

African Court on Human and Peoples' Rights (AfCHPR)



Strategic Plan 2011 – 2014

**December 2011
Arusha Tanzania**

A. EXECUTIVE SUMMARY

The African Court on Human and Peoples' Rights was established by a protocol to the African Charter on Human and Peoples' Rights adopted in Ouagadougou (Burkina Faso) on 9 June 1998. The Protocol entered into force on 25 January 2004.

Since its inception the Court has been operating without a strategic plan. This current strategic plan has been developed for a four year period (2011-2014), and activities that are considered essential have been included in the strategic plan for implementation. The Strategic Plan describes the Court's operational framework, critically assesses the human capacity and technical efficiency of the Court to discharge its duties, and makes recommendations on how the Court can be strengthened.

The strategic plan identifies some challenges the Court is facing in the discharge of its duties and also makes recommendations on how such challenges can be addressed. The Strategic plan clearly defines the mission, the vision, the core values, and the comparative advantage of the Court.

Several strategic objectives have been identified and activities that should be implemented to achieve these objectives defined. Critical success factors that have a bearing on the success of the strategic plan have also been outlined. For example, weaknesses in the communication services of the Court have a negative impact on accessing the services of the Court by the African population.

One other important factor that has been identified that may have a major bearing on the implementation of this strategic plan is financial resources. The activities planned under this strategic plan cannot be successfully implemented using the level of available financial resources. There will be therefore a need for substantial financial resources to be mobilized by the Court. This calls for the development of a resource mobilization strategy for the Court.

Progress in implementation will be closely coordinated to ensure high-level of accomplishment of programme activities and the attainment of the desired results.

A recommendation has been made for a coordination committee comprising of members drawn from the Court's Registry and other stakeholders to meet every six months to discuss progress in the implementation of the Strategic Plan and the challenges faced. A Monitoring and Evaluation Framework has been designed for this strategic plan for use in its implementation. Separately prepared and attached to the strategic plan is a four year operational plan.

B. Methodology used in gathering information

The Consultant relied to a large extent on the reports that have been generated by the Court since its formation. All senior staff of the Registry were interviewed to get first hand information. Information relating to several issues concerning the Court's operation was provided mainly by the Acting Registrar of the Court.

A meeting of staff of the Registry was organized at which the Consultant made a power point presentation. The strategic plan document that was presented was subjected to scrutiny. Some information that was contained in the draft was either updated, retained or removed during the presentation. Subsequently, in December 2011 during the Ordinary Session of the Court this Strategic Plan was presented to the Court judges. The comments made by the judges have been incorporated into this current document. The final stage of the development of this Strategic Plan is when it will be presented to a validation workshop of stakeholders and subsequently the publication of this document as an official Strategic Plan of the Court.

C. BACKGROUND AND INTRODUCTION

During the Sixteenth Ordinary Session of the Assembly of Heads of States held in Monrovia Liberia, from 17th to 20th July 1979, Decision 115(XV1) was adopted to prepare a preliminary draft on an African Charter on Human and Peoples' Rights, which inter-alia provided for the establishment of bodies to promote and protect human and peoples' rights.

The Charter of the Organization of African Unity (OAU), stipulates that **'freedom, equality, justice and dignity are essential objectives for the achievement of the legitimate aspirations of the African peoples'**. The African Heads of State and Government, in Article 2 of the above Charter, solemnly pledged to eradicate all forms of colonialism from Africa, coordinate and intensify their cooperation and efforts to achieve a better life for the peoples of Africa and to promote international cooperation having due regard to the Charter of the United Nations and the Universal Declaration of Human Rights.

In 1998, the 34th Ordinary Session of the Assembly of Heads of State and Government of the Organization of the African Unity, meeting in Ouagadougou, Burkina Faso, adopted the Court's Protocol. This Protocol entered into force on January 2004, paving the way for the operationalization of the Court.

The African Charter on Human and Peoples' Rights (the Charter) is the main African human rights instrument that sets out the rights and duties relating to human and peoples' rights in Africa. The Charter established the African Commission on Human and Peoples' Rights (the African Commission often referred to as the Banjul Commission), a quasi-judicial body charged with monitoring the implementation of the Charter.

Since the adoption of the Protocol in 1998 only twenty six (26) of the 54 African Union Member States have ratified it. Those that have ratified include; Algeria, Burkina Faso, Burundi, Cote d'ivoire, Comoros, Congo, Gabon, the Gambia, Ghana, Kenya, Libya, Lesotho, Malawi, Mali, Mauritania, Mauritius, Mozambique, Nigeria, Niger, Uganda, Rwanda, Senegal, South Africa, Tanzania, Togo, and Tunisia. The Court was established to complement and reinforce the

functions of the Commission in the protection of human and peoples' rights in Africa.

D. STRUCTURE OF THE AFRICAN COURT

The Court, with its seat in Arusha, Tanzania, is composed of eleven Judges, nationals of Member States of the African Union, elected in their individual capacity. The Judges are elected by the Assembly of Heads of State and Government of the African Union for a period of six years and may be reelected only once. All Judges, except the President, perform their functions on a part-time basis. The Court meets four times a year in ordinary sessions and may organize extra-ordinary sessions whenever the need arises. The Court is serviced by a full-time Registry, led by the Registrar, which is responsible for general administration. The Registry currently has a staff compliment of 46. The Court has developed and submitted to the African Union Commission for approval, a new Registry structure that creates three divisions (Legal Affairs Division, Languages Division, Finance and Administration Division) that perform support functions critical to the work and growth of the Court.

E. CHALLENGES CURRENTLY FACING THE COURT

At the legal and institutional level, the Court is facing a number of challenges among them;

- **Difficulties in accessing the Court's services**, mainly due to lack of knowledge regarding the existence and the work of the Court;
- **Increasing the system of judicial protection of human rights in Africa:** The African people have limited access to the services of the Court because only 26 out of 54 States have ratified the Protocol, and only 5 have made the special declaration authorizing individuals and non-governmental organizations to submit cases to the Court.

- **In terms of human and material resources**, the provision of budgetary resources to the Court lies with the African Union. Given that such resources are generally insufficient, a challenge is then posed to the Court to find alternative sources of funding to be able to successfully carry out its activities;
- **Strengthening the capacity of the Registry to cope with the increasing judicial load:** The Court has developed and submitted for consideration a proposal on a new Registry structure that will address this challenge. The Court will continue through the normal channels of the African Union to get additional resources to be able to implement the activities planned under this Strategic Plan.

F. VISION OF THE COURT

The vision of the Court is an Africa with a viable human rights culture.

G. MISSION OF THE COURT

The Court's mission is to complement the protective mandate of the African Commission on Human and Peoples' Rights by strengthening the human rights protection system in Africa, by ensuring respect of and compliance with international human rights standards through judicial pronouncements

H. CORE VALUES

The Court bases its core values on internationally recognized principles of human rights and the promotion of the rule of law. The Court continues to foster and uphold the following core values;

- Judicial independence from any partisanship, bias, influence, whether it comes from Member States, NGOs, funding agencies or individuals.

- Fair and impartial implementation of the provisions of the African Charter, the Rules, the Protocol and other relevant international human rights instruments in the execution of its functions.
- Transparent and ethical accountability in the operations of the Court.
- Fundamental rights of every individual to enjoy basic civil, political, social, economic and cultural rights are upheld.
- Collaboration with relevant stakeholders in pursuance of the Court's objective of protecting human and peoples' rights.
- Non-discrimination and equality in performance of the work of the Court.

I. OVERALL OBJECTIVE OF THE COURT

To protect human and peoples' rights within the African Union Member States.

J. ANALYSIS OF STRENGTHS AND WEAKNESSES

Strengths

- The commitment of the Member States' policy organs in the establishment of the Court
- Wide mandate giving the Court space to perform its work
- Clear legal framework provided for the Court's operations and independence
- Potential strong relationship between the Court and the Commission on Human and Peoples' Rights
- Functional and equipped Registry in Arusha, Tanzania

- Rules of Court developed and made operational

- Judges and legal support staff in place

- Strong support from development partners
- Potential for co-operation with sub-regional courts

Weaknesses

- Less than 50% of the African States have ratified the Protocol to the African Charter on the establishment of the Court
- Only 5 member states have accepted the Court's competence to receive applications filed directly by individuals and NGOs
- Some instruments have not been ratified by member states
- Lack of capacity by the Commission to deal with cases on human rights violations
- Inadequate resources (human, material and financial)
- Inappropriate organizational structure and staff grading system
- Temporary, inappropriate and inadequate office space
- There is limited access to the court due to lack of public awareness in Africa on the existence of the Court
- Judges not engaged full-time on the Court's judicial business
- Lack of program planning and implementation unit.
- Possible overlaps and conflict of jurisdiction between the Court and the sub-regional courts.

K. COMPARATIVE ADVANTAGE OF THE COURT

The only judicial organ established within the African Union with the mandate to make legally binding decisions.

L. STRATEGIC OBJECTIVES OF THE COURT

The Court will endeavor to pursue a strategy that focuses on the jurisdiction over cases and disputes submitted to it regarding the interpretation of the Charter, the Court's Protocol and any other relevant human rights instrument ratified by concerned States. The underlying principle is that the Court will remain focused in its implementation of the African Charter on Human and Peoples' Rights. The Charter is the main African human rights instrument that sets out the rights and duties relating to human and peoples' rights.

The Courts Strategic Objectives emanate from the mandate of the Court and include the following;

- 1. To exercise jurisdiction in all cases and disputes brought before it concerning the interpretation of the Charter (the current) protocol and any other relevant instrument relating to human rights and ratified by the States concerned;**
- 2. To enhance the strengthening of judicial systems in Africa to be able to handle human and people's rights issues**
- 3. To enhance the participation of the African People in the work of the Court;**
- 4. To enhance the capacity of the Registry of the Court to be able to fulfill its mandate;**
- 5. To spearhead and promote harmonization and coordination of similar activities being implemented by sub-regional bodies such as; ECOWAS; East African Community; SADC; etc.**
- 6. To enhance the working relationship between the African Court on Human and Peoples' Rights and the African Commission on Human and Peoples' Rights**

M. IMPLEMENTING THE STRATEGIC PLAN

The driving force of the implementation process of the Strategy will draw its strength from the Court's Registry's vision and mission. Successful implementation of the Strategy can only be realized through the concerted effort of the Court, Member States, other stakeholders and Development partners. In addition to providing technical and advisory services to the

programmes, the **primary role of the Court's Registry will be co-ordination, facilitation and advocacy throughout the implementation process.**

The overall methodology that will be used in implementing the programmes will be based on a well-tried approach, which will enable the Court to carry out activities efficiently despite its lean Registry staff. The approach will consist of the following elements:

- The Court's Registry set-up
- Criteria for selection of desirable interventions
- Facilitative process
- Focused programmes and outputs

As a starting point in the implementation of this strategic plan, the Court's Registry has developed a four year Plan and detailed annual operational plans. Also, specific protocols and/or Memoranda of Understanding for implementing different elements of the strategy will be developed and presented for approval by the Management of the Court and African Union Commission.

N. Resource mobilisation

The implementation of the strategy will pose both human and financial resources challenges for the Court's Registry. In the event that additional financial and human resources will not be available strategic decisions will be made to assess the strategy and carefully prioritize the programmes to focus on. The resource mobilization efforts of the Registry will be directed to strengthening and building on the close and harmonious relationships that the African Union Commission has established over the years with the Development Partners.

For the funding of programmes under this strategic plan, the Registry expects to receive subventions from the African Union Commission and support from development partners. The Registry will enhance its central role of co-ordination of programmes and partners, organizing consultative meetings and utilizing international agreements in lobbying for funds for implementation of

the programmes. External funding should be seen as promoting actions leading to mobilization of domestic resources.

O. Performance assessment

The Court's Registry will be responsible for the regular monitoring and evaluation of the implementation phase and will review periodically the impact of the strategy. The Registry will follow the established reporting systems to appraise the stakeholders.

P. CRITICAL SUCCESS FACTORS (ASSUMPTIONS)

One has to critically examine what critical factors could determine the success or failure of a strategic plan of the Court. Some of the issues that need to be addressed include but not limited to;

- a) **The credibility of the Registry:** Is the Court's Registry able to carry out credible coordination and harmonization of planned programmes and activities?
- b) **Cooperation of Member States:** Are the African Union member states willing to cooperate with the Court in the execution of its mandate?
- c) **Mandate of the Court:** Has the Court been given the required mandate of enforcing its decisions related to its jurisdiction?
- d) **Finding required resources:** Will the Court's Registry be able to acquire the required resources to successfully implement the Strategic Plan? Basically, resources required include; human and financial resources which the Court has to access through the African Union machinery.
- e) **Determining and performing required operational research:** Is the Court's Registry having the capacity of identifying essential research areas and carrying out such research to successful conclusion?
- f) **Internal and external communication:** Communication is very crucial for the Court; one for resource mobilization by marketing its business plan/Strategic plan, and disseminating information about the Court to its stakeholders. It is very desirable for the Registry to develop a communications Strategy to address communication issues affecting it.

STRATEGIC OBJECTIVES AND ACTIVITIES

Objectives	Activities
<p>1. To exercise jurisdiction in all cases and disputes brought before it concerning the interpretation of the Charter (the current) protocol and any other relevant instrument relating to human rights and ratified by the States concerned;</p>	<p>1.1. To conduct sensitization missions to African member States 1.2. To train judges of the African Court in the application of international and regional human rights standard and norms; 1.3. To set up a fund to assist some individuals who require legal aid of taking cases to court; 1.4. Conduct yearly meetings with the Commission to discuss working relationships; 1.5. To undertake advisory missions, organize seminars for advocating for the recognition of the Court's mandate by the African Union member states 1.6. To conduct capacity building workshops for national human rights bodies; 1.7. Intensify internship programme for experience sharing with other similar institutions; 1.8. To strengthen the exchange programme between the Court and relevant judicial institutions at national, regional, and international levels</p>
<p>2. To enhance the strengthening of judicial systems in Africa to be able to handle human and people's rights issues</p>	<p>2.1. Strengthen the Registry by staffing it with adequate numbers of legal officers 2.2. Train the legal officers in human and people's rights issues; 2.3. Undertake advisory missions to AU member states to sensitize judiciary systems in matters related to human and people's rights; 2.4. Organize sensitization courses and workshops for member states judiciary systems in matters related to human and people's rights;</p>
<p>3. To enhance the participation of the African People in the work of the Court;</p>	<p>3.1. Carry out communication needs assessment at institutional and Continental level; 3.2. Develop a communication strategy and tools; 3.3. Upgrade and maintain an effective web-site; 3.4. Organize awareness seminars in member states; 3.5. Set up a network of information gathering and Dissemination 3.5. Provide advisory services on all legal questions concerning the Charter or any other relevant instrument relating to human rights and justice systems;</p>
<p>4. To enhance the capacity of the Registry of the Court to be able to fulfill its mandate;</p>	<p>4.1. Develop and implement a resource mobilization strategy 4.2. Implement the new staff structure; 4.3. Implement the training programme; 4.4. Upgrading of the administrative and financial management systems implementing IMIS/SAP and the Document Management System; 4.5 Establishment of an internal audit system in the office of the president 4.6. Upgrade the Library into a functional Information and Documentation System 4.6. Implement the ICT Policy and upgrade the ICT Facilities 4.7. Develop an operational manual for the Court</p>
<p>5. As a supranational body, to enhance the harmonization and</p>	<p>5.1. Organize consultation meetings; 5.2. Plan and organize some joint activities;</p>

<p>coordination of similar activities being implemented by sub-regional bodies such as; ECOWAS; East African Community; SADC; etc.</p>	<p>5.3. Develop a network for sharing of information 5.4. Develop referral arrangements with regional bodies such as ECOWAS, EAC, and SADC for cases on human rights violations</p>
<p>6.To enhance the working relationship between the African Court on Human and Peoples’ Rights and the African Commission on Human and Peoples’ Rights</p> <p>1.1. Organize regular consultative meetings/seminars in matters of mutual interest, such as referral issues, planning, and coordination of human rights issues in Africa;</p> <p>1.2. Organize joint conferences, missions to Member States, etc.</p>	

IMPLEMENTATION OF THE STRATEGIC PLAN (2011-2014) Logical Framework Matrix

Strategic Objective 1: To exercise jurisdiction in all cases and disputes brought before it concerning the interpretation of the Charter (the current) protocol and any other relevant instrument relating to human rights and ratified by the States concerned;

Activity	Strategy	Time-frame	Output	Outcome	Indicator	Estimated cost
To undertake sensitization missions	*Select countries to be visited and undertake the missions	2011-2012	*The number of missions undertaken	*African Govts. and institutions sensitized regarding the work of the Court	*The number of people accessing the Court services increased	
To conduct refresher courses for the Judges of the African Court in the application of international and regional human rights standards and norms	*Organize refresher courses	*2011-2012	*Refreshed and updated judges	*Proper application of international and regional human rights standards and norms assured	*Objective and effective jurisdiction in all cases brought to the Court	
Undertake missions and conduct seminars to	*Select the countries to undertake	*2011-	*The number of missions	*An increased	*Increased number of	

advocate for full recognition of the Court's mandate by all member states of the African Union	missions to and undertake such missions	2012	undertaken	number of member states with adequate information regarding the mandate of the Court	member states participating in the work of the Court
Conduct capacity building workshops for national human rights bodies	*Organize and conduct the workshops at national level in member states	2011-2012	*Number of workshops organized for national bodies	*Increased access to the services of the Court by member states	*The increased number of cases brought to the Court by individuals and civil society from individual countries
Strengthen the exchange programme between the Court and relevant judicial institutions at national, regional, and international levels	*Develop an exchange programme with identified institutions and implement it	2011-2012	*Number of exchange programmes	* Knowledge gained for improving on Court's services	*Efficient delivery of services by the Court

Strategic Objective 2: To enhance the strengthening of judicial systems in Africa to be able to handle human and people's rights issues

Activity	Strategy	Time-frame	Output	Outcome	Indicator	Estimated Cost
Strengthen the Registry in terms of Human resources	*Hire additional legal officers *Train the legal officers	2012	*Trained legal officers in issues related to human and peoples rights	*Increased number of advisory missions to member states	*Increased number of judiciary systems in Africa with knowledge regarding human and people's rights issues	
Organize sensitization	*Organize	2012	*Trained	*Smooth		

seminars and workshops for judicial officers in African member states	these seminars at national or regional level		national judicial officers in human and people's rights issues	implementation of cases related to human rights and criminality	
Mobilize resources for the implementation of the activities of the Court in relation to the strengthening of the judicial systems in Africa	*Develop a business plan showing the priority list of activities and the costs involved	2011-2012	*A business plan developed	*Increased financial resource base	*The number of Court activities implemented as per plan

Strategic Objective 3: To enhance the participation of the African people and institutions in the work of the Court

Activity	Strategy	Time-frame	Output	Outcome	Indicator	Estimated cost
Carry out communications needs assessment at institutional and continental level	*Hire a consultant to carry out the study	2011	*Report of assessment	*Communication needs identified	*Commencement of work on development of a communication strategy	
Develop a communication strategy and tools	*Consultant to be hired to develop the strategy and tools	2011	*Communication strategy developed	*Communication channels set up for use by stakeholders especially the African people who wish to access the services of the Court	*Increase in the number of people and institutions requiring the services of the Court	
Upgrade and	*Recruit	2011	*Web-site	*Stakeholders	*Enhanced	

maintain an effective web-site	qualified staff with adequate knowledge of web-site development and maintenance		upgraded and maintained	get the required up-to –date information from the web-site	information resource base
Organize awareness seminars in member states	*Organize seminars in various countries	2011-2012	*Reports of seminars	*Awareness created in member states regarding the services of the Court and how such services can be accessed	*Increased number of people and institutions requesting for Court services
Set up a network of information gathering and dissemination	*Identify national and institutional nodes in African countries	2011	*Memorandum of understanding signed with the identified nodes for collection and dissemination of relevant information	*Enhanced information sharing	*Functional network for exchange and dissemination of information
Provide advisory services on all legal questions concerning the Charter or any other relevant instrument relating to human rights and justice systems;	*Develop simple manuals, handouts for distribution while on advisory missions	*On-going	*Increased number of people knowledgeable regarding the Charter	*Increased number of people and institutions having access to the services of the Court	*The increased number of cases brought to Court
Establish a legal assistance fund for those who cannot afford to reach the Court	*Undertake missions to member states to identify those to be assisted	*On-going	* Assistance rendered to those who cannot afford	* The poor enabled to access justice	*The increased number of those accessing the services of the Court

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Strategic Objective 4: To enhance the capacity of the Court’s Registry to be able to fulfill its mandate						
Activity	Strategy	Time-frame	Output	Outcome	Indicator	Estimated cost
Develop and implement a resource mobilization Strategy	*Hire a consultant to develop the Strategy and business plan	2011	*Resource mobilization Strategy and business plan	*Enhanced resource mobilization initiatives	*Increased number of development partners providing assistance to the Court	
Enhance advocacy to Implement the new staff structure;	*Enhance the adoption of the new staff structure	2011-2012	*Increased staff numbers	*Qualitative implementation of Courts activities assured	*Activities of the Court implemented according to plan	
Implement the training programme;	*Validate the training needs and budget and start training *Prepare and have the policy adopted by the	2011-2012	*Number of trained staff in various disciplines	*Effective and efficient staff to handle Court’s issues	*Increased efficiency in handling Court matters	

<p>Implementation of IMIS/SAP and Documentation management system</p>	<p>management of the Court</p> <p>*Install new Administrative and Financial Management Software</p>		<p>*Financial and Administrative procedures simplified</p>	<p>*Efficient Administrative and Management System</p>	<p>*Timely account reports and payments</p>
<p>Implement the ICT Policy and upgrade the ICT facilities</p>	<p>*Have the draft ICT policy adopted by management and upgrade the current ICT facilities</p>	<p>2011-2012</p>	<p>*ICT policy implemented and ICT facilities upgraded</p>	<p>*Enhanced Communication and data management</p>	<p>*Efficient Information and Communication network</p>
<p>Develop an Operational Manual for the Court</p>	<p>*Hire a consultant</p>	<p>*2011-2012</p>	<p>*An operational manual</p>	<p>*Improved management and administrative systems of the Court</p>	<p>*Functional and elaborate financial system</p> <p>*Clear defined roles and functions for judges and Registry staff</p> <p>*Elaborate administrative system;</p> <p>*Evaluation systems for</p>

Upgrade the library into an Information and Documentation Centre	<p>*Hire additional staff with modern skills of managing information centres</p> <p>*Train the existing staff in modern methods of information and documentation centre management</p>	2012			<p>performance of judges and senior officers of the Court put in place</p> <p>*Clear governance system of the Court put in place</p>
		*2012	*Trained Information and documentation staff	*Improved information management and dissemination	<p>*Increased utilization of the information and documentation Centre</p>

Strategic Objective 5 : To promote harmonization and coordination of similar activities implemented by sub-regional bodies

Activity	Strategy	Time-frame	Output	Outcome	Indicator	Estimated cost
Develop memorandum of understanding with sub-regional bodies	*Organize consultative meetings with the courts of sub-regional bodies such as; EAC, SADC, and ECOWAS.	2011-2012	*Reports of meetings	*Enhanced collaboration		
	*Develop memorandum of understanding	2012	*MOUs	*Enhanced collaboration	*Number of referred cases	

	with the sub-regional judicial bodies on judicial matters					
Organize annual consultative meetings	*Organize these meetings on rotational basis among the institutions involved	*2012 onwards	*Reports of meetings	*Enhanced collaboration		

Strategic Objective 6: To enhance the working relationship between the African Court on Human and Peoples' Rights and the African Commission on Human and Peoples' Rights

Activity						
Strategy						
Timeframe						
Output						
Outcome						
Indicator						
Estimated Cost						
Initiatives in Africa on matters of mutual interest to the two institutions	the ACHPR, at member states level or at sub-regional level					

Framework for Project Monitoring and Evaluation in Terms of Inputs, Outputs, Outcomes, impacts, and benefits

Inputs	Assumptions	Outputs	Assumptions	Outcomes	Impacts	Benefits
Resources used to support the primary activities of the project	Expectations regarding the effectiveness and quality of the project inputs	The delivery of goods and services	Expectations regarding the ways these goods and services will be used by the target population	Changes in behavior and practices Links to the provision of goods and services to impact	Value added Effects resulting directly from project outputs or indirectly through outcomes	Broader effects Effects resulting from achievement of impacts usually in combination with other factors

Q. Monitoring and Evaluation Framework

Monitoring and Evaluation Framework will be developed to ensure that programmes and activities make tangible contribution to its key objectives. A four year Integrated Monitoring and Evaluation plan will be developed to assist with the following;

- Formulate a set of evaluation topics
- Identify activities, which establish baselines and track progress, and when to conduct them;
- Identify a research agenda for addressing critical knowledge gaps, including those identified during the preparation of the causality analysis;
- Manage the monitoring and evaluation responsibilities of the Registry’s programmes;

- Synchronize information collection and dissemination with decision-making opportunities;
 - Identify needs and activities to strengthen partners' capacities in data collection, information management and analysis.
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- **The monitoring and evaluation plan will consist of the following;**
 - Situation analysis for each intervention to establish baselines and develop appropriate benchmarks for progress;
 - Quarterly review of progress on key components of the plan;
 - successes, challenges, lessons learnt and innovations Continuous documentation of progress;
 - Annual review against targets 2011;
 - Summative evaluation of project activities at the end of the period 2014.

Progress in implementation will be closely coordinated to ensure high-level of accomplishment of programme activities and the attainment of the desired results. A coordination committee comprising of members drawn from the Court's Registry and other stakeholders will meet every six months to discuss progress in the implementation of the Strategic Plan and the challenges faced

***Notes**

1. Strategic Plan Coverage period (2010-2014): This will be adjusted to commence in 2012 once a final approval is given for publication of this strategy and subsequent implementation.
2. **Rationale behind the entering into MOAs** with subregional bodies: This will be done to avoid possible overlaps of the work of the Court and that of these sub-regional bodies. It is expected that the Court will provide the required leadership in the coordination of activities in this regard.

3. **Recommended consultants:** Such consultancies can be done by in-house staff if available or be hired from outside. In most cases it is better that such consultancies be contracted from outside the regular activities for assurance of objectivity and for timely completion of the work. \the consultant noted a lack of skills within the Court to handle these consultancies.
4. **Assumptions:** Under assumptions, there are some that will affect the implementation of the strategic plan. These are for example human resources managementa and ICT.

***Developed By Consultant: Francis Inganji (PhD)
Inganji and Associates Consult
Nairobi Kenya***