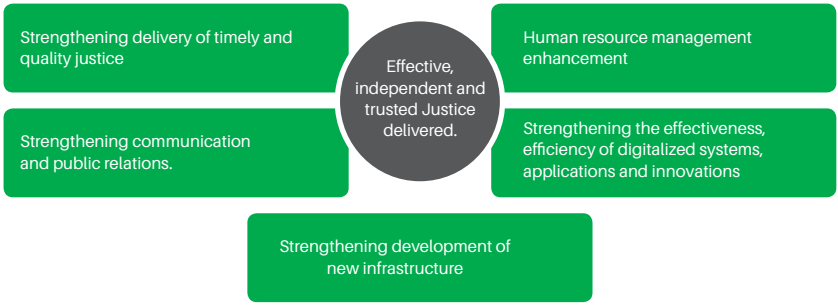
3.4. Core Values

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

3.5. Overall key pillars and strategic interventions

The main objectives of the Judiciary strategic plan are to deliver quality justice to the population residing in Rwanda. The Judiciary strategic plan will achieve the stated goals, vision, and mission through the proper implementation of the five key pillars.

Figure 1: Key pillars of the Judiciary strategic plan



The implementation of the five pillars of the strategic plan, under each strategic objective requires proper attention to the key strategic intervention that are highlighted under each pillar.

Pillar 1. Strengthening delivery of timely and quality justice

Key strategic interventions

a) Increase the number of judges and judicial officers, researchers and train them in conducting legal research and provide specialized trainings, legal practice development and continuing legal education.

b) Foster the use of court annexed mediation and plea-bargaining for cases submitted to courts.

c) Mandatory pre-filing mediation should be initiated and practiced.

d) Enhance the use of precedents to foster consistency and predictability of court decisions.

e) Family chambers create friendliness in approach and processes regarding children which is age appropriate familiar, speedy, and diligent and ensure that children are assisted not only by lawyers but also professionals in child psychology, reviews procedures to include juvenile justice requirements and avail special court rooms adapted to children. The aim is to ensure participation and due weight for the voice of children. The need to train judges on techniques and treatment of children in courts (Children justice policy, child law etc.) and train court leaders in court administration to master their respective court performance and to foster excellence in court leadership.

f) Train judges and registrars to effectively use IECMS and JPMS to control case flow cycle in their respective responsibilities and conduct inspection and monitoring to ensure compliance with standards time/quality given by law and instructions for smooth case management.

Pillar 2. Human resource management enhancement

Key strategic interventions

a) Improve remuneration and work conditions to attract and retain competent staff.

b) Instill the spirit of excellence and devotion to judicial work by improving the performance contract rewards and retirement modalities for career judges.

c) Conduct continued capacity building of the Judiciary based on the needs assessment

Pillar 3. Strengthening the effectiveness, efficiency of digitalized systems, applications and innovations

Key strategic interventions

a) Renegotiate the hosting services and increase the internet bandwidth and provide maintenance and support services

b) Train end users to master and use effectively the technologies used in courts operations.

c) Revise and increase the number of IT staff based on digitalization level and number of judicial staff and complexity of these technologies and provide specialized training to IT staff to effectively support end users and embrace changes in technology.

Pillar 4. Strengthening development of new infrastructure

Key strategic interventions

a) Construction of the Judiciary headquarters.

b) Resume the construction of Primary Courts buildings and rehabilitate and expand old and small court buildings to allow the court to smoothly conduct their operations.

Pillar 5. Strengthening communication and public relations

Key strategic interventions

a) Conduct public education campaigns on the use of ADR in general and on court procedures and the use of precedents, introduce "Wari uziko?" on social media Radio by involving media outreach program, public seminars, and educational materials, use of social media.

b) Organize annual judicial week to discussion challenges faced by the Judiciary and conduct anti- corruption campaign

c) Website revamping (content building etc..) as the face of the Judiciary and identify more key stakeholders in the course of implementing the Judiciary strategic, with the aim of increasing resources mobilization across different stakeholders to support the realization of Judiciary vision.

3.6. Cross cutting issues

Disability and Social Inclusion: The delivery of justice requires considerations for people with disability to be served with justice in an appropriate and convenient way. The Judiciary shall ensure that infrastructures such as court rooms offer and cater for the disabled persons. The Judiciary shall ensure experts in sign language are part of the court proceedings and other judicial services delivery.

Environment and Climate Change: The Judiciary shall consider the environmental and climate change aspects in the delivery of judicial services. In the setting up of the new infrastructures, the Judiciary shall consider environmental valuations at all levels. The buildings should be well built with structures that harvest water, minimize electricity and rationalize energy usage through solar energy.

Gender and Family Promotion: The delivery of justice shall consider gender equality and equity, mainstreaming and protection of children. Gender and family related cases will have attention and be decided according to laws and well-being of the Rwandan society.

3.7. Strategic objectives, strategic outcomes, and outcome indicators

The strategic objectives, for the Judiciary strategic plan are presented in table 3 below with a brief description of strategic outcomes and the indicators of each priority.

Table 3. Strategic objectives, outcomes, and outcome indicators

Strategic objective 1: To enhance delivery of timely and quality justice
Strategic outcome 1. Increased timely delivery on cases
Outcome indicators: ➢ Percentage of case backlogs
Strategic outcome 2. Increased quality of court processes and decisions
Outcome indicators: ➢ Percentage of court decisions
Strategic outcome 3. Improved case management cycle
Outcome indicators: ➢ Number of cases judged per judge per month
Strategic objective 2. To enhance human resource management
Strategic outcome 1. Increase human resource performance
Outcome indicators: ➢ Percentage of staff turnover ➢ Number of staff trained in professional and continuing education
Strategic objective 3. To enhance digitalized court operations
Strategic outcome 1. Increase efficiency of digital system
Outcome indicators: ➢ Percentage of digitalized systems upgrade and integrated ➢ Number of courts with upgraded LAN ➢ Number of end users trained
Strategic outcome 2. Increased adoption of innovations, research and skills development
Outcome indicators: ➢ Number of new innovations adopted and upgrades ➢ Number of research studies carried out

Strategic objective 4. To enhance the development of new infrastructure
Strategic outcome 1. Increase new infrastructures
Outcome indicators: ➤ Number of new court buildings constructed ➤ Number of court buildings refurbished and expanded ➤ Number of courts furnished with suitable equipment and furniture
Strategic objective 5. To enhance communication and public relations
Strategic outcome 1. Increase the levels of communication and public relations
Outcome indicators: ➤ Percentage of citizen trust in court decisions ➤ Number of stakeholders engaged

4 Strategic Plan Implementation Framework

4.1. Implementation framework

The Judiciary strategic plan implementation framework employs a wide range of blended policy and institutional interventions across the various actors including the institution under the whole Judiciary to generate a sustainable justice service delivery to Rwandans. The coordination mechanism for the implementation of the Judiciary strategic plan is organized around the five core pillars identified as strategic interventions which are strengthening delivery of timely and quality justice, human resource management enhancement, strengthening the effectiveness, efficiency of digitalized systems, applications and innovations, strengthening development of new infrastructure and strengthening communication and public relations.

4.2. Mechanisms for coordination

The coordination mechanism for the implementation of the Judiciary strategic plan calls for a need to have a coherent framework linking the justice sector actors and different stakeholders involved therein as well as engagement of the community through proper and continuous communication. For proper implementation of the strategy, the coordination shall be at two levels including a senior management committee (steering) and a working technical committee as shown below.

Senior Management Committee

The senior management committee shall be chaired by the Supreme Court and will meet on an annual basis to provide overall guidance and orientation on the implementation of key priorities of the Judiciary strategic plan. The senior management committee shall be responsible for the assessment of the implementation challenges that may be affecting proper implementation of the Judiciary strategic plan in the planned timeframe. The committee will support with the identification of key strategic interventions that require more attention and resources.

Technical Committee

The technical committee shall bring together technical persons representing the Secretary General Office, Inspector General Office, Courts representatives who will meet on regular quarterly basis. The committee shall be assessing progress on the implementation of the Judiciary strategic plan, identify challenges and recommend corrective actions which will be implemented and/or presented to senior management for further guidance. The Bureau of Judiciary shall appoint the members of this technical committee.

4.3. Institutional roles and responsibilities

The implementation of the Judiciary's strategic plan remains the responsibility of the supreme court in collaboration with other stakeholder-institutions in accordance with their mandate.

Table 4. Roles and responsibilities of institutions

Institution	Role and responsibilities
Ministry of Justice	Review the legal framework to support effective implementation of this strategic plan.
Ministry of Finance and Economic planning	Avail and support the Judiciary resource mobilization efforts.
Ministry of ICT & Innovation	Ensure delivery of efficient networks and connectivity
Parliament	Enact 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. Contribute to plea bargaining initiative for it to be fully-operationalized
Rwanda Investigation Bureau.	Support the mediation process
Office of Ombudsman	Encourage the citizen and public officials to use ADR mechanisms

Institution	Role and responsibilities
Rwanda Bar Association	Encourage the use of ADR mechanism
Civil Society Organizations	Encourage the use of ADR mechanism Advocacy and fight against corruption
Research institutions and academia	Undertake research on the judicial processes and procedures, assess progress of the justice service provision and identify existing challenges in the Judiciary

5 Risk Analysis and Mitigation Measures

Table 5. Risk analysis and mitigation measures

Strategic Outcomes	Description of latent risk	Intensity	Mitigation measures
Increased timely delivery on cases	➢ Limited human resources to undertaking the cases	Medium	➢ Implement the staff attraction and retention strategy.
Increased quality of courts processes and decisions	➢ Lack of proper digitalized systems and high rates of time off the network	Medium	➢ Engage in partnerships with development partners and mobilize resources for proper digitalized systems
Improved case management cycle	➢ Limited personnels in the courts	Medium	➢ Recruit more staff and effective use of digitalized systems.
Increase human resource performance	➢ High turnover rates may impact on capacity building ➢ Limited resources for capacity building	Medium	➢ Capacity strengthening to Judiciary personnel and ➢ Implement the staff attraction and retention strategy

Strategic Outcomes	Description of latent risk	Intensity	Mitigation measures
Increase efficiency of digital systems	➢ Budgetary constraints for updating the system	High	➢ Increase the resources on innovation and digitalization
Increased adoption of innovations, research and skills development	➢ Budgetary constraints to adopt to new innovations and research undertaking	Medium	➢ Mobilize and increase resources
To enhance the development of new infrastructure	➢ Limited resources	High	➢ Solicit for support and engage stakeholders for more resources.
To enhance communication and public relations	➢ Limited budget and communication tools	High	➢ Design appropriate content, methodology and channels to reach out to targeted audience.

6 Strategy Action Plan and Implementation Indicators Matrix

Pillar 1. Strengthening delivery of timely and quality justice								
Strategic objective 1.1. To enhance delivery of timely and quality justice								
Strategic outcome 1.1.1 Increased timely delivery on cases **Outcome indicators: 1. Percentage of case backlogs**								
Outputs	**Performance indicator**	**Baseline**	**Targets**					**Responsible institution**
			2024-2025	**2025-2026**	**2026-2027**	**2027-2028**	**2028-2029**	
Decreased case back-logs	Percentage of case backlog	59%	56%	52%	47%	39%	30%	Supreme Court
	Number of months for cases to be decided.	10	9.5	9	8.5	8	7	
	Percentage of cases settled through me-diation and pleas-bargaining	10%	12%	15%	20%	25%	30%	

	Percentage of processed cases as ratio of total cases	60%	62%	65%	70%	75%	80	
	Percentage of case clearance rates as a ratio of new cases	98%	96%	92%	88%	85%	80%	
	Percentage of adjourned cases	29%	26%	24%	18%	15%	10%	
Actions to deliver on outputs			• Increase the number of judges and judicial officers (contractual or permanent) • Foster the use of court annexed mediation and plea-bargaining for cases submitted to courts.	• Increase the number of judges and judicial officers (contractual or permanent) • Foster the use of court annexed mediation and plea-bargaining for cases submitted to courts	• Increase the number of judges and judicial officers (permanent) • Foster the use of court annexed mediation and plea-bargaining for cases submitted to courts	• Foster the use of court annexed mediation and plea-bargaining for cases submitted to courts • Enhance the use of "Small claim procedure"	• Foster the use of court annexed mediation and plea-bargaining for cases submitted to courts • Operationalize "Small claim procedure" Have a dedicated team at TB level	

			• Enhance the use of "Small claim procedure" • Appoint ADR and small claim procedure dedicated team	• Enhance the use of "Small claim procedure"	• Enhance the use of "Small claim procedure"		• Enhance the use of "Small claim procedure"	
Strategic outcome 1.1.2. Increased quality of courts processes and decisions **Outcome indicators: 1. Percentage of consistent court decisions**								
Increased consistency of court decisions	Percentage of cases overturned	8%	7.75.%	7.5%	7.5%	7%	6%	Supreme Court
	Percentage of citizens satisfied	90.7%	92%	94%	95%	97%	98%	
	Percentage of cases with injustices	2%	1.75%	1.6%	1.5%	1.3%	1%	

Actions to deliver on outputs			• Enhance the use of precedents to foster consistency and predictability of court decisions. • Train judges, registrars and researchers in conducting legal research • Provide specialized trainings, Legal practice Development and Continuing Legal Education	• Enhance the use of precedents to foster consistency and predictability of court decisions. • Train judges, registrars and researchers in conducting legal research • Provide specialized trainings, Legal practice Development and Continuing Legal Education	• Enhance the use of precedents to foster consistency and predictability of court decisions. • Train judges, registrars and researchers in conducting legal research • Provide specialized trainings, Legal practice Development and Continuing Legal Education	• Enhance the use of precedents to foster consistency and predictability of court decisions. • Train judges, registrars and researchers in conducting legal research • Provide specialized trainings, Legal practice Development and Continuing Legal Education	• Enhance the use of precedents to foster consistency and predictability of court decisions. • Train judges, registrars and researchers in conducting legal research • Provide specialized trainings, Legal practice Development and Continuing Legal Education	
Strategic outcome 1.1.3. Improved case management cycle **Outcome indicators: 1. Number of cases judged per judge per month**								
Increased efficiency of courts cases processes	Number of cases judged per month per Judge	24	22	20	18	16	15	Supreme Court

	Number of cases load per judge decreased	52	50	45	40	35	30	
	Percentage of adjourned cases	29%	26%	24%	18%	15%	10%	
	Percentage of child cases of justice assisted psychologically	0	100%	100%	100%	100%	100%	
Actions to deliver on outputs				• Train court leaders in court administration in order to master their respective court performance and to foster the excellence in court leadership.	• Carry out court re-structuring to increase efficiency • Train court leaders in court administration in order to master their respective court performance and to foster the excellence in court leadership.	• Train court leaders in court administration in order to master their respective court performance and to foster the excellence in court leadership.	• Train court leaders in court administration in order to master their respective court performance and to foster the excellence in court leadership.	• Train court leaders in court administration in order to master their respective court performance and to foster the excellence in court leadership.

Actions to deliver on outputs	• Train judges and registrars to effectively use IECMS and JPMS to control case flow cycle in their respective responsibilities • Conduct Inspection and monitoring to ensure compliance with standards time/ quality given by law and instructions for smooth case management. • Family chambers create friendliness in approach and processes regarding children which is age appropriate; familiar, speedy, and diligent	• Train judges and registrars to effectively use IECMS and JPMS to control case flow cycle in their respective responsibilities • Conduct Inspection and monitoring to ensure compliance with standards time/ quality given by law and instructions for smooth case management. • Family chambers create friendliness in approach and processes regarding children which is age appropriate; familiar, speedy, and diligent	• Train judges and registrars to effectively use IECMS and JPMS to control case flow cycle in their respective responsibilities • Conduct Inspection and monitoring to ensure compliance with standards time/ quality given by law and instructions for smooth case management. • Family chambers create friendliness in approach and processes regarding children which is age appropriate; familiar, speedy, and diligent	• Train judges and registrars to effectively use IECMS and JPMS to control case flow cycle in their respective responsibilities • Conduct Inspection and monitoring to ensure compliance with standards time/ quality given by law and instructions for smooth case management. • Family chambers create friendliness in approach and processes regarding children which is age appropriate; familiar, speedy, and diligent	• Train judges and registrars to effectively use IECMS and JPMS to control case flow cycle in their respective responsibilities • Conduct Inspection and monitoring to ensure compliance with standards time/ quality given by law and instructions for smooth case management. • Family chambers create friendliness in approach and processes regarding children which is age appropriate; familiar, speedy, and diligent	

			• Ensure that children are assisted not only by lawyers but also assisted psychologically.	• Ensure that children are assisted not only by lawyers but also assisted psychologically.	• Ensure that children are assisted not only by lawyers but also assisted psychologically.	• Ensure that children are assisted not only by lawyers but also assisted psychologically.	• Ensure that children are assisted not only by lawyers but also assisted psychologically.	
Pillar 2. Human resource management enhancement.								
Strategic objective 2.1 To enhance human resource management								
Strategic outcome 2.1.1. Increase human resources performance **Outcome indicators: 1. Percentage of staff turnover rate** **2. Number of staff trained in professional and continuing education**								
Outputs	**Performance indicator**	**Baseline**	**Targets**					**Responsible institutions**
			2024-2025	**2025-2026**	**2026-2027**	**2027-2028**	**2028-2029**	
Decreased staff turnover	Percentage staff turnover reduced	35%	32%	30%	25%	20%	15%	Supreme Court
Increased trainings in professional and continuing education	Number of trainings provided	CLE-13	12	14	12	14	10	
	Number staff trained	SP-129	30	30	30	30	30	
		DLP-0	0	30	30	30	30	

Actions to deliver on outputs	• Implement staff attraction and retention measures • Instill the spirit of excellence and devotion to judicial work by improving the performance contract rewards. • Prepare and implement staff capacity strengthening plan.	• Implement staff attraction and retention measures • Instill the spirit of excellence and devotion to judicial work by improving the performance contract rewards. • Prepare and implement staff capacity strengthening plan.	• Implement staff attraction and retention measures • Instill the spirit of excellence and devotion to judicial work by improving the performance contract rewards. • Prepare and implement staff capacity strengthening plan.	• Implement staff attraction and retention measures • Instill the spirit of excellence and devotion to judicial work by improving the performance contract rewards. • Prepare and implement staff capacity strengthening plan.	• Implement staff attraction and retention measures • Instill the spirit of excellence and devotion to judicial work by improving the performance contract rewards. • Prepare and implement staff capacity strengthening plan.	

Pillar 3. Enhance effectiveness, efficiency of digitalized systems, applications and innovations								
Strategic objective 3.1 To enhance digitalized court operations								
Strategic outcome 3.1.1. Increase efficiency of digital systems **Outcome indicators: 1. Percentage of digital systems upgrade and integrated** **2. Number of courts with upgraded LAN** **3. Number of end users trained**								
Increased upgrade and integration of digital systems	Percentage of upgrade and integration of JPMS and IECMS/	JPMS-AT IDM 7	JPMS 8 and IECMS on the same platform					
	Digitization of courts Physical files	NA	0	20%	50%	80%	100%	Supreme Court
Increased upgraded LAN in courts	Number of courts upgraded	11	5	5	5	10	10	
Increased trainings to digital systems end users	Number of end users trained on digital systems	171	250	300	300	350	400	

Increased IT equipment	Number of IT equipment required.	Laptops 904 Acquisition of Court hearing sessions recording devices Computer aids accessories	100 - 5	100 3 5	100 - 5	100 - 5	100 - 5	
Actions to deliver on outputs			• Identify and implement the needed functionalities (for both IECMS and JPMS and their integration to ensure the smooth use of these technologies and their sustainability (technical and financial).	• Identify and implement the needed functionalities (for both IECMS and JPMS and their integration to ensure the smooth use of these technologies and their sustainability (technical and financial).	• Identify and implement the needed functionalities (for both IECMS and JPMS and their integration to ensure the smooth use of these technologies and their sustainability (technical and financial).	• Identify and implement the needed functionalities (for both IECMS and JPMS and their integration to ensure the smooth use of these technologies and their sustainability (technical and financial).	• Identify and implement the needed functionalities (for both IECMS and JPMS and their integration to ensure the smooth use of these technologies and their sustainability (technical and financial).	

	• Renegotiate the hosting services • Increase the internet bandwidth • Provide maintenance and support services • Pursue the implementation of the LAN revamping project in Courts • Train end users to master and use effectively the technologies used in courts operations.	• Renegotiate the hosting services • Increase the internet bandwidth • Provide maintenance and support services • Pursue the implementation of the LAN revamping project in Courts Train end users to master and use effectively the technologies used in courts operations.	• Renegotiate the hosting services • Increase the internet bandwidth • Provide maintenance and support services • Pursue the implementation of the LAN revamping project in Courts • Train end users to master and use effectively the technologies used in courts operations.	• Renegotiate the hosting services • Increase the internet bandwidth • Provide maintenance and support services • Pursue the implementation of the LAN revamping project in Courts • Train end users to master and use effectively the technologies used in courts operations.	• Renegotiate the hosting services • Increase the internet bandwidth • Provide maintenance and support services • Pursue the implementation of the LAN revamping project in Courts • Train end users to master and use effectively the technologies used in courts operations.	

Strategic outcome 3.1.2. Increased adoption of innovations **Outcome indicators: 1. Number of new innovations adopted**								
Increased adoption of new innovations and research undertaking	Number of new innovations (AI, Library Management System) implemented	2		1	1			Supreme Court
Actions to deliver on outputs			• Revise and increase the number of IT staff based on digitalization level and number of judicial staff and complexity of these technologies.	• Incorporate artificial intelligence in court technology applications and operations • Revise and increase the number of IT staff based on digitalization level and number of judicial staff and complexity of these technologies.	• Incorporate artificial intelligence in court technology applications and operations • Develop library management system • Revise and increase the number of IT staff based on digitalization level and number of judicial staff and complexity of these technologies.	• Incorporate artificial intelligence in court technology applications and operations • Revise and increase the number of IT staff based on digitalization level and number of judicial staff and complexity of these technologies.	• Incorporate artificial intelligence in court technology applications and operations • Revise and increase the number of IT staff based on digitalization level and number of judicial staff and complexity of these technologies.	

			• Provide specialized training to IT staff to effectively support end users and embrace changes in technology.	• Provide specialized training to IT staff to effectively support end users and embrace changes in technology.	• Provide specialized training to IT staff to effectively support end users and embrace changes in technology.	• Provide specialized training to IT staff to effectively support end users and embrace changes in technology.	• Provide specialized training to IT staff to effectively support end users and embrace changes in technology	
Pillar 4. Strengthening development of new infrastructure								
Strategic objective 4.1. To enhance the development of new infrastructure								
Strategic outcome 4.1.1. Increase new infrastructures **Outcome Indictor:** **1. Number of new court buildings constructed** **2. Number of court buildings refurbished and expanded** **3. Number of high courts chambers furnished with suitable equipment and furniture**								
Increased new court buildings.	Number new Primary court buildings and high court constructed	0	-	2	2	2	2	Supreme Court
	Percentage on completion of Judiciary Head quarter building	0	-		30%	60%	100%	
Increased refurbished court buildings.	Number of courts buildings refurbished	15	3	3	3	3	3	Supreme Court

Increased number of courts furnished with new equipment	Number of courts equipped with new equipment by high court chamber	1	42	1	1	1		Supreme Court
Actions to deliver on outputs			• Plot acquisition. • Resume the construction of primary Courts buildings • Rehabilitate and expand old and small court buildings for smooth conduct of court operations.	• Conduct a study. • Resume the construction of primary Courts buildings • Rehabilitate and expand old and small court buildings for smooth conduct of court operations.	• Construction of the Judiciary headquarters building. • Resume the construction of primary Courts buildings • Construction of Musanze high court	• Construction of the Judiciary headquarters building. • Resume the construction of primary Courts buildings • Rehabilitate and expand old and small court buildings for smooth conduct of court operations.	• Construction of the Judiciary headquarters building. • Resume the construction of primary Courts buildings • Rehabilitate and expand old and small court buildings for smooth conduct of court operations.	

			• Acquire basic office and court standard equipment to facilitate staff to carry out the duties.	• Acquire basic office and court standard equipment to facilitate staff to carry out the duties.	• Rehabilitate and expand old and small court buildings for smooth conduct of court operations. • Acquire basic office and court standard equipment to facilitate staff to carry out the duties.	• Acquire basic office and court standard equipment to facilitate staff to carry out the duties.	• Acquire basic office and court standard equipment to facilitate staff to carry out the duties.	
Pillar 5. Strengthening communication and public relations								
Strategic objective 5.1. To enhance communication and public relations								
Strategic outcome 5.1.1. Increase the levels of communication and public relations **Outcome Indictor: 1. Percentage of citizen trust in court decisions**								
Increased trust in the Judiciary.	Percentage of citizens' trust on court decisions	90.7%	91%	91.5%	92%	93%	94%	Supreme Court
	Number of new stakeholders working with the Judiciary	4	1	1	1	1	1	

Actions to deliver on outputs	• Conduct Public Education and sensitization campaigns on the use of ADR in general by involving media outreach program, public seminars, and educational materials, use of social media. • Organize annual judicial week to discussion challenges faced by the Judiciary • Conduct anti-corruption campaign and initiate short and targeted public information on court legal position, precedent	• Conduct Public Education and sensitization campaigns on the use of ADR in general by involving media outreach program, public seminars, and educational materials, use of social media. • Organize annual judicial week to discussion challenges faced by the Judiciary • Conduct anti-corruption campaign and initiate short and targeted public information on court legal position, precedent	• Conduct Public Education and sensitization campaigns on the use of ADR in general by involving media outreach program, public seminars, and educational materials, use of social media. • Organize annual judicial week to discussion challenges faced by the Judiciary • Conduct anti-corruption campaign and initiate short and targeted public information on court legal position, precedent	• Conduct Public Education and sensitization campaigns on the use of ADR in general by involving media outreach program, public seminars, and educational materials, use of social media. • Organize annual judicial week to discussion challenges faced by the Judiciary • Conduct anti-corruption campaign and initiate short and targeted public information on court legal position, precedent	• Conduct Public Education and sensitization campaigns on the use of ADR in general by involving media outreach program, public seminars, and educational materials, use of social media. • Organize annual judicial week to discussion challenges faced by the Judiciary • Conduct anti-corruption campaign and initiate short and targeted public information on court legal position, precedent	

	• Website revamp (content building etc..) as the face of the Judiciary • Identify key stakeholders and undertake resources mobilization across different stakeholders to support the realization of Judiciary vision.	• Website revamp (content building etc..) as the face of the Judiciary • Identify key stakeholders and undertake resources mobilization across different stakeholders to support the realization of Judiciary vision.	• Website revamp (content building etc..) as the face of the Judiciary • Identify key stakeholders and undertake resources mobilization across different stakeholders to support the realization of Judiciary vision.	• Website revamp (content building etc..) as the face of the Judiciary • Identify key stakeholders and undertake resources mobilization across different stakeholders to support the realization of Judiciary vision.	• Website revamp (content building etc..) as the face of the Judiciary • Identify key stakeholders and undertake resources mobilization across different stakeholders to support the realization of Judiciary vision.	

7 Monitoring and Evaluation

7.1. Introduction

The monitoring and evaluation framework for the Judiciary strategic plan portrays the performance indicators, baseline, and targets to be implemented and the responsible institution. The monitoring and evaluation framework forms the basis for tracking progress through regular data collection, analysis and dissemination of results on performance to enable the accurate tracking of progress against set targets and outputs.

7.2. Monitoring and evaluation framework (M&E Matrix)

Performance indicator	Baseline	Targets					Data sources	Frequency	Responsible institutions
		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029			
Percentage of case backlog	59%	56%	52%	47%	39%	30%	Annual reports	Quarterly, annually	Supreme Court
Number of months for cases to be decided.	10	9.5	9	8.5	8	7	Annual, quarterly reports	Quarterly, annually	Supreme Court
Percentage of cases settled through mediation and pleas-bargaining	10%	12%	15%	20%	25%	30%	Annual reports	Quarterly, annually	Supreme Court

Performance indicator	Baseline	Targets					Data sources	Frequency	Responsible institutions
		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029			
Percentage of processed cases as ratio of total cases	60%	62%	65%	70%	75%	80%	Annual, quarterly reports	Quarterly, annually	Supreme Court
Percentage of case clearance rates as a ratio of new cases	98%	96%	92%	88%	85%	80%	Annual reports	Quarterly, annually	Supreme Court
Percentage of adjourned cases	29%	26%	24%	18%	15%	10%	Annual, quarterly reports	Quarterly, annually	Supreme Court
Percentage of cases overturned	8%	7.75.%	7.5%	7.5%	7%	6%	Annual reports	Quarterly, annually	Supreme Court
Percentage of citizens satisfied	90.7%	92%	94%	95%	97%	98%	Annual, quarterly reports	Quarterly, annually	Supreme Court
Percentage of cases with injustices	2%	1.75%	1.6%	1.5%	1.3%	1%	Annual reports	Quarterly, annually	Supreme Court
Number of cases judged per month per Judge	24	22	20	18	16	15	Annual, quarterly reports	Quarterly, annually	Supreme Court
Number of cases load per judge decreased	52	50	45	40	35	30	Annual reports	Quarterly, annually	Supreme Court

Performance indicator	Baseline	Targets					Data sources	Frequency	Responsible institutions
		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029			
Percentage of adjourned cases	29%	26%	24%	18%	15%	10%	Annual, quarterly reports	Quarterly, annually	Supreme Court
Percentage of child cases of justice assisted psychologically	0	100%	100%	100%	100%	100%	Annual reports	Quarterly, annually	Supreme Court
Percentage staff turnover reduced	35%	32%	30%	25%	20%	15%	Annual, quarterly reports	Quarterly, annually	Supreme Court
Number staff trained	SP-129	30	30	30	30	30	Annual reports	Quarterly, annually	Supreme Court
	DLP-0	30	30	30	30	30	Annual, quarterly reports	Quarterly, annually	Supreme Court
	CLE-13	12	14	12	14	10	Annual reports	Quarterly, annually	Supreme Court
Percentage of upgrade and integration of JPMS and IECMS	JPMS-AT IDM 7	JPMS 8 and IECMS on the same platform					Annual reports	Quarterly, annually	Supreme Court
Number of courts upgraded	11	5	5	5	10	10	Annual, quarterly reports	Quarterly, annually	Supreme Court

Performance indicator	Baseline	Targets					Data sources	Frequency	Responsible institutions
		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029			
Number of end users trained on digital systems	171	250	300	300	350	400	Annual training reports, quarterly reports	Quarterly, annually	Supreme Court
Number of IT equipment required.	Laptops 904 Acquisition of Court hearing sessions recording devices Computer aids accessories	100 - 5	100 3 5	100 - 5	100 - 5	100 - 5	Annual reports quarterly reports	Quarterly, annually	Supreme Court
Number of new innovations (AI, Library Management System) implemented	1		1	1		2	Annual capacity building reports	Quarterly, annually	Supreme Court
Number of research studies carried out	1	0	2	2	2	2	Annual reports	Annually	Supreme Court

Performance indicator	Baseline	Targets					Data sources	Frequency	Responsible institutions
		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029			
Number new Primary court buildings and high court constructed	0	-	2	2	2	2	Annual reports	Quarterly, annually	Supreme Court
Percentage on completion of Judiciary Head quarter building	0	Acquire a Plot	Construction study conducted	30%	60%	100%	Annual reports	Quarterly, annually	Supreme Court
Percentage on completion of Judiciary Musanze High Court chamber building	0	Acquire a Plot	Construction study conducted	30%	60%	100%	Annual reports	Quarterly, annually	Supreme Court
Number of courts buildings refurbished	15	3	3	3	3	3	Annual, quarterly reports	Quarterly, annually	Supreme Court
Number of courts equipped with new equipment by high court chamber	1	1	1	1	1		Annual, quarterly reports	Quarterly, annually	Supreme Court

Performance indicator	Baseline	Targets					Data sources	Frequency	Responsible institutions
		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029			
Percentage of citizens' trust on court decisions	90.7%	91%	91.5%	92%	93%	94%	Annual surveys	Quarterly, annually	Supreme Court
Number of new stakeholders working with the Judiciary	4	1	1	1	1	1	Annual, quarterly reports	Quarterly, annually	Supreme Court

8 Cost of the Judiciary Strategic Plan

Outputs	Budget for achieving outputs					Total per output
	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	
Decreased case backlogs	811,266,812	814,227,936	817,199,868	820,182,647	823,176,314	4,086,053,577
Increased consistency of court decisions	12,416,567	12,461,887	12,507,373	17,072,565	17,134,879	71,593,272
Increased efficiency of courts cases processes	237,224,520	238,090,389	238,959,419	239,831,621	240,707,007	1,194,812,957
Decreased staff turnover	5,667,512,928	5,688,199,350	5,708,961,278	5,729,798,986	5,750,712,753	28,545,185,295
Increased trainings in professional and continuing education	737,100,000	739,790,415	742,490,650	745,200,741	747,920,724	3,712,502,529

Outputs	Budget for achieving outputs					Total per output
	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	
Increased upgrade and integration of digital systems	101,441,319	101,811,580	102,183,192	102,556,161	102,930,491	510,922,742
Increased upgraded LAN in courts	71,000,000	71,259,150	71,519,246	71,780,291	72,042,289	357,600,976
Increased trainings to digital systems end users	16,582,350	16,642,876	16,703,622	16,764,590	16,825,781	83,519,219
Increased IT equipment	1,546,000,000	2,957,642,900	2,968,438,297	2,979,273,096	2,990,147,443	13,441,501,736
Increased adoption of new innovations and research undertaking		820,412,859	823,407,366	826,412,803	829,429,210	2,479,249,378
Increased new court buildings		18,573,238,359	18,641,030,679	18,709,070,440	18,777,358,548	74,700,698,025
Increased refurbished court buildings.	1,750,000,000	1,756,387,500	1,762,798,314	1,769,232,528	1,775,690,227	8,814,108,570

Outputs	Budget for achieving outputs					Total per output
	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	
Increased number of courts furnished with new equipment	308,157,936	309,282,712	310,411,594	311,544,597	312,681,734	1,552,078,574
Increased trust in the Judiciary	250,150,040	251,063,088	251,979,468	252,899,193	253,822,275	1,259,914,064
Total per year	**11,508,852,472**	**32,350,511,001**	**32,468,590,366**	**32,591,620,260**	**32,710,579,674**	**141,630,153,774**



Republic of Rwanda

The Judiciary

Republic of Rwanda

The Judiciary

