

## Challenges that still hinder effective performance of the Judiciary:

- Unstable internet;
- Unstable electricity;
- Low level of skills of end users of IECMS (Integrated Electronic Case management System);
- Insufficient budget allocated to specialized courses and continuing legal education;
- Very old court buildings;
- The Judiciary will continue to work hand in hand with the concerned institutions to find remedies for the above challenges.

REPUBLIC OF RWANDA



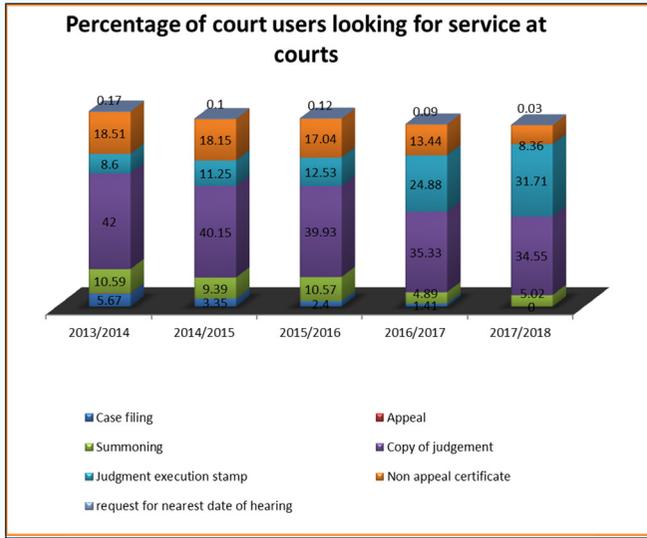
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## RESUME OF THE ANNUAL REPORT OF THE JUCICIARY OF RWANDA 2017-2018

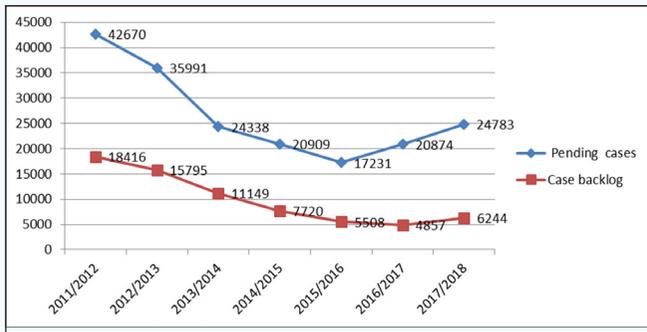
The 2017/2018 Annual Report indicates the progress made by the Judiciary of Rwanda towards the attainment of delivering Timely and Quality Justice. The main focus of the Judiciary's interventions during the year 2017/2018 were mainly in three categories:

- Streamlining the laws governing court organisation, competencies and procedure;
- Strengthening the use of technology in administration of justice;
- Service delivery to court users and their education on court functioning.

The results of these interventions have increased speed of services provided to court users and reduction of their frequency at court premises. Currently most of services previously obtained at court premises are provided electronically/online. The chart below shows the reduction in services that court users frequented at court premises.

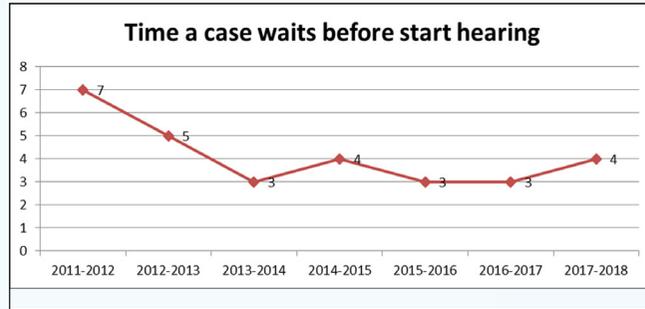


The performance of the Judiciary with regard to timely justice tallies with the reduction in case backlog on the one hand. This year, the percentage of case backlog compared to all pending cases in courts was at 25% which was slightly above 23% registered in the previous year. As shown in the graph below, case backlog has been declining regressively from 2011 to 2016 and started increasing progressively from 2016/2017 through 2017/2018:

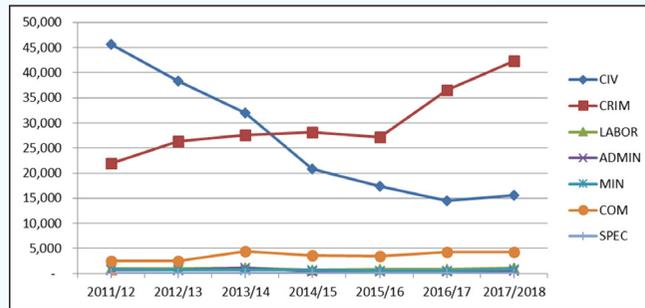


On the other hand, the time a case waits before the beginning of hearing is currently 4 months compared to the 3 months registered in the previous year. The following graph shows the the waiting time

of cases in courts from 2011/2012 to 2017/2018.



The increasing rate of case backlog and time a case waits before hearing starts is attributed to the increase of new incoming cases dominated by criminal cases which represent 65% of all cases received in courts this year. The following chart depicts the trend of incoming cases by case category.



Improvement in quality justice is indicated by the cases overturned on appeal. This year, the rate of overturned cases stands at 8%. The key interventions that contributed to this achievement include:

- Emphasis on use of law reports to enhance consistency and predictability of judgement;
- Peer review meetings in individual courts and at higher court level;
- Discussion between judges at lower courts and appellate courts to exchange views and opinions on grounds of overturned cases.

The progress in administration of justice is a result of the constant reviews of past performance and future projections regularly carried out as well the various innovative measures taken by the leadership of the Judiciary. Key activities implemented in 2017/2018, include:

- Restructuring of court organization, competence and procedure to solve challenges previously faced during adjudication of cases that caused delays in delivery of justice and hindrance to quality justice;
- Increased capacity building through continuous legal education and providing specialized courses to judges;
- The merging of Primary courts was also a key intervention aimed at increasing efficiency and effectiveness;
- The Court of Appeal was established to alleviate the burden of case backlogs that existed in the Supreme Court;
- With regard to infrastructure, the new courthouse of Nyanza was completed. This facility hosts the High Court Chamber for International Crimes, the High Court Chamber of Nyanza and the Primary court of Busasamana;
- The construction works of the Commercial High Court and the Commercial Court building is at 75%.