



RWANDA BAR
ASSOCIATION

Promoting the Rule of Law

STRATEGIC PLAN 2016-2020

June, 2015

MESSAGE FROM THE PRESIDENT

On behalf of the Governing Council, the Secretariat of the bar and the entire membership of the Rwanda Bar Association (RBA), I take the opportunity to present the RBA Strategic Plan 2016-2020. The plan sets out the RBA's road map for the next 5 years period ending in 2020.

This strategy will focus on the following key areas:

- a) Resource mobilization for financial and operational sustainability and management
- b) Quality of service to members and the public
- c) Professional Standards, Ethics and Discipline;
- d) Legal aid and legal assistance;
- e) Advocacy and participation in legal processes
- f) Institutional capacity and internal governance practices;

The strategy is aligned to the Justice, Reconciliation Law and Order Sector (JRLOS) strategy which in turn forms part of the foundational issues of the Economic Development & Poverty Reduction Strategy II commonly known as EDPRS II. In addition, the bar now functions within the confines of a new law enacted in 2013. Within the East African Community, regional integration has gained momentum since the adoption of the East Africa Common Market Protocol.

A combination of these forces together with other internal dynamics such as the rapidly increasing membership of the bar call for a comprehensive planning and this has been born in mind while preparing this strategic plan.

In order to implement the strategic plan, the RBA will have to mobilize close to Four Billion Rwandan Francs over a 5-year period. Mobilizing such resources will be one of the RBA management challenge. However, with clear planning that reflects the priorities of the RBA and its strategic partners, the management is confident that these resources will be mobilized and the strategic objectives set out will be achieved. The secretariat will be bolstered to achieve this resource mobilization objective.

With these remarks, I wish to thank the governing council, staff and the strategic partners of the RBA who have participated in the strategic planning process from the beginning to-date.

We look forward to further discussions on how we can increase access to justice, deliver better services to the public, ensure professional standards are upheld and provide the much needed legal aid services to the public and I call upon all those with a stake to join us and complement our efforts to deliver on such a comprehensive set of priorities.

When we look back in 2020, at the time that coincides with the evaluation of the national vision, we want to do so with pride and satisfaction that we have achieved what we set out to do back in 2016.

Athanase Rutabingwa

President of the Rwanda Bar Association

Rwanda Bar Association (RBA) Strategic Plan 2016-2020

ACRONYMS

ADR	:	Alternative Dispute Resolution
AGM	:	Annual General Meeting
AWPs	:	Annual Work Plans
CIB	:	Conference Internationale des Barreaux
CLE	:	Continuing Legal Education
COMESA	:	Common Market for Eastern and Southern Africa
EAC	:	East African Community
EACJ	:	East African Court of Justice
EALS	:	East Africa Law Society
EDPRS	:	Economic Development & Poverty Reduction Strategy
EU	:	European Union
FGDs	:	Focus Group Discussions
GoR	:	Government of Rwanda
HR	:	Human Resources
ICT	:	Information and Communication Technology
JRLOS	:	Justice, Reconciliation Law and Order Sector
KBA	:	Kigali Bar Association
M&E	:	Monitoring and Evaluation
PALU	:	Pan African Lawyers Union
PESTLE	:	Political, Economic, Social, Technological, Legal and Environmental
PMS	:	Performance Management Systems
RBA	:	Rwanda Bar Association
SADC	:	Southern Africa Development Community
SWOT	:	Strength, Weakness, Opportunity and Threat

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EXECUTIVE SUMMARY

The Rwanda Bar Association (RBA) was established under Law N° 83/2013 11/09/2013. The seeds of formation of RBA were sown in 1997 when the former Kigali Bar Association was formed with a membership at that time of 37 lawyers. Since then the membership of the bar has grown by leaps and bounds to 1200 lawyers by the beginning of 2015. Effectively this means that the association has been in existence for nearly 18 years now.

During this period, the bar has increasingly become more professional and more organized. It has evolved into a bigger institution with increased membership and a bigger and bolder agenda for the support of rule of law and access to justice. Internal structures of governance and management have been established and the ties with the rest of the sector have become stronger. Increasingly the bar is becoming visible in the public realm with its involvement in the execution of cases as well as its participation in various forums.

Nonetheless, a number of challenges remain despite the gains that have been recorded. For instance the number of lawyers as well as their level of service remains low. As an example, a rough estimate of the lawyer-population ratio in Rwanda puts it at 1:10,000 making it one of the highest in the region. However, this is not good as it severely impacts access to legal services and hence to justice by Rwandans. Another equally important challenge is the quality of services provided by bar members to the public, which is in many instances, wanting.

The strategic planning became necessary in order to focus on these issues and provide a blueprint for intervention during the next five years.

With the aid of a SWOT analysis and an evaluation of the past performance and analysis of the wider environment using a PESTLE analysis, the following key issues were identified as priority during the next five years.

- a) Resource mobilization for financial and operational sustainability and management
- b) Quality of service to members and the public
- c) Professional Standards, Ethics and Discipline;
- d) Legal aid and legal assistance;
- e) Advocacy and participation in legal processes
- f) Institutional capacity and internal governance practices;

The above issues will be dealt with systematically by undertaking the following strategic interventions:

- a) Enhancing the capacity of members of the bar to deliver quality legal services;
- b) Increasing the reach of legal aid and legal assistance;
- c) Strengthening the quality of support services members receive from the bar association management;
- d) Upholding higher standards of professional practice, ethics and discipline;

- e) Raising the capacity of the bar association to generate both internal and external resources to finance its activities
- f) Ensuring that the staff and other organs of the bar association have the skills and resources needed to deliver quality services to members and to the general public;
- g) Raising the profile of both members and the bar in engaging with various stakeholders nationally, regionally and internationally.

With these interventions, it is hoped that the bar association will be able to implement the activities identified for each output and expected outcome.

In order to implement the strategic plan, the RBA will require close to Four Billion Rwandan francs over the 5-year period. A summary of the breakdown of the estimated budget to finance the activities in the strategic plan is provided below:

No	Strategic objective	Total Budget (Rwf)
1	Strengthen Institutional Capacity & membership service delivery	1,863,218,333
2	Strengthen Membership capacity to engage and deliver quality legal services	89,560,000
3	Maintain Professional standards of practice and ethics	72,150,000
4	Augment Provision of legal aid and legal assistance	1,773,800,000
5	Raise Voice and participation of Rwanda Bar Association in national, regional and international legal processes	112,500,000
6	Ensure financial sustainability and management	30,000,000
Total		3,941,228,333

Implementing this strategic plan will require periodic review of progress and a strong monitoring framework. The periodic review should be undertaken once every year and should be undertaken by a stakeholder meeting. Annual plans will be prepared for validation during review meeting. The bar may also share its assessment of progress through quarterly reports on specific issues.

Finally, a number of emerging issues have been identified for further discussions. These include the possibility of extending the range of services currently offered by the bar to its members and the feasibility of constructing a commercial Lawyers/Advocates House. These issues should be further examined and studies conducted to determine how feasible these could be.

INTRODUCTION

Background

This strategic plan has been aligned to the Economic Development & Poverty Reduction Strategy (EDPRS II) and particularly, the Justice, Reconciliation Law and Order Sector (JRLOS) component. The plan spells out the priorities of the bar during the 5-year period. It should be noted that the main strategic objectives of the bar in the period ending 2015 have remained relevant even during the following period. As a result, these have been retained albeit with some modifications where necessary.

The Bar's Vision captures our aspirations to be a versatile, proactive regulator and promoter of the justice and rule of law. In order to fully leverage the bilingual advantage of the country, political and macro-economic stability, strong institutional frameworks, technological innovations, established local and foreign private sector, RBA is looking beyond its current position as the most credible professional body in the provision of legal service in Rwanda.

RBA Mandate

The Vision and Mission Statements

i. Vision

“To be a vibrant and independent National Bar Association committed to justice and the rule of law by enhancing the legal profession to regional, international best standards and advancing the human rights knowledge and awareness of the profession.”

ii. Mission

“To gather all the members of the Bar Association to promote and protect the interests of the legal profession and the public in the administration of justice by preserving the integrity of the profession through regulation and supporting professional development, and by helping to shape the law and advancing respect for the rule of law and human rights.”

Under Article 4, the Bar Association shall have the following mission:

- i) To gather all the members of the Bar Association;
- ii) To ensure compliance with the rules and principles of the Advocates profession;
- iii) To prevent and fight conflicts and all forms of divisionism within the Bar Association
- iv) To prevent and resolve conflicts among members of the Bar Association themselves and those between such members and other people;
- v) To monitor the conduct of Advocates;
- vi) To forward to the Government, on its own initiative or upon request, proposals that can contribute to the promotion of Advocates' profession in particular and of justice in general;
- vii) To strike good relations of exchange and collaboration with other Bar Associations with the same mission and at the international level;

- viii) To facilitate those practicing the Advocates' profession access their profession-related training;
- ix) To help the Government as to the provision of legal aid; and
- x) To perform any other activity that is necessary for the achievement of the mission of the Bar Association.

Core Values

Members and employees of the bar commit themselves to upholding the following core values:

Integrity; Professionalism; Equity; Solidarity; Quality services; Access to justice for all; Accountability

RBA membership

Table 1: RBA Membership

No	Description	Number
1	Advocates in private practice	1140
2	State Attorneys	30
3	Lawyers coordinating access to justice bureaus	30
Total		1200

Source: RBA 2015

CHAPTER 1: CONTEXT AND INSTITUTIONAL ANALYSIS OF THE RWANDA BAR ASSOCIATION

1.1 Country Context

The Vision 2020 reiterates the Constitution of Rwanda (2003) recognition of the fundamental human rights to mean full articulation of principles of rule of law, good governance and due process as enshrined in the major human rights treaties. In particular Article 62 empowers Parliament to enact the laws necessary to implement policies and programs aimed at redressing social, economic or educational imbalances in society among others. In addition, the law states the rights of all human beings before the law which entails full enjoyment without any discrimination and equal protection of the law. It further states the importance of dialogue as a fundamental principle for arriving at amicable settlement of differences. This legal framework has laid a solid foundation for the provision of legal services with the right to access to justice being clearly codified in the Constitution as well as various other laws and orders.

The second Economic Development and Poverty Reduction Strategy (EDPRS 2) is a five-year plan designed to accelerate the progress already achieved and to shape the country's development agenda during the next five years. The overarching goal of the EDPRS 2 is to accelerate the transition to middle income status and better quality of life for all Rwandans through sustained annual economic growth of 11.5% and accelerated reduction of poverty to less than 30% of the population. The EDPRS 2 is guided by the revised targets of the Vision 2020, which outlined clearly the objectives to be achieved as a pre-requisite for rapid growth and poverty reduction

The EDPRS 2 posits regional and international economic integration as one key element in the long term development of Rwanda.

Amongst the several policy actions that are being undertaken, the justice policy focuses on ensuring that Rwandan laws are harmonised with instruments and approximated with EAC protocol and regional bodies' laws. Most importantly are in this area for instance are the free movement of goods, services, capital and labour under the EAC common market protocol

The Law as amended establishing the Rwanda Bar Association (RBA) adopted in November 2013 expresses the government's re-commitment to the Bar in providing legal services. The EDPRS 2 and the JRLOS II Strategy also link access to justice and rule of law and commits to strengthening the organs of the justice system, and to expanding access to justice in order to reach all the districts and grassroots levels. In this regard, the Bar is seen as playing a pivotal role in the national legal and policy framework aimed at identifying and implementing measures to improve access to justice and promote rule of law. These measures include:

- strengthening the legal and policy framework;
- enhancing community participation and awareness of justice systems and fundamental human rights;

- developing institutional capacity including within justice sector institutions and in government to respond to legal services demands and;
- enhancing members capacity to improve case management procedures and judicial information systems; and
- Awareness raising and preserving human rights standards and reinforcing legal aid mechanisms.

1.2 Linking RBA's Mandate to EDPRS 2

The organisation of EDPRS 2 is around four thematic areas, which reflect the emerging priorities:

- a) Economic transformation for accelerated economic restructuring and growth striving for middle income country status;
- b) Rural development to address the needs of the vast majority of the population and ensure sustainable poverty reduction and rural livelihoods;
- c) Productivity and Youth Employment to ensure that growth and rural development are underpinned by appropriate skills and productive employment, especially for the growing cohort of youth;
- d) Accountable Governance, to underpin improved service delivery and citizen participation in the development process

Within the EDPRS II framework, RBA falls the foundational issues but it also contributes to the accountable governance pillar as well as to the other three pillars albeit in less direct ways. It is on this premise the Bar prepared its strategy to establish itself as a strong organization of independent private advocates contributing to poverty reduction by linking the Constitution, Vision 2020, EDPRS 2 and JRLLOS strategies to rule of law and universal access to quality justice.

Conversely, the success of RBA's operations will largely depend of the realization of the aspirations of the other three pillars. The RBA has adopted the five principles of EDPRS 2 to achieve Vision 2020 targets.

1.2.1 Principles of EDPRS 2 to achieve Vision 2020 targets

- a) Innovation: emphasising new ways of thinking, working and delivering on targets.
- b) Emerging priorities: identifying legal and policy gaps which encompass new priorities, including new laws, to drive the achievement of Vision 2020 targets.
- c) Inclusiveness and Engagement: collaborating at all levels and providing learning and feedback mechanisms to improve solutions.
- d) Inter-institutional coordination: creating strong, mutually supporting linkages between partners and RBA initiatives, and supporting implementation standardisation and efficiency.
- e) Sustainability: ensuring that legal services and targets achieved from the previous and current plans are sustained over the long term growth and development of RBA.

These principles are prioritized in the Constitution, Vision 2020, and EDPRS 2 and JRLOS strategies. In conclusion, a well-functioning justice system allows the state to oversee orderliness in society and the economy and to empower private individuals to contribute to development by confidently engaging in business, investments and other social economic transactions.

Thus, by arbitrating disputes in society and regulating the exercise of governmental power, the rule of law is enforced in the country hence the creation of a conducive environment for social and economic development is provided. An effective justice system is good for economic enterprise as it promotes certainty in the enforcement of contractual obligations and effective resolution of labour disputes. RBA strategic plan should therefore be in line with the Vision 2020 which talks about principles of good governance such as transparency and accountability.

1.2.2 Overview of the current Strategic Plan 2011-2015

Table 2: Summary of Strategic Plan Analysis

Objective	Situation Analysis	Key Activities	Key Indicators of Achievements
Improve Institutional Capacity and Internal Governance Practices	The Bar's current membership is at 1000+ membership compared to the population to be served is low According to Africa justice foundation, Rwanda has a very low advocate-to-population ratio of approximately 1 Advocate for 10, 000 people.	<input type="checkbox"/> Acquiring a secretariat <input type="checkbox"/> Implementation of medical insurance <input type="checkbox"/> CLE programme were conducted <input type="checkbox"/> Implementing legal aid services <input type="checkbox"/> Learning best practices from other Bar Associations <input type="checkbox"/> Engagement in social responsibility <input type="checkbox"/> Increasing media engagement <input type="checkbox"/> RBA manual for Finance and Administrative Procedures was adopted and reviewed	<input type="checkbox"/> Association has registered rapid growth in membership to over 1,000 <input type="checkbox"/> The new law regulates the Bar and has established Three organs assisted by technical thematic committees and Secretariat <input type="checkbox"/> Increased partnership to include all JRLOS membership, local and international partnerships <input type="checkbox"/> Contribution to the development of legal aid policy and legal aid fund mechanism <input type="checkbox"/> Increased financial resources and projects <input type="checkbox"/> Training for lawyers were organized in collaboration with partners <input type="checkbox"/> RBA complied with financial practices and audit report produced <input type="checkbox"/> Salary and other statutory obligations were met <input type="checkbox"/> Planning and implementation of all activities based on policy guidelines

Objective	Situation Analysis	Key Activities	Key Indicators of Achievements
			<input type="checkbox"/> Acquired a number of assets through its own annual budget <input type="checkbox"/> Came into law Internal Rules and Regulations as well as New Scale of Advocates Fees
Improve Standards of Practice and Ethics	<input type="checkbox"/> A number of Disciplinary cases that are still pending <input type="checkbox"/> Persistent dealing with issues of professional development, compliance and ethical as well as rules and regulations	<input type="checkbox"/> Several disciplinary sanctions were taken including, warning, suspension, reprimand, removal or dismissal from the Roll of advocates;	<input type="checkbox"/> Creation of a permanent Disciplinary Committee <input type="checkbox"/> standards and requirements for legal practice were established
Enhance protection and assistance to public on all matters involving law and justice	<input type="checkbox"/> RBA provided legal assistance in courts for a big number of indigent including indigent accused of the crime of genocide and related crimes	<input type="checkbox"/> Receiving applications for legal representation <input type="checkbox"/> Appointing lawyers on pro bono cases providing legal representation <input type="checkbox"/> Advocacy for upholding human rights and rule of law <input type="checkbox"/> Informing the public and partners on legal aid services <input type="checkbox"/> Participating in Legal Aid weeks	<input type="checkbox"/> Executed a contract with government to provide pro-bono services to the indigent and vulnerable groups <input type="checkbox"/> Member of Legal Aid platform, JRLOS and other legal services bodies
Enhance regional integration, visibility and image of Bar association locally and internationally	Weak regional representation	<input type="checkbox"/> Participating in high level engagements locally, nationally, within the region and internationally <input type="checkbox"/> Contributing to development of the regional legal and policy framework	<input type="checkbox"/> Contributed in the elaboration of the JRLOS Strategy 2013-2018 <input type="checkbox"/> Contributed in the elaboration of the Legal aid Policy Strategy <input type="checkbox"/> Contributions to regional integrations processes such as harmonization & approximation of laws
Strengthen gender equality and equitable practices	Insufficient representation of vulnerable groups	<input type="checkbox"/> Contribution to development of selection criteria	<input type="checkbox"/> Number of women lawyers increased <input type="checkbox"/> Number of different groups

Objective	Situation Analysis	Key Activities	Key Indicators of Achievements
		standards for access to justice <input type="checkbox"/> Engendering legal and policy framework	accessed justice

1.3 SWOT Analysis of the RBA

1.3.1 Internal Environment Analysis

The analysis is aimed at identifying the strengths and weaknesses of the RBA. The strengths of the RBA which enable it to accomplish its mandate and achieve the strategic objectives and the weaknesses which must be addressed in order to realize the strategic objectives during the plan period are summarized herein:

Table 3: Internal Environment Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> Existence of enabling legal and policy framework (Constitution, Vision 2020, RBA law & Regulations, EDPRS 2 and JRLOS among others; Positive atmosphere and commitment of young advocates towards the Bar Desire to change the existing status quo to emphasising new ways of thinking, working and delivering on targets; Emerging priorities like legal and policy framework for JRLOS and Pro-bono which encompass new priorities, including new laws, to drive the achievement of Vision 2020 targets; Collaborating at all levels and providing learning and feedback mechanisms to improve solutions while engendering the profession, promoting human rights and networking with other professional bodies; Inter-institutional coordination e.g. JRLOS creating strong, mutually supporting linkages between partners and RBA initiatives, and supporting implementation standardisation and efficiency; and Strong documentation and support to ensure that legal services and targets achieved from the previous and current plans are sustained over the long term growth and development of RBA. 	<ul style="list-style-type: none"> Existence of professional gaps and skills Low visibility and pro-activeness of the bar in the public. Many members are inexperienced Poor legal education at the university level Limited supervision of interns Inadequate financial and human resources Inadequate programme Monitoring & Evaluation tools and systems (from Victor) Limited use of Information, communication technology (ICT) Inadequate staffing & staff training Over-reliance on membership subscriptions as a source of funds Inadequate management system of the Bar members

1.3.2 External Environment Analysis

The process took cognizance of possible opportunities and threats. Opportunities are considered as the operational potentials that the Bar will exploit in order to achieve its stated objectives. Threats are the external operational challenges that are likely to hinder the Bar from realizing its mandate. Analysis of the

Bar's opportunities and threats are outlined below.

Table 4: External Environment Analysis

Opportunities	Threats
<ul style="list-style-type: none">• Regional integration and international economic integration• Presence of regional bodies such as the East Africa Law Society(EALS)• The potential that comes with regional expansion in trade, business and cross border transactions is available to exploit• Rwanda's membership to the Commonwealth and EAC offers opportunity for members to practice in other countries• Existence of other regional and International Bar Associations with whom to share best practices• Rwanda's legal framework and other policy documents which embraces access and upholds just rule of law• Rwanda's bilingual system putting the Rwandan lawyer ahead of the rest in the region• Availability of potential partners to support programmes and other initiatives• Advancement in technology that the Bar can take advantage of to serve its members better and reduce operational costs	<ul style="list-style-type: none">• Relatively young institution compared to other bar associations in the region• Lower pace of professional development by RBA to cope with national and regional growth hence unfavourable competition from more regional professional associates• Limited mastery of French or English• Ethical issues threaten integrity of the profession• Inadequate sponsorship for bar programmes• Number of senior and well qualified lawyers relatively low compared to regional countries studies

1.4 PESTLE Analysis

The extent to which Political, Economic, Social, Technological, Legal and Environmental issues affect RBA activities and operations are presented in the table below.

Table 5: REGIONAL PESTLE Analysis

Category	Issues	Effect
Political	Fast evolving political environment	<ul style="list-style-type: none"> Causes uncertainties that hinder effective Implementation of the Strategic Plan Unfairness in the administration of justice and rule of law and upholding human rights hence discrimination of some groups
Economic and/or financial	<ul style="list-style-type: none"> Scarce resources and ever increasing demands The huge sums of financial resources required for outreach activities. Infrastructure development of the roads network Developed ICT sector Easy financial movement through mobile money transfer 	<ul style="list-style-type: none"> Insufficient budget allocation limiting potential for implementation. Competing needs will lead to reduced funding for some activities Could lead to increased resources for funding more initiatives. Might increase partnership conflicts Increases available resources in the country Increases business opportunities and could lead to more disputes
Social/Cultural	<ul style="list-style-type: none"> Existing conflict between traditional and conventional conflict resolution methods Different understanding of the various concepts of justice Gaps in training of lawyers to appreciate concepts of justice 	<ul style="list-style-type: none"> Increases disputes among partners members Causes confusion in the administration of justice Non effective legal representation of the litigants
Technology Advancement	<ul style="list-style-type: none"> Emergence of cyber crime Rwanda - Hub of ICT innovation in Africa Advancement in the ICT sector - mobile money transfer , fibre optic Lack of forensic labs (evidence gathering, preservation and presentation). 	<ul style="list-style-type: none"> Complexity in access to justice and rule of law and upholding human rights Take advantage of technology to communicate with partners and stakeholders expeditiously Take advantage of technology to conduct RBA business expeditiously Weak evidence gathering compromises case management
Legal Framework	<ul style="list-style-type: none"> Out dated legislation where some legislation is not properly aligned with the Constitution and policy framework Lack of capacity of other law institutions and human rights Rigid and technical court procedures Existing conflict between traditional and conventional conflict resolution methods 	<ul style="list-style-type: none"> Delay of cases/frustrations due to the resulting confusion Delayed review of necessary legislation Some of the institutions may not implement the recommendations effectively Increases disputes among community members
Environment	<ul style="list-style-type: none"> Limited natural resources Poor working conditions of stakeholders e.g. poor physical buildings, information storage 	<ul style="list-style-type: none"> Worsens/ perpetuates conflicts Poor performance and low achievement of targets

1.5 Stakeholder Analysis

The table below provides analysis of the reciprocal relationship between the stakeholders and RBA in terms of activities, operations and management. The Analysis further provides specific activities that stakeholders can undertake for RBA and vice versa.

Table 6; Stakeholder's analysis

Stakeholders	What they can do for RBA	What can RBA do for the Stakeholders
Members	<ul style="list-style-type: none"> • Adherence to the Bar Rules and Regulations • Timely payment of subscription fees • Exemplary legal practice and conduct • Involvement in the Bar activities and programme • Compliance with capacity development programme 	<ul style="list-style-type: none"> • Quality and affordable training programmes and services • Quality administrative services • Empowerment of members through linkages and partnerships • Availability of local and international linkages • Participation in programmes review and development • Good society's image
Council	<ul style="list-style-type: none"> • Quality policy direction and oversight • Supporting the Bar technical structures 	<ul style="list-style-type: none"> • Implementation of adopted policies • Quality & timely services • Good image of the Bar
Secretariat	<ul style="list-style-type: none"> • Quality service for the Bar • Innovation, creativity and productive efforts 	<ul style="list-style-type: none"> • Job security and sustainability of the bar • Professional development • Quality welfare services • Healthy , safe and secure working environment
Government (National and district)	<ul style="list-style-type: none"> • Provide financial support 	<ul style="list-style-type: none"> • Make proposals on necessary resources • Share information • Sharing progress reports • Supporting district legal service network
Civil Society, NGOs, CBOs, FBOs, professional bodies e.g. accountants, medical and allied services, engineering human	<ul style="list-style-type: none"> • Resource mobilization • Publicity • Awareness creation • Research 	<ul style="list-style-type: none"> • Information for efficient advocacy • Encourage active participation • Share M&E reports

rights etc.	<ul style="list-style-type: none"> • Advocacy • Lobbying • Whistle blowing 	
Development partners e.g. USAID, UN Agencies, EU etc.	<ul style="list-style-type: none"> • Support funding • Capacity building • Political leverage e.g. pressure on Government to pass important laws 	<ul style="list-style-type: none"> • Policy making direction • Economic and social mapping • Commitment to transparency and accountability
Research institutions	<ul style="list-style-type: none"> • Generating knowledge • Disseminate information 	<ul style="list-style-type: none"> • Identify knowledge gaps • Support research
Academia	<ul style="list-style-type: none"> • Capacity building • Information dissemination 	Identify capacity building needs
The public	<ul style="list-style-type: none"> • Provide information e.g. petitions 	<ul style="list-style-type: none"> • Sensitization • Participation spaces e.g. through forums • Build public confidence
Media	<ul style="list-style-type: none"> • Information dissemination • Public awareness • Whistle blowing • Investigation • Advocacy 	<ul style="list-style-type: none"> • Information sharing • Capacity building • Provide advocacy materials • Involve media in their activities
Private sector	<ul style="list-style-type: none"> • Support funding • Publicity • Investor confidence e.g. mainstreaming some of their concerns to advice in policies 	<ul style="list-style-type: none"> • Share information • Create stakeholder forums • Open space for effective engagement
Regional and international bodies e.g. EAC, EALS, EACJ, COMESA, SADC, EU etc.	<ul style="list-style-type: none"> • Bench marking • Sharing best practices • Creating awareness on RBA • Whistle blowing 	<ul style="list-style-type: none"> • Information sharing for regional and international advocacy • Identify key areas for support and collaboration

CHAPTER 2: RWANDA BAR ASSOCIATION STRATEGIC PLANNING FRAMEWORK

2.1 Rationale for Strategic Planning for 2016-2020

Although the bar has registered commendable progress in its activities (including rapid growth in membership), a number of challenges have been identified. These include the following:

- a) A large proportion of lawyers are young (63% of entire membership). This means that the quality of services provided by most of these lawyers is not adequate.
- b) It is also observed that most of the legal services are concentrated in Kigali and a few urban areas. This severely constrains access to justice by many citizens.
- c) RBAs resource base is not adequate to support the growing number of its members and the public.
- d) Although the bar participates in the justice sector and civil society, its visibility remains relatively low. This has led to an under-estimation of the contribution of the Bar to the promotion of access to justice in particular and legal profession in general.
- e) The quality of services provided by the Bar to its members has been improving but there is room for further improvement.
- f) The Bar's current staffing levels need to be bolstered to allow the organization to take on new prospects.
- g) The contribution of the RBA to building democracy, human rights, rule of law and a just culture in Rwanda is commendable. However, there is room for greater contribution in this area through effective collaboration and cooperation between the Bar and various government and non-government organizations.
- h) The Bar has a functioning institutional structure which however needs to be reviewed to ensure that it operates effectively and efficiently.
- i) Despite RBA's active participation in regional integration matters, its visibility remains relatively low compared to its counterparts of Uganda, Kenya and Tanzania.

Therefore, in order to focus its resources effectively in addressing these performance gaps, the RBA needs to engage in strategic planning. In summary, this strategic plan highlights the priority areas for the RBA during the next five years. Consequently;

- a) The RBA needs to clearly identify the CLEs which are needed by its members.
- b) A need was expressed for the Bar to raise its visibility in the justice sector and civil society, promote access to justice and enhance the quality of the legal profession.
- c) The Bar also needs to focus on providing improved services to its members and general public as indicated during consultations with stakeholders. Some stakeholders felt that the bar was punching below its capacity.
- d) Despite the Bar's rapid growth in numbers, its resource base needs to be expanded to cater to the increasing demand for more and better services from the members.

- e) The Bar's current staffing levels need to be bolstered to allow the organization to take on new prospects.
- f) RBA contributes to building democracy, human rights, rule of law and a just culture in Rwanda. This has been done in collaboration and cooperation between the bar and various government and non-government organizations. There is need to strengthen this collaboration going forward.
- g) Although the Bar has devoted resources to improving institutional capacity and internal governance practices, an important objective that yielded stakeholders appreciation, what remains is ensuring that these structures operate effectively and efficiently.
- h) The RBA participates in regional integration matters through its membership to the East African Law Society. However, its visibility remains relatively low compared to its counterparts of Uganda, Kenya and Tanzania. Enhancing partnerships and engagement with other organizations at regional and international level will be paramount.
- i) Finally, the RBA experiences challenges in terms of resource mobilization. At the moment, the bulk of its resources are derived from membership contribution and support from government projects. These resources are hardly sufficient to finance the projects of the Bar.

2.2 Strategic Planning Process

In preparing this strategy, RBA adopted participatory and inclusive processes that ensured consultations and inclusion of broad range of internal and external stakeholders. This entailed participation of the Bar Council, members, the secretariat and other stakeholders. The steps taken in preparing the Strategic Plan were as follows:

- a) Collection and review of data from the Bar's secretariat, Bar Council members, members and stakeholders;
- b) Review of key RBA regulatory instruments like the Law regulating the Bar Association and the Internal Rules and Regulations;
- c) Review of key government policy documents like the Vision 2020, EPDRS 1& 2, the Constitution 2003, the JRLS strategic documents and stakeholder reports; and
- d) Consultative meetings and workshops.

In addition to conducting desk review, the consultants interviewed the internal stakeholder of the RBA. These included the following;

- i. Members of the management committee
- ii. Members of the Bar council
- iii. A former president of the Bar

The following external stakeholders were also consulted in this process:

Development Partners/Government	Civil Society Organisations	Other Partner Organisations
Delegation of the European Union Embassy of Sweden Embassy of The Netherlands UNDP USAID Ministry of Justice	Legal Aid Forum RCN Justice & Democracy	Kigali International Arbitration Centre Rwanda Law Reform Commission Institute of legal Practice and Development Rwanda Development Board

Interviews were conducted on a one to one basis with the individuals and representatives of organizations. Two consultative workshops were held to provide feedback to the planning process.

2.3 Strategic Objectives

This strategic plan reframes the five strategic objectives of the RBA 2011-2015 Strategic Plan

- a) Strengthen Institutional Capacity & membership service delivery
- b) Strengthen Membership capacity to engage and deliver quality legal services
- c) Maintain Professional standards of practice and ethics
- d) Augment Provision of legal aid and legal assistance
- e) Raise Voice and participation of Rwanda Bar Association in national, regional and international legal processes
- f) Ensure financial sustainability and management

Out of these strategic objectives, a number of strategic issues were identified for attention during the period of the current Strategic Plan (2016-2020)

The strategic issues highlighted during the consultations are here below:

- i) Catering to the needs of a growing membership
- ii) Improving the capacity of the RBA to address the needs of its members and other partners
- iii) Improving the quality of service delivery by the Bar
- iv) Enhance the reach of legal aid services to indigent and vulnerable groups
- v) Strengthening a financial and other reporting systems
- vi) Improving the participation of the Bar in regional and international integration
- vii) Increase the bar's visibility in national and regional emerging legal issues
- viii) Participate in the promotion of fundamental rights and rule of law

- ix) Enhancing partnerships and engagements with other associations, umbrella organisations, regional and international organisations
- x) Building a strong institution with competent human resources and good financial, administrative and procurement policies.

The above strategic objectives can be framed as strategic outcomes as follows:

- a) Institutional Capacity & membership service delivery Strengthened
- b) Membership capacity to engage and deliver quality legal services Strengthened
- c) Professional standards of practice and ethics Maintained
- d) Provision of legal aid and legal assistance Augmented
- e) Voice and participation of Rwanda Bar Association in national, regional and international legal processes Raised
- f) financial sustainability and management Ensured

To effectively address each of the identified strategic outcomes, a number of strategic outputs and activities are proposed for implementation.

CHAPTER 3: IMPLEMENTATION OF THE RBA STRATEGIC PLAN 2016-2020

3.1 Strategic Outcomes

This chapter spells out strategic direction of the RBA by outlining strategic outcomes, Outputs, activities to be deployed as well as indicators and timeframe

3.1.1 Strategic Outcome 1: Institutional Capacity & membership service delivery Strengthened

Output 1: Revised Organizational Structures

Activities;

- Recruit new staff (Incremental Salary)
- Redefine roles and responsibilities

Output 2: Trained staff

Activities;

- Identify training needs
- Conduct trainings

Output 3: Trained Bar Council

- Identify training needs of Council
- Conduct training

Output 4: Trained Thematic Committees

- Identify training needs
- Conduct trainings

Output 5: Improved ICT usage

Activities;

- Develop, modernize and expand ICT infrastructure
- Automate RBA operations

Output 6: Strengthened membership service

Activities;

- Enhance communication between the Bar management and bar membership;
- Encourage collaboration, partnerships and exchange programs with other bar associations
- Conduct a study on advocates retirement and medical insurance schemes and suggest modalities for Implementing both
- Facilitate the formation of a women lawyers forum

Output 7: Strengthen membership welfare

Activities;

- Streamline existing medical insurance schemes
- Enhance the retirement savings scheme

3.1.2 Strategic Outcome Two: Membership capacity to engage and deliver quality legal services strengthened

Output 1: Skilled membership

Activities;

- Undertake capacity needs assessment for Advocates
- Provide core CLEs
- Undertake non legal skills training
- Promote stronger law firms through merger

Output 2: Increased quality membership

Activities;

- Strengthen the capacity of the admission and training committee
- Scrutinize and supplement/revise the admission standards/requirements
- Promote partnership with law teaching institutions

3.1.3 Strategic Outcome Three: Professional standards of practice and ethics maintained

Output 1: Ensured high Profession standards in legal practice

Activities;

- Increase attendance in CLE programmes
- Develop mentorship programmes
- Promote the formation of larger and specialized law firms
- Raise awareness to Bar members on professional developments opportunities
- Promote Twinning/fellowships for law firms

Output 2: Strengthened complaints procedure & handling of complaints

Activity;

- Review complaints procedure and enhance disciplinary process

Output 2: Strengthened entry conditions

Activities;

- Review entry/admission criteria
- Benchmark the bar exams to international standards

Output 4: Strengthened information sharing and supervision of compliance

Activities;

- Review/update manuals on code of ethics
- Benchmark RBA code of ethics to international standards
- Disseminate code of ethics
- Monitor compliance with standards

3.1.4 Strategic Outcome Four: Provision of legal aid and legal assistance augmented

Output 1: Improved pro bono services

Activities;

- Promotion of legal aid through pro-bono scheme;
- Develop and communicate pro bono services calendar
- Monitor member's provision of legal aid and legal assistance
- Provide reporting mechanism on legal aid and legal assistance
- Develop clear terms and conditions for legal aid services
- Enhance partnerships with CSOs and other institutions involved in legal aid
- Enhance online information dissemination for provision of legal aid and legal assistance

3.1.5 Strategic Outcome Five: Voice and participation of Rwanda Bar Association in national, regional and international legal processes raised

Output 1: Engage in the legislative and public policy decision process

Activities;

- Document challenges in the implementation of laws and provide guidance for amendments
- Advocate for bills' initiation to parliament
- Review and critique bills and existing laws
- Provide comments and submissions on draft bills

Output 2: Strengthen Bar corporate social responsibility

Activities;

- Support community development initiatives
- Participate in national social events as an organization

Output 3: Strengthened participation of the bar in national and international for a

Activities;

- Identify and Publish calendar of major events
- Organize/participate in national and regional seminars/conferences
- Support national regional or global integration initiatives
- Promote and encourage cross border legal practice

3.1.6 Strategic Outcome Six: Financial sustainability and management ensured

Output 1: Increased resource mobilization

Activities;

- Explore new and Strengthen existing partnerships.
- Identify income generating activities
- Enhance financial management and reporting systems

3.2 Implementation Plan

The detailed implementation matrix illustrates strategic objective(s), strategies and respective key activities for each strategic objective. Also in the matrix are objectively verifiable performance indicators, and time frames for implementation. Included in the matrix are projected costs. The

detailed budgets will be part of Annual Work Plans (AWPs) for plan implementation. It is important to note that the Plan Implementation Matrix will be a critical and important management tool for:

- a) Mobilizing, allocating and utilizing resources during plan implementation;
- b) Management and coordination of plan implementation;
- c) Soliciting for collaboration and support from partners and all other stakeholders;
- d) Monitoring progress, evaluating the results/outputs, documentation and dissemination of results; and
- e) Facilitating mid-term and end of plan reviews/evaluations.

The Strategic Plan, 2016 – 2020 will be implemented within the organizational structure (organ) of the RBA that consists of the Governing Council, office of the President, Disciplinary Committee, other Thematic Committees, and the Secretariat Headed by the Executive Director.

The management will engage the tenets of good management aimed at overseeing the fulfilment of the operational and organizational priorities through supervising officers at all levels to ensure set targets are achieved. Development of sound managerial strategies over the plan period cannot be underscored to ensure achievement of set plan targets. The management will continue providing guidance in the formulation of operational implementation plans where lessons learnt inform future implementation plans with a quest to achieve results.

Regular staff meetings will be held to address various managerial issues and matters of policy. During such meetings, performances reviews, implementation challenges and future projections should be discussed.

Successful implementation of this strategic plan will require establishment of a Strategic Plan implementation team led by the policy, strategy and M&E task teams that will play the pivotal role of ensuring that the Plan remains a living document, a realistic undertaking and an important yardstick for measuring progress.

Table 7: Implementation matrix

Strategic Outcome One: Institutional Capacity & membership service delivery Strengthened									
	OUTPUT	ACTIVITIES	INDICATORS		YR 1	YR2	YR3	YR 4	YR 5
1	Revised Organizational Structures	Recruit new staff (Incremental Salary)	Staff recruited		x	x	x	x	x
		Redefine roles and responsibilities	Roles and responsibility of each staff defined		x	x	x	x	x
2	Trained staff	Identify training needs	Training needs identified		x				
		Conduct trainings	Trainings conducted		x	x	x	x	x
3	Trained Bar Council	Identify training needs	Training needs identified		x				
		Conduct trainings	Trainings conducted		x	x	x	x	x
4	Trained Thematic Committees	Identify training needs	Training needs identified		x				
		Conduct trainings	Trainings conducted		x	x	x	x	x
5	Improved ICT usage	Develop, modernize and expand ICT infrastructure	Modern ICT infrastructure developed and expanded			x	x		
		Automate RBA operations	RBA operations automated		x	x	x	x	x
6	Strengthened membership service	Enhance communication between the Bar management and bar membership;	Communication between bar management and membership enhanced		x	x	x	x	x
		Encourage collaboration, partnerships and exchange programs with other bar associations	Collaboration, partnerships and exchange programs with other bar associations encouraged		x	x	x	x	x
		Conduct a study on advocates retirement and medical insurance schemes and suggest modalities for Implementing both	Study on advocates retirement and medical insurance schemes completed and modalities for implementation developed		x				
		Facilitate the formation of a women lawyers forum and supports	Women lawyers forum formed		x	x	x	x	x

		initial activities	and initial activities supported						
7	Strengthen membership welfare	Streamline existing medical insurance schemes	Existing medical insurance schemes streamlined		x	x	x	x	x
		Enhance the retirement savings scheme	Retirement savings schemes enhanced		x	x	x	x	x
Strategic Outcome Two: Membership capacity to engage and deliver quality legal services strengthened									
	OUTPUT	ACTIVITIES	INDICATORS		YR 1	YR2	YR3	YR 4	YR 5
1	Skilled membership	Undertake capacity needs assessment for Advocates	Capacity needs assessment for Advocates undertaken		x				
		Provide core CLEs	CLEs provided		x	x	x	x	x
		Undertake non legal skills training	Non legal trainings undertaken		x	x	x	x	x
		Promote stronger law firms through mergers	Law firms merged/teamed up in terms of services		x	x	x	x	x
2	Increased quality membership	Strengthen the capacity of the admission and training committee	The capacity of the admission and training committee strengthened		x	x	x	x	x
		Scrutinize and supplement/revise the admission standards/requirements	the admission standards scrutinized and revised		x	x	x	x	x
		Promote partnership with law teaching institutions	Partnership with law teaching institutions promoted		x	x	x	x	x
Strategic Outcome Three: Professional standards of practice and ethics maintained									
	OUTPUT	ACTIVITIES	INDICATORS		YR 1	YR2	YR3	YR 4	YR 5
1	Ensured high Profession standards in legal practice	Increase attendance in CLE programmes	Attendance in CLE programmes increased		x	x	x	x	x
		Enhance the capacity to perform cross border legal practice	Capacity to perform cross border legal practice enhanced		x	x	x	x	x
		Develop mentorship programmes	Mentorship programmes developed		x	x	x	x	x
		Promote the formation of larger and specialized law firms	Formation of larger and specialized law firms promoted		x	x			

		Raise awareness to Bar members on professional developments opportunities	Awareness to bar members on professional developments opportunities raised		x	x	x	x	x
		Promote Twinning/fellowships for law firms	Twinning/fellowships for law firms promoted		x	x	x	x	x
2	Strengthened complaints procedure & handling of complaints	Review complaints procedure and enhance disciplinary process	Complaints procedure reviewed and disciplinary process enhanced		x	x			
3	Strengthened entry conditions	Review entry/admission criteria	Advocate's entry admission criteria reviewed			x		x	
		Benchmark the bar exams to international standards	Bar exams benchmarked to international standards		x				
4	Strengthened information sharing and supervision of compliance	Review/update manuals on code of ethics	Manuals on code of ethics reviewed and updated				x		
		Benchmark RBA code of ethics to international standards	RBAs code of ethics benchmarked to international standards		x	x			
		Disseminate code of ethics	Code of ethics disseminated to all advocates		x	x			
		Monitor compliance with standards	Compliance to the RBA ethics monitored with set standards		x	x	x	x	x

Strategic Outcome Four: Provision of legal aid and legal assistance augmented

	OUTPUT	ACTIVITIES	INDICATORS		YR 1	YR2	YR3	YR 4	YR 5
1	Improved pro bono services	Promotion of legal aid through <i>pro-bono</i> scheme;	legal aid through pro-bono scheme promoted		x	x	x	x	x
		Develop and communicate pro bono services calendar	Pro bono services calendar developed and communicated		x	x	x	x	x
		Monitor member's provision of legal aid and legal assistance	Member's provision of legal aid and legal assistance monitored		x	x	x	x	x
		Provide reporting mechanism on legal aid and legal assistance	Reporting mechanism on legal aid and legal assistance provided		x	x	x	x	x

		Develop clear terms and conditions for legal aid services	Clear terms and conditions for legal aid services developed		x	x	x	x	x
		Enhance partnerships with CSOs and other institutions involved in legal aid	Partnerships with CSOs and other institutions involved in legal aid enhanced		x	x	x	x	x
		Enhance online information dissemination for provision of legal aid and legal assistance	Online information dissemination for provision of legal aid and legal assistance enhanced		x	x	x	x	x
Strategic Outcome Five: Voice and participation of Rwanda Bar Association in national, regional and international legal processes raised									
	OUTPUT	ACTIVITIES	INDICATORS		YR 1	YR 2	YR 3	YR 4	YR 5
1	Engage in the legislative and public policy decision process	Document challenges in the implementation of laws and provide guidance for amendments	Challenges in the implementation of laws documented		x	x	x	x	x
		Advocate for bills' initiation to parliament	Bills advocated for		x	x	x	x	x
		Review and critique bills and existing laws	Reviews of various bills and existing laws done		x	x	x	x	x
		Provide comments and submissions on draft bills	Comments on draft bills prepared and submitted		x	x	x	x	x
2	Strengthen Bar corporate social responsibility	Support community development initiatives	Community development initiatives supported		x	x	x	x	x
		Participate in national social events as an organization	National Social events attended		x	x	x	x	x
3	Strengthened participation of the bar in national and	Identify and Publish calendar of major events	Calendar of major events published		x	x	x	x	x
		Organize/participate in national and regional seminars/conferences	National and regional seminars/conferences organized or attended		x	x	x	x	x
		Support national regional or global integration initiatives	National regional or global integration initiatives promoted		x	x	x	x	x
		Promote and encourage cross border legal practice	Cross border practice promoted		x	x	x	x	x

Strategic Outcome Six: Financial sustainability and management ensured									
	OUTPUT	ACTIVITIES	INDICATORS		YR 1	YR 2	YR 3	YR 4	YR 5
1	Increased resource mobilization	Explore new and Strengthen existing partnerships.	partnership with various organizations in justice sector		x	x	x	x	x
		Identify income generating activities	More income generating activities identified		x	x	x	x	x
		Enhance financial management and reporting systems	Financial management and reporting systems enhanced		x	x	x	x	x

4.3 Summary of Key Performance indicators

Strategic Outcome

Institutional Capacity & membership service delivery Strengthened

Membership capacity to engage and deliver quality legal services strengthened

Professional standards of practice and ethics maintained

Key Performance indicators

- Key required Staff recruited
- Roles and responsibility of each staff defined
- Training needs identified
- Trainings conducted
- Modern ICT infrastructure developed and expanded
- RBA operations automated
- Communication between bar management and membership enhanced
- Collaboration, partnerships and exchange programs with other bar associations encouraged
- Study on advocates retirement and medical insurance schemes completed and modalities for implementation developed
- Existing medical insurance schemes streamlined
- Retirement savings schemes enhanced schemes modalities in place.
- Women lawyers forum formed
- Capacity needs assessment for Advocates undertaken
- CLEs provided
- Non legal trainings undertaken
- Law firms merged/teamed up in terms of services
- The capacity of the admission and training committee strengthened
- the admission standards scrutinized and revised
- Partnership with law teaching institutions promoted
- Attendance in CLE programmes increased
- Capacity to perform cross border legal practice enhanced
- Mentorship programmes developed
- Formation of larger and specialized law firms promoted
- Awareness to bar members on professional developments opportunities raised
- Twinning/fellowships for law firms promoted
- Complaints procedure reviewed and disciplinary process enhanced
- Advocate's entry admission criteria reviewed
- Bar exams benchmarked to international standards

Provision of legal aid and legal assistance augmented

- Manuals on code of ethics reviewed and updated
- RBAs code of ethics benchmarked to international standards
- Code of ethics disseminated to all advocates
- Compliance to the RBA ethics monitored with set standards RBA's admission procedure, i.e entry exams benchmarked to the international standards
- Regular mentorship programme available and implemented
- Legal aid through pro-bono scheme promoted
- Pro bono services calendar developed and communicated
- Member's provision of legal aid and legal assistance monitored
- Reporting mechanism on legal aid and legal assistance provided
- Clear terms and conditions for legal aid services developed
- Partnerships with CSOs and other institutions involved in legal aid enhanced
- Online information dissemination for provision of legal aid and legal assistance enhanced

Voice and participation of Rwanda Bar Association in national, regional and international legal processes raised

- Challenges in the implementation of laws documented
- Bills advocated for
- Reviews of various bills and existing laws done
- Comments on draft bills prepared and submitted
- Community development initiatives supported
- National Social events attended
- Calendar of major events published
- National and regional seminars/conferences organized or attended
- National regional or global integration initiatives promoted
- Cross border practice promoted

Financial sustainability and management ensured

- partnership with various organizations in justice sector
- More income generating activities identified
- Financial management and reporting systems enhanced

CHAPTER 4: MONITORING AND EVALUATION FRAMEWORK

4.1 Introduction

RBA will apply both quantitative and qualitative techniques to monitor the planned performance of its respective Units and Departments. The major techniques of monitoring and evaluation that shall be used are performance targets set and budget execution. The departments will simply compare performance targets with the relevant actual results and any variation identified and review actual results with financial targets. If necessary, action plans will be changed so that they are brought in line with the budgeted results or the budget will be amended to take account of new developments that require action.

As a consequence of variation, the management shall take appropriate remedial actions. This will be quarterly, semi-annually and annually and the actual results compared with goals and objectives stated. The differences between target and actual performance will be identified and analysed. This outcome will invoke appropriate remedial action on the Strategic Plan.

4.2 The Proposed Establishment

The establishment of RBA is projected to be comprised of the President, Executive Director, Heads, Officers and Support staff. The projected establishment is necessary to effectively deliver on the RBA mandate as well as offering quality services to the RBA members and citizens. Efforts will be made to achieve the intended establishment of officers through sustained annual recruitment as planned in this Strategic Plan. In addition, competitive terms of service will be pursued to motivate and retain the staff to deliver on the Strategic Plan. Some of the key issues that might be reviewed include medical insurance cover, remuneration and fringe benefits. The diagram on the proposed organizational structure is herein presented:

4.3 Training

In fast-tracking the implementation of this Strategic Plan, continuous skills upgrading will be ensured through development of a comprehensive training programme for all the officers. Training of all officers will be geared towards enhancing competencies and officers will be exposed to technical skills and best practices which will enable them play their role in the Plan implementation with ease.

4.4 Physical Infrastructure

The need for additional infrastructure is evident for effective implementation of this plan and a number of measures have been factored into this Strategic Plan to improve the current infrastructural situation like procuring more ICT equipment, transport logistics and renovations of buildings, including buying fixed property. Proper usage and maintenance of the available equipment will also be ensured.

4.5 ICT Infrastructure and Communication

During the Strategic Plan period RBA targets to harness ICT and will procure modern ICT equipment and accessories to improve on implementation by capitalizing on intensified use of

modern technology to carry out the RBA's mandate. The strategies to be adopted include automation of systems and processes and improving ICT skills of technical and professional officers.

4. 6 Achieving the M&E Objectives

The Monitoring and Evaluation Plan sets the tone for RBA and a stage to face many challenges ahead. It thus defines the relationship between strategic objectives, initiatives and activities to be pursued by the RBA and the key performance indicators to monitor implementation of the plan to ensure the strategic objectives are achieved. Implementation of this plan will provide useful feedback on the basis of which informed and evidenced based management decisions will be made.

In light of Government's move to performance contracting and the call for accountability for everyone, the RBA will monitor and evaluate its activities periodically. Therefore to ensure coherence in tracking results in RBA, monitoring and evaluating the implementation of this plan will be regularized and synchronized with performance scheduling and reporting. However, given the scope of performance needs to be established during this plan's implementation, it may be narrow at the beginning but towards the mid-term implementation, it is expected that all performance indicators and attributes would have been gathered and cascaded into the M&E System of RBA.

To assist in this review, RBA Secretariat will perform a formal quarterly review of the performance of RBA according to this Strategic Plan. This review shall include the concrete steps that have been taken to achieve each initiative proposed for various goals.

Additional action is required to design the human capital plan, detail resource mobilization plan, design of programs, information technology plan; as well as designated standards for determining

4. 7 Monitoring and Evaluation Strategies

Monitoring the implementation of the strategic plan constitutes systematic tracking of activities and actions to assess progress. Progress is measured against specific targets and schedules included in the plan. This is followed by analysing and reporting of information to various users.

This helps them to remain alert to any short-falls or deviations and taking early corrective action. Effective monitoring also helps to identify difficulties and problem areas, and to take immediate remedial action, thereby ensuring that targets are achieved. Regular reporting at all levels is necessary for follow-up and record keeping.

The following M & E framework will be put in place by the Authority in order to ensure effective implementation of the strategic plan:

4. 8 The Strategy Implementation Team

The RBA will establish a Corporate Strategy Implementation Team to follow up and ensure that strategies are being implemented, performance is being measured, progress reports are made and discussed, and corrective action is taken where necessary. The proposed team composition should be as follows;

- a) The President
- b) The Executive Director
- c) One Council Members' representative
- d) Thematic Committee Chairpersons/Heads of Department

4. 8.1 Utilizing the Performance Management Systems (PMS)

The RBA will utilize performance management system to link operational actions with the strategic goals. The PMS framework will provide the following benefits:

- a) Set strategic milestones;
- b) Establish indicators that measure the achievement of each strategic milestone;
- c) Link reward to performance measures; and
- d) Provide feedback for strategy review and learning.

4. 8.2 Cascading the Plan to all Staff

The strategic plan must translate to work. The Plan will therefore be cascaded downwards to the lowest positions. This will help each member of staff to understand and plan for their respective roles.

4. 8.3 Departmental and Individual Annual Work Plans

Detailed work plans with clear performance indicators and responsibility for their achievement will be developed. Key indicators that will inform management decision making will be identified and the frequency of reporting on these indicators will be determined. This will form the foundation of the M&E system.

4. 8.4 Data and Information Collection Procedures

Elaborate data and information collection templates and procedures will be developed to measure performance as per the indicators and report to management. The reports will describe actions taken by the departments toward achieving the specific strategies of the Plan and will include achievements, challenges and emerging issues, costs, benefits and recommendations.

4. 8.5 Regular Meetings

Monthly Review Meetings at the Departmental level will be scheduled to ensure implementation is on track. At least quarterly review meetings at Management level will be scheduled to get and give feedback.

The Strategic Plan and its implementation is a responsibility of the Governing Council. Therefore progress reporting will be an Agenda Item in Council Meetings.

4. 8.6 Strategic Plan Review

The Strategic Plan will be reviewed annually and at the mid-term to ensure that it remains relevant, feasible and delivers outputs that contribute to sustainable development. Annual review will evaluate the year's activities and indicate the extent to which the RBA has implemented the Plan. A comprehensive review of the strategic plan will be undertaken at the end of the third financial year.

4. 8.7 Conclusion

Access to justice is a global initiative and fundamental human rights of any community and a commitment of the Government of Rwanda in creating RBA. At this challenging time, RBA commits to improving access to justice for the poor by improving the quality and quantity of legal assistance, promoting innovation that accomplishes more with fewer resources, and demonstrating the highest standards of fiscal responsibility through its work and the work of its membership in providing legal services.

CHAPTER 5: RESOURCE MOBILIZATION FRAMEWORK

5.1 Funding Requirements

The successful implementation of this RBA Strategic Plan 2016-2020 will depend on the availability of the above resources, among other things. The total budget for implementing the plan is RWF 3.4812 billion over a period 2016-2020.

The areas for which the funds will be required and the estimated amounts are as summarised in the table below:

No	Strategic outcome	Total Budget (Rwf)
1	Strengthen Institutional Capacity & membership service delivery	1,863,218,333
2	Strengthen Membership capacity to engage and deliver quality legal services	89,560,000
3	Maintain Professional standards of practice and ethics	72,150,000
4	Augment Provision of legal aid and legal assistance	1,773,800,000
5	Raise Voice and participation of Rwanda Bar Association in national, regional and international legal processes	112,500,000
6	Ensure financial sustainability and management	30,000,000
Total		3,941,228,333

NB. A detailed breakdown of required funding for the strategic plan is provided above.

5.2 Analysis of RBA Funding

The table below summarises the sources of funds for the RBA based on the financial reports of the years 2011, 2012 and 2013. It can be seen that consistently over the years, the main sources of funding RBA activities have been contributions from membership collections, government and non-government project funds for services offered by members of the RBA especially through legal aid services and capacity building.

Source of Funds	YEAR 2011	YEAR 2012	YEAR 2013	YEAR 2014	YEAR 2015
Advocates Contributions fees	137, 000,000	214,0600,000	252,750,000.00	262, 670, 000.00	429, 400,000.00
Sales	0.00	856,500.00	3,627,300.00	0	0
Total Other incomes	61,715,616.74	8,515,000.00	14,443,600.00	18,100,000	15,000,000

Project incomes (MINIJUST)	79,597,500.00	119,159,860.00	195,573,020.00	176,687,500	147,600,000
Trade Mark East Africa income			89400000	65000000	0

5.2.1 Membership Contributions

Membership contributions remain the single largest source of RBA resources. As is the case, this source of funds is highly predictable. With an increase in numbers, this amount may increase but it is not likely to increase by much given the additional requirements for entry in the Bar. Already the number of students completing law school is declining and progressively the number of Bar members may peak. The scope for raising additional funds by raising the annual fees also appears limited as many of the lawyers interviewed expressed the view that it was already high.

5.2.2 Project funding from the government of Rwanda

The RBA has continued to receive a fee-for-service fund from the government of Rwanda mainly for the Bar's provision of legal aid services on behalf of the government. Our prediction is that this will likely continue to be the case. The RBA needs to position itself strategically to continue receiving these funds. It appears though that these funds are at the same time used to finance activities related to legal aid provision and therefore there is little or nothing left for the Bar to invest in any activity.

5.2.3 Project funding from the Non-Government Institutions

In 2012 RBA received a 2 year financial support from Trade Mark East Africa aimed at enhancing the Bar capacity to support the EAC Integration.

RBA also received in 2013 a modest one year grant from the Legal Aid Forum to support the RBA legal aid programme.

5.2.3 Donor Contributions and grants

At the moment there is no evidence that the Bar receives any significant amounts of donations and grants. The incomes designated as 'other incomes' are limited in amount and the source is not indicated. With the exception of a sum of money allocated by the CTB in 2011 for capacity building of the Bar through the Institute of Legal Practice and Development (ILPD), there is no other mention of donations or grants.

Compared to its counterparts in the region, it appears that the RBA has a limited number of sources of funds for its activities. There is need to explore other sources of funding in order to build a robust independent organisation capable of providing services to its members and the public.

5.3 Proposed sources of additional resources

a) Project-based funding

At the moment, the Bar has not generated projects for which to seek funding. It appears there is limited capacity within the Bar to design projects that can attract funding from a variety of sources.

The Bar needs to be able to do so. An interesting case in point is the recent funding from Trade Mark, Rwanda for support to undertake needs assessment, training in common law practice conducted by the ILPD. Many such projects provide resources for undertaking activities which the Bar would otherwise not be able to do on account of limited resources.

b) Partnerships/Joint initiatives

The Bar needs to seek partnerships that provide synergistic relationships.

c) Bank loan for Investments

The RBA needs to develop bankable projects that can be financed used loans from commercial banks. During the consultation process, a number of lawyers raised this possibility. They contended that they would vouch for the Bar management to build a commercial complex that could be used as offices for many of the Bar members but at the same time be open to the public for renting.

d) Internal capacity to raise resources

It appears that the RBA needs to strengthen its resource mobilization capacity. One of the suggestions we make is for the RBA to recruit a person in charge of projects. This person will be responsible for generating ideas for project development.

5.4 Summary

Every organization needs resources to implement its programmes, projects and networks but the potential and actual sources of resources for each organization differ depending on the nature of the organization. The Rwanda Bar Association is a membership organization. As a membership organization with certain values, raising funds for its activities must be done in such a manner that it does not compromise the values espoused by the organization on behalf of its membership.

Successfully raising funds for the activities of the RBA will depend largely on the commitment of the leadership 'to go out there' and engage with potential and existing donor and other partners.

Before engaging in outward fundraising, the Bar leadership needs to 'look inward' to determine what the priorities of the Bar will be going forward. Resource mobilization must be guided by priorities and by projects. Instead of looking for funds to support the RBA as an institution, the RBA should be looking for funds to support individual projects. This is why project formulation around the strategic objectives becomes very important. Many donors may wish to assist only on projects that interest them rather than providing unmarked institutional funding. In this strategy we propose a number of resource mobilization strategies that may be harnessed. Please note that no single strategy works better than others; a combination of strategies is most likely the best. An eclectic approach to resource mobilization is essential and must be shared by the leadership of the RBA.

In addition to formulating projects around the RBA priorities, there is need to articulate clearly how the attainment of the priorities will contribute to the larger national goals and priorities. Resource

mobilization is not simply a convenient activity to engage in; rather, it is the sine qua non of the Rwanda Bar Association.

Annex 1: Strategic plan budgeting framework

Strategic Outcome 1: Institutional Capacity & membership service delivery Strengthened									
	OUTPUT	ACTIVITIES	INDICATORS	TOTAL BUDGET	YR 1	YR2	YR3	YR 4	YR 5
1	Revised Organizational Structures	Recruit new staff (Incremental Salary)	Staff recruited	67485000	8697000	14697000	14697000	14697000	14697000
		Redefine roles and responsibilities	Roles and responsibility of each staff defined	0	0	0	0	0	0
2	Trained staff	Identify training needs	Training needs identified	0	0	0	0	0	0
		Conduct trainings	Trainings conducted	350000000	70000000	70000000	70000000	70000000	70000000
3	Trained Bar Council	Identify training needs	Training needs identified	0	0	0	0	0	0
		Conduct trainings	Trainings conducted	100000000	2000000	2000000	2000000	2000000	2000000
4	Trained Thematic Committees	Identify training needs	Training needs identified	0	0	0	0	0	0
		Conduct trainings	Trainings conducted	15000000	3000000	3000000	3000000	3000000	3000000
5	Improved ICT usage	Develop, modernize and expand ICT infrastructure	Modern ICT infrastructure developed and expanded	5000000	0	3000000	2000000	0	0
		Automate RBA operations	RBA operations automated	5000000	1000000	1000000	1000000	1000000	1000000
6	Strengthened membership service	Enhance communication between the Bar management and bar membership;	Communication between bar management and membership enhanced	25000000	5000000	5000000	5000000	5000000	5000000
		Encourage collaboration, partnerships and exchange programs with other bar associations	Collaboration, partnerships and exchange programs with other bar associations encouraged	50000000	10000000	10000000	10000000	10000000	10000000
		Conduct a study on advocates retirement and medical insurance schemes and	Study on advocates retirement and medical insurance schemes	20000000	20000000	0	0	0	0

		suggest modalities for Implementing both	completed and modalities for implementation developed						
		Facilitate the formation of a women lawyers forum and supports initial activities	Facilitate the formation of a women lawyers forum and initial activities supported	10000000	2000000	2000000	2000000	2000000	2000000
7	Strengthen membership welfare	Streamline existing medical insurance schemes	Existing medical insurance schemes streamlined	1050000000	180000000	195000000	210000000	225000000	240000000
		Enhance the retirement savings scheme	Retirement savings schemes enhanced	255733333	43840000	47493333	51146667	54800000	58453333

Strategic Outcome Two: Membership capacity to engage and deliver quality legal services strengthened

	OUTPUT	ACTIVITIES	INDICATORS	TOTAL BUDGET	YR 1	YR2	YR3	YR 4	YR 5
1	Skilled membership	Undertake capacity needs assessment for Advocates	Capacity needs assessment for Advocates undertaken	10000000	10000000	0	0	0	0
		Provide core CLEs	CLEs provided	342000000	68400000	68400000	68400000	68400000	68400000
		Undertake non legal skills training	Non legal trainings undertaken	20000000	4000000	4000000	4000000	4000000	4000000
		Promote stronger law firms through mergers	Law firms merged/teamed up in terms of services	0	0	0	0	0	0
3	Increased quality membership	Strengthen the capacity of the admission and training committee	The capacity of the admission and training committee strengthened	18300000	3660000	3660000	3660000	3660000	3660000
		Scrutinize and supplement/revise the admission standards/requirements	the admission standards scrutinized and revised	10000000	2000000	8400000	8400000	8400000	8400000
		Promote partnership with law teaching institutions	Partnership with law teaching institutions promoted	7500000	1500000	1500000	1500000	1500000	1500000

Strategic Outcome Three: Professional standards of practice and ethics maintained

	OUTPUT	ACTIVITIES	INDICATORS	TOTAL BUDGET	YR 1	YR2	YR3	YR 4	YR 5
	Ensured high Profession standards in legal practice	Increase attendance in CLE programmes	Attendance in CLE programmes increased	0	0	0	0	0	0
		Enhance the capacity to perform cross border legal practice	Capacity to perform cross border legal practice enhanced	13750000	2750000	2750000	2750000	2750000	2750000

		Develop mentorship programmes	Mentorship programmes developed	13400000	4000000	2800000	2200000	2200000	2200000
		Promote the formation of larger and specialized law firms	Formation of larger and specialized law firms promoted	0	0	0	0	0	0
		Raise awareness to Bar members on professional developments opportunities	Awareness to bar members on professional developments opportunities raised	0	0	0	0	0	0
		Promote Twinning/fellowships for law firms	Twinning/fellowships for law firms promoted	0	0	0	0	0	0
1	Strengthened complaints procedure & handling of complaints	Review complaints procedure and enhance disciplinary process	Complaints procedure reviewed and disciplinary process enhanced	3000000	0	3000000	0	0	0
2	Strengthened entry conditions	Review entry/admission criteria	Advocate's entry admission criteria reviewed	2000000	0	1000000	0	1000000	0
		Benchmark the bar exams to international standards	Bar exams benchmarked to international standards	0	0	0	0	0	0
3	Strengthened information sharing and supervision of compliance	Review/update manuals on code of ethics	Manuals on code of ethics reviewed and updated	7500000	0	0	7500000	0	0
		Benchmark RBA code of ethics to international standards	RBAs code of ethics benchmarked to international standards	0	0	0	0	0	0
		Disseminate code of ethics	Code of ethics disseminated to all advocates	0	0	0	0	0	0
		Monitor compliance with standards	Compliance to the RBA ethics monitored with set standards	32500000	6500000	6500000	6500000	6500000	6500000
Strategic Outcome Four: Provision of legal aid and legal assistance augmented									
	OUTPUT	ACTIVITIES	INDICATORS	TOTAL BUDGET	YR 1	YR2	YR3	YR 4	YR 5
	Improved pro	Promotion of legal aid through <i>pro-bono</i> scheme;	legal aid through pro-bono scheme promoted	1474000000	294000000	294000000	294000000	294000000	294000000

1	bono services	Develop and communicate pro bono services calendar	Pro bono services calendar developed and communicated	0	0	0	0	0	0
		Monitor member's provision of legal aid and legal assistance	Member's provision of legal aid and legal assistance monitored	294800000	5896000	5896000	5896000	5896000	5896000
		Provide reporting mechanism on legal aid and legal assistance	Reporting mechanism on legal aid and legal assistance provided	0	0	0	0	0	0
		Develop clear terms and conditions for legal aid services	Clear terms and conditions for legal aid services developed	0	0	0	0	0	0
		Enhance partnerships with CSOs and other institutions involved in legal aid	Partnerships with CSOs and other institutions involved in legal aid enhanced	5000000	1000000	1000000	1000000	1000000	1000000
		Enhance online information dissemination for provision of legal aid and legal assistance	Online information dissemination for provision of legal aid and legal assistance enhanced	0	0	0	0	0	0
		Strategic Outcome Five: Voice and participation of Rwanda Bar Association in national, regional and international legal processes raised							
	OUTPUT	ACTIVITIES	INDICATORS	TOTAL BUDGET	YR 1	YR2	YR3	YR 4	YR 5
1	Engage in the legislative and public policy decision process	Document challenges in the implementation of laws and provide guidance for amendments	Challenges in the implementation of laws documented	30000000	6000000	6000000	6000000	6000000	60000000
		Advocate for bills' initiation to parliament	Bills advocated for	10000000	2000000	2000000	2000000	2000000	2000000
		Review and critique bills and existing laws	Reviews of various bills and existing laws done	10000000	2000000	2000000	2000000	2000000	2000000
		Provide comments and submissions on draft bills	Comments on draft bills prepared and submitted	0	0	0	0	0	0
2	Strengthen Bar corporate social responsibility	Support community development initiatives	Community development initiatives supported	10000000	2000000	2000000	2000000	2000000	20000000
		Participate in national social events as an organization	National Social events attended	5000000	1000000	1000000	1000000	1000000	1000000
		Identify and Publish calendar of	Calendar of major events published	0	0	0	0	0	0

3	Strengthened participation of the bar in national and	major events							
		Organize/participate in national and regional seminars/conferences	National and regional seminars/conferences organized or attended	17500000	3500000	3500000	3500000	3500000	3500000
		Support national regional or global integration initiatives	National regional or global integration initiatives promoted	0	0	0	0	0	0
		Promote and encourage cross border legal practice	Cross border practice promoted	30000000	6000000	600000	6000000	6000000	6000000
Strategic Outcome Six: Financial sustainability and management ensured									
	OUTPUT	ACTIVITIES	INDICATORS	TOTAL BUDGET	YR 1	YR2	YR3	YR 4	YR 5
1	Increased resource mobilization	Explore new and Strengthen existing partnerships.	partnership with various organizations in justice sector	15000000	3000000	3000000	3000000	3000000	3000000
		Identify income generating activities	More income generating activities identified	15000000	3000000	3000000	3000000	3000000	3000000
		Enhance financial management and reporting systems	Financial management and reporting systems enhanced	0	0	0	0	0	0
TOTAL BUDGET							3,941,228,333		

Assumptions

- Annual membership increase = 100 lawyers
- Human resources: FY 1 employ one new employee, the Project Manager; later employ the CLE coordinator in FY2 and if possible the internal auditor in FY3

Annex 2: RBA's membership and Structure

Table 8: RBA Membership

No	Description	Number
1	Advocates in private practise	1140
2	State Attorneys	30
3	Lawyers coordinating access to justice bureaus	30

Total	1200
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Source: RBA 2015

RBA Organs and other Structures

Organs of the Bar Association are the following:

Table 9: RBA Organs

No	Organ	Responsibilities
1	General Assembly	<ul style="list-style-type: none"> a) to approve the budget; b) to elect the President of the Bar Association; c) to elect representatives of Advocates into the Council of the Bar Association and permanent disciplinary committee; and d) to perform any other duty as the Council of Bar Association may find appropriate.
2	Council	<ul style="list-style-type: none"> a) to examine and decide on the issues related to the practice of the Advocates' profession, and give advice, on its own initiative or upon request on any other matters relating to the Bar Association; b) to take decision on the enrolment on the role of the Bar Association; c) to put in place regulations meant for the promotion of Advocates' profession; d) to implement disciplinary measures that are provided for in this Law; e) to recruit the staff of the Bar Association
3	The President of the Bar Association	<ul style="list-style-type: none"> a) shall supervise the day to day activities of the Bar Association and shall be assisted by other staff members appointed by the Council of the Bar Association

Source: RBA Act, 2013

Table 10: Other RBA Structure

No	Organ	Responsibilities
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No	Organ	Responsibilities
1	Permanent Disciplinary Committee	<ul style="list-style-type: none"> a) to consider all claims that are linked with the discipline of Advocates; b) to decide on all issues referred to it; c) to take disciplinary measures provided for by this Law; d) to fight injustice and discrimination; e) to monitor the conduct and the practice of Advocates; f) to ensure compliance with the laws and regulations governing the Advocates' profession; and g) to make an annual follow up as to whether Advocates pay taxes in accordance with the relevant laws.
2	Bar Committees (Roles as stipulated in the Internal Rules & Regulations)	<ul style="list-style-type: none"> Committee on access to the profession and training; Committee on ethics and the practice of the profession; Committee on legal and judicial aid ; Budget and Finance Committee; Committee on Legal Affairs, legislation and the human rights; Institutional and international relations Committee; Committee for Social Affairs, public relations, Protocol, youth and recreational activities
3	Executive Directorate	<ul style="list-style-type: none"> Assists on daily basis the President, Council as well as the Committees for the accomplishment of the mission of the Bar Day-to-day management of the Bar consisting of a set of administrative, financial and technical services. Keep in custody Bar assets. Coordinate strategic plan development and implementation

Source: RBA Internal Rules and Regulations 2014

The Governing Council and Thematic Committees

The Governing Council offers overall leadership and together with thematic committees provides policy guidelines to the Secretariat as provided in the law.

The Secretariat

The secretariat is subdivided into three main functions; finance and administration, professional development and membership affairs and communications. The secretariat is headed by an Executive Director who is responsible for the overall day to day management of the Bar. Following an analysis of the Bar's functions, the ideal departments of the Bar are as presented below:

Professional Development and Membership Affairs

The department is divided into four units namely; Members' Affairs, Compliance and Ethics, Continuing Legal Education and Legal Aid Services. It will be headed by an officer who will be reporting to the Executive Director and supported by individual head of unit. The department will have the following responsibilities:

I. Members' affairs Unit

Ensure compliance with set standards and ethics required by the law, policies and procedures in the various legislations and instruments for purpose of fulfilling the mandate of the RBA. The unit will provide the following services: undertake regular inspections on practicing advocates handle complaints fundraising activities related to membership matters and welfare

Design and implement members' welfare programmes and activities

Conduct research and M&E on application of relevant legislations, policies and procedures to its mandate.

II Continuing Legal Education

Ensure members' continued learning by coordinating programmes approved by Council for purpose of fulfilling the mandate of the RBA. The unit will provide the following services:

- : Present emerging issues and areas of training for members
- : Assist in formulate of a continuing legal education programme
- : Facilitate participation of all advocates in the CLE programme
- : Design and implement programmes arising from the research
- : Maintain an efficient CLE database at the Secretariat
- : Facilitate regional and international relations on CLE matters
- : Undertake fundraising for programmes
- : Conduct research and M&E on application of relevant legislations, policies and procedures to its mandate.

III Legal Aid Services

In general, this unit ensures that legal information and education, advice, assistance, mediation and representation are available.

The unit also ensures that free or subsidised services are provided to eligible, indigent individuals as approved by Council for purpose of fulfilling the mandate of the RBA. The unit will provide the following services:

- : Expand the legal aid provision
- : Streamline and improve alternative dispute resolution systems
- : Coordinate legal aid fund and stakeholders
- : Ensure transparent implementation of the eligibility criteria for legal aid.
- : Design and implement programmes arising from the research
- : Maintain an efficient legal aid database at the Secretariat
- : Facilitate regional and international relations on legal aid matters
- : Undertake fundraising for programmes
- : Conduct research and M&E on application of relevant legislations, policies and procedures to its mandate

IV. Communications

The department is divided into three units namely; Communications, Advocacy and Information Technology. It will be headed by an officer who will be reporting to the Executive Director and supported by individual head of unit. The department will have the following responsibilities:

Communications Unit

Ensure public interest information, awareness and education is provided to members and the public on a regular and timely basis for purpose of fulfilling the mandate of the RBA. The unit will provide the following services:

- : Publish and disseminate publications
- : Provide fixed and e-library services to members
- : Facilitate members' and public information sharing
- : Undertake fundraising for programmes
- : Conduct research relevant to RBA mandate

Information Technology Unit

Ensure RBA access on a timely basis information, members and stakeholders through an appropriate technology and provides to members and the public information that support upholding and observance of set standards of access to justice, rule of law and fundamental human rights for purpose of fulfilling the mandate of the RBA. The unit will provide the following services:

- : Provide platform to implement public awareness and education forums
- : Upload and maintain e-library services to members and the public
- : Provide support to all RBA data bases
- : Provide back end and user support systems of all RBA IT facilities

Project Management Unit

This unit ensure RBA transforms challenges and initiatives into fundable projects to be implemented within the institutional arrangements. The unit is responsible for identifying strategic development partners within and outside the JRLS sector and playing pivotal role in coordinating international resources mobilisation. The unit will provide the following services:

- a) Translate annual plans into programmes and projects to be implemented by the Bar;
- b) Prepare fundable projects for the RBA
- c) Coordinate fundraising for programmes and projects
- d) Prepare project specific reports to partners and donors

Finance and Administration Department

The department is divided into three units namely; Accounts, Administration and human Resources. It will be headed by an officer who will be reporting to the Executive Director and supported by individual head of unit. The department will have the following responsibilities:

Accounts

Ensure RBA has a sound financial management; financial planning, budgeting and budgetary control, financial operations (payments, receipts, accountabilities), and financial records management and reporting for purpose of fulfilling the mandate of the RBA. The unit will undertake the following services:

- : Establish an effective and efficient accounting & finance management system to support RBAs' operations
- : Avail timely financial management information to senior management and the Council
- : Ensure that departments comply with financial management policies and procedures
- : Ensure proper management of URCS fixed assets countrywide
- : Provide technical guidance to resource mobilization and financial planning
- : Ensure fair costing and pricing of all administrative services.
- : Ensure proper management and reporting on all project funds
- : Provide Technical Support to departments
- : Ensure timely submission of Final Accounts to auditors

Human Resources Unit

Initiate and take responsibility of overall human resources capacity development, policy and practice and provide guidance and advice on systems and practices to build RBA human resources competencies to effectively identify public interest needs; implement programmes; reporting effectively on programme implementation; tapping resources locally and internationally and that the RBA grow its membership in view of making the organisation sustainable. The unit will provide the following services:

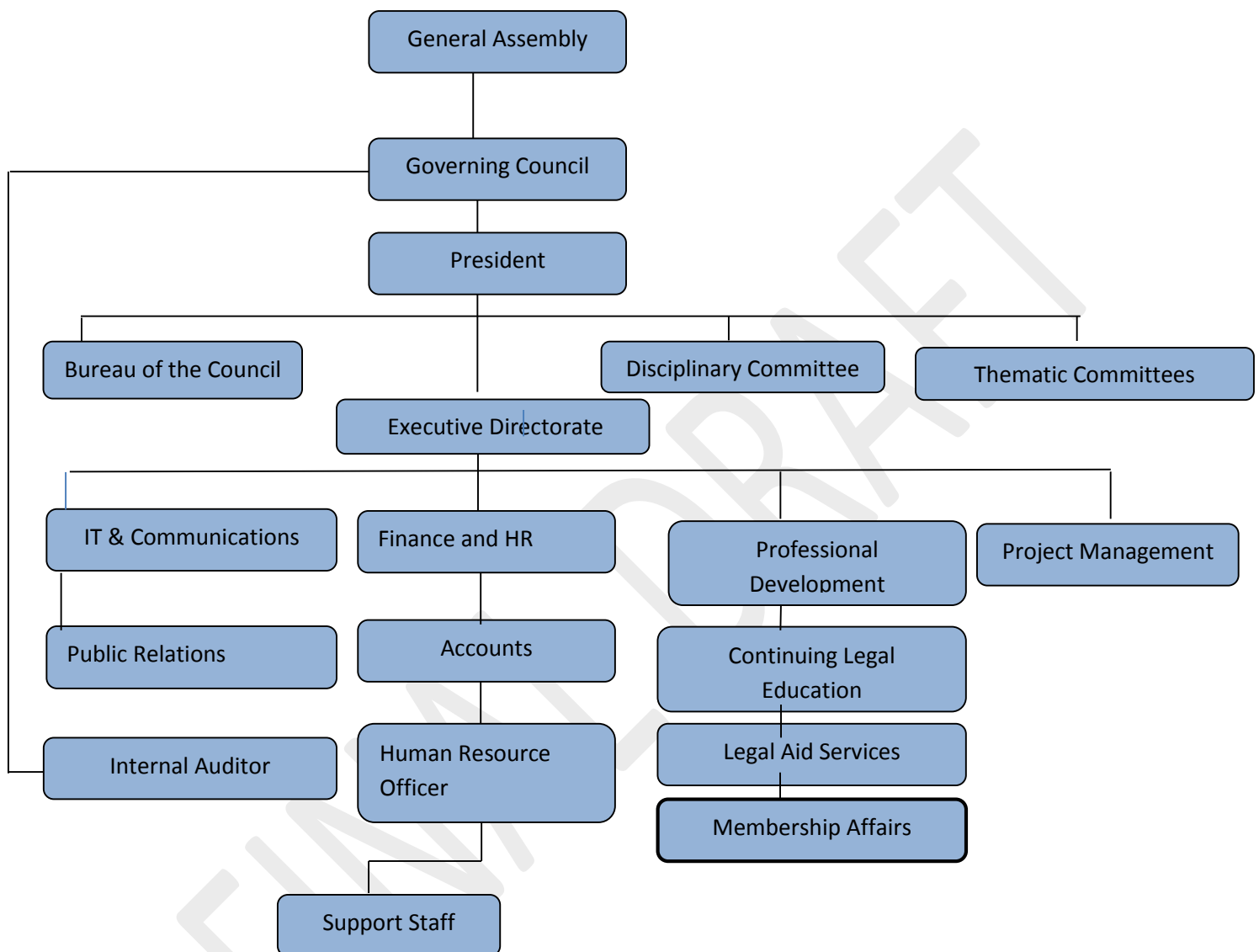
- : Formulate overall HR strategy of the Bar
- : Formulate human resource policies and procedures and reviewing these from time to time.
- : Develop and implement staff development and capacity building initiatives to enhance staff productivity.
- : Develop and implement a human resource management plan
- : Implement staff terms and conditions of service and initiating their periodical review to match with strategic and structural changes in the Bar.
- : Oversee employee selection as and when necessary to include external recruitment and internal promotion.
- : Oversee health, safety and welfare of staff in the workplace.
- : Establish and manage HR records and databases
- : Liaise with external parties on issues that are related to staff tenure for example social security arrangements, insurance and medical issues.
- : Oversee the administration of staff compensation plans

Administration

Ensure RBA has a prudent procurement, asset management and transport and secure premise for purpose of fulfilling the mandate of the RBA. The unit will provide the following services:

- : Manage fixed assets mainly comprise movable assets like vehicles and properties
- : Deploy, supervise and monitor security and safety of the premises, drivers and other support staff

RBA's proposed organization structure



Annex 3: List of persons interviewed/participated

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FINAL DRAFT