



PALAIS DE JUSTICE

# The Judiciary of Seychelles

Efficient. Accessible. Independent. Accountable. Transparent

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VISION 2021 – 2025  
STRATEGIC PLAN

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## **ABBREVIATIONS**

- ❖ ADR – Alternative Dispute Resolution
- ❖ AG – Attorney General
- ❖ CCASS – Computerized Case Administration System of Seychelles
- ❖ DICT– Department of Information Communications Technology
- ❖ DLA– Director of Legal Affairs
- ❖ DOL – Director of Operations & Logistics
- ❖ FTR – For the Record Digital Court Recording Equipment
- ❖ HOD – Heads of Department
- ❖ HR – Human Resources
- ❖ ICT – Information and communication technology
- ❖ IT – Information Technology
- ❖ JUCOS – Judicial College of Seychelles
- ❖ OCJ – Office of the Chief Justice\
- ❖ OCR – Optical Character Recognition
- ❖ PRO – Public Relations Officer
- ❖ SACJF – Southern African Chief Justices’ Forum
- ❖ SCCP – Seychelles Code of Civil Procedure
- ❖ SEYLII – Seychelles Legal Information Institute
- ❖ SR – Senior Researcher
- ❖ UNODC – United Nations Office on Drugs and Crime



## MESSAGE FROM THE CHIEF JUSTICE

The Constitution of the Republic of Seychelles bestows judicial powers on the Judiciary. The Judiciary is accordingly an essential component in the democratic framework. However, in order for it to be able to carry out its constitutional mandate it is important that it gets the support of all the other stakeholders, including the Executive and the Legislature. It is with this in mind that we have published this Strategic Plan. We share the belief that our drive to obtain support should be founded on transparency and good administrative governance, hence making available to all our partners our challenges and strengths in key areas of our different functions. We have done this with the hope that it would give them a better insight of the inner working of the judicial system and its shortcomings, so that when it comes to support this would be provided on an informed basis.

*“ We share the belief that our drive to obtain support should be founded on transparency and good administrative governance...”*

The Judiciary's Strategic Plan covers the period 2021 – 2025. It seeks to build upon and review that previous plan, which was the Vision 2020. We have kept our eight strategic pillars, consisting of the core foundational pillars, which have been broken down into specific goals assigned to specific departments with deliverables set over a specific time frame. These goals have been designed by the departments themselves with the awareness of their existing shortcomings and the need for improvements. It is hoped that the plan will assist us in fulfilling our many constitutional roles and in so doing ensuring the preservation of the Rule of Law and giving access to justice for all. These goals are, Streamlining the Court Process; Innovating Case Management; Revamping the Legal Aid Scheme; Encouraging better Employee Relations; Repositioning our Public Image; Upgrading Basic Infrastructure; Engaging Local Partners and Securing Greater Financial Autonomy.

I wish to thank all the Heads of Department and members of staff for their valuable contributions given to the Office of the Chief Justice in the drafting of this Plan. We remain committed in our effort to sustain a strong, fair, transparent and independent Judiciary, and I am confident that this Plan will assist both the Judiciary and the other constitutional stakeholders in both understanding our goals and sustaining our efforts to reach them in a timely manner.

**Rony Govinden, J.**  
*Chief Justice*

**SEYCHELLES JUDICIARY**

**EFFICIENT**

**ACCESSIBLE**

**INDEPENDENT**

**TRANSPARENT**

**ACCOUNTABLE**

**VISION 2021-2025**

# Vision

Vision 2025 will serve as the roadmap for the realization of our mission through a combination of strategic interventions and focus areas to be implemented from 2021 to 2025.

# THE CONSTITUTIONAL MANDATE AND JUDICIAL ARCHITECTURE

The Judiciary of Seychelles draws its judicial authority from Chapter VIII of the Constitution of Seychelles and consists of the Court of Appeal, the Supreme Court of Seychelles and such other subordinate courts or tribunals established by an Act pursuant to article 137 of the Constitution. The following courts and tribunals are also part of the Judiciary: the Magistrates' Courts established under the Courts Act 21 of 1964, the Family Tribunal and Juvenile Courts established under the Children Act 16 of 1982, the Employment Tribunal established under the Employment Act 2 of 1995, and the Rent Board established by the Control of Rent and Tenancy Agreements Act 5 of 1955.

The Court of Appeal is administered by the President of the Court of Appeal and has four Justices of Appeal appointed by the Constitutional Appointments Authority. It sits from time to time throughout the year, and has three terms or sessions in April, August and December respectively during which all five Justices of Appeal take hearings sitting as benches of three or five and deliver rulings together. It has the jurisdiction to hear and determine appeals from the Supreme Court and any other appeal permitted by an Act.

The Supreme Court is administered by the Chief Justice and currently has seven puisne Judges and a Master who are appointed by the Constitutional Appointments Authority to exercise judicial functions at the Supreme Court level. The Supreme Court has original power under the Constitution to hear and determine civil and criminal matters, supervisory jurisdiction over other courts and Tribunals, and original and appellate jurisdiction as granted to it by any Act. Judges of the Supreme Court may be co-opted to the Court of Appeal at the request of the President of the Court of Appeal to sit on specific cases where the Court of Appeal requires it. Chief Justice Ronny Govinden was appointed by the Constitutional

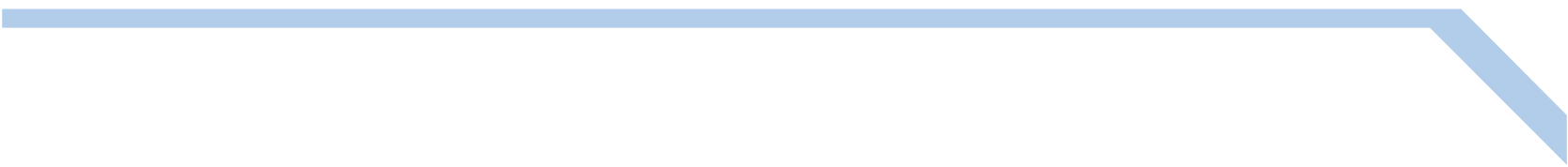
Appointments Authority as Chief Justice on 9 November 2020 and also sits as a puisne judge in the Supreme Court and is a Justice of Appeal.

The Supreme Court sits daily during three terms or sessions in the year which are held from 10th January through 10th April, 10th May through 31st July and 1st September through 10th December as determined by the Supreme Court (Terms) Rule, 2016. Individual Judges may agree to sit during the court vacation periods to hear and determine matters which require extraordinary sittings. During the court vacation there is a duty Judge who is available to take urgent matters arising. All other court functions continue during the court vacations. The Constitutional Court is constituted when two or more Judges sit together to determine cases which concern the application, contravention, enforcement or interpretation of the Constitution. Constitutional Court cases are usually held on Tuesdays during the Supreme Court session, however the Judges on the Constitutional Court bench may schedule to hear the matter on any day.

There are six appointed magistrates who hold sittings in Victoria and Anse Royale and on Praslin and La Digue. The courtrooms in Victoria sit all year with a court vacation during the December Supreme Court vacation.

The Rent Board is chaired by a magistrate and has five other members. Rent Board cases are administered by the Assistant Registrar of the Magistrates' Court Victoria, and sittings take place one day a week, at the Victoria Magistrates' Court.

The Family Tribunal is chaired by a Chairperson and two vice-chairpersons and has six members (two are full-time). The Family Tribunal sits three days a week at the Supreme Court Annexe. It is administered by the Secretary for the Family Tribunal which is based in the



Supreme Court Annexe and has its own compliance, monitoring and enforcement officers.

The Juvenile Court is established under the Children Act to hear criminal cases in which a child stands accused of committing a crime. Until 2019, these cases were administered by the Victoria Magistrates' Court and was chaired by a magistrate sitting with at least two persons. These cases have been reallocated to the Juvenile Court.

The Employment Tribunal functions from the Supreme Court Annexe on Ile du Port. It is chaired by a Chairperson and a vice-chairperson and has six members. The Employment Tribunal sits four days per week. It is administered by a Secretary for the Employment Tribunal and a secretariat which manages registry matters.

The Mental Health Care Tribunal is in the process of being established, and it will work closely with the Family Tribunal, Juvenile Court and the Ministry of Health. Cases will be referred to the Tribunal from other Courts where these involve persons with mental and psychological challenges.

The administration of the Judiciary as a whole is overseen by the Chief Justice with the Registrar appointed to oversee the courtroom processes and statutory functions and a central administration to address all other functions.



# VISION 2021 – 2025

In preparing Vision 2021 – 2025 the Judiciary has reflected on a broad range of issues that speak to the challenges faced by judicial officers, judiciary staff and the institution as whole. Vision 2021 – 2025 is the product of the collective reflection of the Judiciary to act without fear or favour, and the impact that constitutional, political, legal, economic and social dynamics may have in hindering or advancing the maintenance of strong, impartial and accountable Judiciary. The following aspects were considered in the formulation of Vision 2025.

## *Individual and Institutional integrity*

The judicial environment must be one which enables the individual judge and the institution to be independent, impartial and accountable. To act without fear or favour does not exist in a vacuum. It is dependent on the personal attributes of a judge and the ability of appointment processes to identify these traits. However, judicial integrity and legal expertise are not sufficient unless adequate safeguards, whether constitutional or legal, are in place. Administrative efficiency, public confidence, financial resources and suitable facilities and infrastructure determine the ability of the Judiciary to discharge its constitutional mandate.

Vision 2025 represents the recognition that there is always room for improvement and reform. For a strategic plan to enjoy viability, attention must be paid to all aspects of the Judiciary and the broader environment in which it operates and interacts. Ensuring proper diagnostics and appropriate project design, including engaging relevant stakeholders, and fitting the specific objectives of a strategic into a larger reform context are all crucial. At the implementation phase, success depends on proper coordination of efforts and planning by all stakeholders, both inside outside of the Judiciary. Having adequate local political, financial, and administrative support is also a crucial factor.

## *Financial Autonomy*

Vision 2025 has been developed in time of an economic crisis as result of the COVID-19 pandemic. Under resourcing of judiciaries due to national resource constraints is common to many countries. In order to deliver justice however a judiciary requires adequate financial resources and administrative independence. The assurance of adequate budgetary resources and administrative autonomy over the use of judicial funds are therefore necessary elements for the promotion of judicial independence and efficacy.

This control over judicial funds allows other branches of government to exert indirect influence over the actions of the judiciary, thereby reducing its independence. How the judiciary is resourced involves a wide range of internal and external processes, including the formulation of the judicial budget, the national budget making processes, how allocated resources are utilised and the extent to which the executive may force a judiciary to reduce or allocate its budget. Moving towards greater judicial financial autonomy involves directly confronting the requirements—and, in many cases, the limitations—of existing government financial management systems. In some instances reform is necessary, in others judiciaries need to learn to work more effectively within the constraints of their government's budget rules and procedures. The budget needs of the judiciary are also often discussed within a highly politicized context in which there are many other worthy and competing demands for public expenditure. However, whilst there may be reasons for budgetary constraints imposed by the Executive Branch, the judiciary must not be treated like a department of state but as the third arm of democracy. Limitations imposed on resources allocated to the Judiciary severely undermine the rule of law and access to justice.

Realising Vision 2025 will therefore be impacted by the resources made available to the Judiciary of Seychelles, and the extent to which meaningful engagement can be had with the Executive.

### ***Continuing Legal Education for Judicial Officers and Lawyers***

Judicial education plays an important role in enhancing the professionalism of the judiciary and promoting the rule of law. Legal education of judges and lawyers should include case studies, practical and methodical training, skills needed to organize one's work effectively (such as principles of docket and case management), and social skills. Under Vision 2025, Legal Education Programmes developed by the Judicial College of Seychelles (JUCOS) will see the adoption of a variety of educational programmes and techniques in order to maximize effectiveness and reach all the stakeholders, including: in-person programmes, self-taught programmes, and interactive programmes supported by adequate technological equipment.

Special attention will also be given to the activation of educational programmes for judges and court staff intended to promote organizational and technological modernization of courts.

### ***Court Personnel: Function and Management***

Judicial integrity and capacity do not emerge in isolation. They are qualifications that are refined over time in the institutional frameworks of courts of law and the agencies with which courts interact. Through their interactions with other actors in the processes of administration of justice—litigants, advocates, witnesses, prosecutors, and court personnel—judges build and strengthen these qualifications. Those with whom they interact most closely on a day-to-day basis are the court employees who support them in their

work. Although judges oversee and direct the activities of court support staff, they also are influenced by them in the course of their daily interactions and develop ongoing working relationships with them. From an institutional perspective, it is important that the Judiciary of Seychelles devotes attention and resources to these court employees to ensure that the support they provide to judges is maximized in terms of both quality and quantity. Equally important, care must be taken to ensure that the working relationships on the basis of which such support is provided are strong, positively-oriented, and built on mutual trust and confidence.

In this regard, professional trainings and the development of court personnel is an important component of Vision 2025. Well-trained court personnel create the realization—and the perception among court users—of judicial integrity and transparency of court operations. The benefits of a capacitated and appreciated staff include improved trust in the court system through improved customer service and transparency; procedural efficiency and court management, which are directly tied to the competence of court personnel. Reductions in incidences of unethical and unprofessional behavior; by increasing professionalism and creating competencies in other areas, trainings have an effect beyond court personnel's core tasks, thereby raising the court's capacity and flexibility.

In order to enhance the impact of training programmes for court support the Judiciary will conduct a training needs assessment and analysis of the functional infrastructure of the courts and tribunals and their operational practices, in order to determine what improvements and changes, including any training, are needed. Court personnel represent the glue that holds the justice system together, and are critical in their interactions between the judiciary and the rest of the actors in the justice system, including

attorneys, witnesses and— perhaps most importantly— the general public. It is therefore essential that adequate resources be allocated to the recruitment, training and retention of qualified professional staff to support the judicial institutions under Vision 2025.

### ***Embracing Technology***

ICT offers the Judiciary multiple chances to reconfigure and improve its operation and key judicial values such as transparency, accountability, timelines, access to justice and information. Vision 2025 will seek to explore the use of cost effective technologies to realise its objectives under Vision 2025.

The Covid-19 pandemic presented several challenges and difficulties on the running of the Courts, but this also presented an opportunity to embrace technology through virtual hearings and the establishment of fully functional e-Courts in future. The Judiciary recognizes that it is imperative to embrace technology and the preparatory work must be done now, including putting together a legislative framework that ushers in the e-Court system.

### ***Improved Judicial Information Management***

Judicial information management entails also the publication of judgments through law reports and via the Internet. Such publication plays an important role in the functioning of the justice system. It is vital to proper case management and the development of jurisprudence that judicial officers should have ready access to judgments either in physical or electronic form. Under Vision 2025 will continue to invest in judicial information management through the Andre Sauzier Library to ensure that the Judiciary is a resource and centre of excellence for domestic, regional and international legal materials.

### ***Transparency, Access, Outreach and Education***

To be transparent, the Judiciary needs to ensure that

the public and the media can attend court proceedings, but equally important is providing the public with ready access to court documents, especially judgments and other decisions, as well as court-related administrative information, such as data on the judiciary's caseloads and clearance rates, collection of court fees, and the use of budgetary allocations.

The Judiciary of Seychelles recognises however that transparency involves more than simply providing access to court proceedings and information. To achieve transparency, information must also be disseminated in a format that is easily accessible for the intended audience—especially for journalists and court users who do not have a legal background and may often have limited literacy. Publicizing information about court operations and judicial efforts to increase the efficiency and quality of justice also has beneficial effects on public trust in the judiciary. Judicial outreach and education concerning court services and procedures are useful from the perspective of both the judiciary and the court users. They help to actively engage a court in a relationship with the community and to demystify many of the complexities surrounding the operation of a legal system and the conduct of court proceedings. By educating and involving the public in the court's work through proactive judicial outreach and communication strategies, courts can increase public confidence and strengthen respect for the rule of law in their communities.

Vision 2025 will seek to entrench a culture of transparency through enhanced access to judicial information, and more frequent engagements with the public and other stakeholders.

### ***An Accountable Legal Profession***

The oversight and discipline of the legal profession falls under the Supreme Court. The Judiciary is concerned

with the increasing number of complaints, and the inadequacy of the legal framework governing legal practitioners. Lawyers have the potential to promote or inhibit access to justice, and the system must be

founded on strong ethics, integrity and accountability. Vision 2025 will prioritise a multi-stakeholder review of the present processes and laws, in consultation with the legal profession and the Office of the Attorney-General.

# REVIEWING VISION 2020

*This Review provides a high-level overview, and a review of the 8 strategic imperatives, achievements, challenges and what it hopes to achieve in Vision 2025, the Judiciary's Strategic Plan that will run from 2021 to 2025.*

## OVERVIEW

In the course of 2020, the Judiciary began the process of reviewing its progress made under Vision 2020.

The purpose of this review process is to reflect on the Pillars and objectives in Vision 2020 and to identify the Judiciary's successes, and areas where Judiciary perhaps did not achieve as much as it would have liked to and to understand why. It is not simply a check box exercise of identifying what we achieved and what we have not. The Judiciary is concerned with the "why". If we were successful, the Judiciary sought to unpack why something was successful, what lessons did we learn and how these lessons can be replicated in other areas. If we were not successful, we sought to identify reasons why, and we asked whether we can we adjust our approach to be in a better position to achieve an objective going forward. The Judiciary strongly believes that success can be measured in a variety of ways, and partial success must still be acknowledged. Some objectives are long term goals, but we need to ask ourselves whether the processes put in place are contributing the goal's progressive realisation.

The methodology used was to conduct a process of internal and external engagements. The Judiciary is a dynamic institution, with multiple processes, units, staff and stakeholders, each contributing to the realisation of Judiciary's vision, mission and strategic objectives. It was therefore important for the Judiciary to solicit the views from all staff, as well as external stakeholders and court users, to fully understand how the Judiciary is experienced as an employee, judge, lawyer, prosecutor and user.

## VISION 2020 REVIEW: EXECUTIVE SUMMARY

The review process demonstrates that a great deal of progress has been made under Vision 2020. The Office of the Chief Justice continues to actively monitor the case management and the reduction of the court case backlog, which has seen a year on year reduction. Notably during 2018 and 2019 court recording systems have been introduced into all of the Magistrates' Courts and Tribunals enabling better and quicker resolution of matters with the elimination of the need for a hand written record. Furthermore, the case administration system, CCASS has been implemented in the Family Tribunal and Employment Tribunal enabling more transparency about pending cases and more efficiency in managing the cases.

The building of the new Magistrates' Courthouse on Ile du Port has been completed in 2020, with the financial support of the Indian Government. This relocation of the Magistrate's Courts to Ile Du Port, means that all Courts and Tribunals now operate from a single point, allowing the sharing of resources, improving intra-court communication, and allowing lawyers to move between courts more easily. Much needed renovations have been made to the courthouse in Anse Royale. Efforts have been made to improve the façade of the Palais de Justice which has suffered wear-and-tear and a pigeon infestation. Works inside the Palais de Justice include rewiring of the electrical system and preventative measures against termite and fungus infestation in line with Health Ministry recommendations.

After a long process, a new employment scheme of service was approved and was implemented with the

budget in April 2020 enabling the Judiciary to better reward and retain its employees. Furthermore, initiatives have been supported to provide staff with health and cancer treatment testing, as well as kidney functioning testing and self-defence training. These initiatives have been suggested and organised by the staff themselves and supported by the Judiciary in order to ensure that it is responsive to the requests and needs of the Judiciary staff.

In 2018/2019 the Judiciary actively engaged with other partners, departments and branches of government, in keeping in line with its efforts to enhance stakeholder engagement particularly on matters concerning the delivery of criminal justice (through the Criminal Division's stakeholder's meeting), meetings with the Bar Association, and actively involving stakeholders in Judiciary functions such as the SACJF conference and the Vulnerable Witnesses session in December 2018. The Judiciary participated in the National Review Process of Seychelles' progress in realising the United Nations Sustainable Development Goals. These interactions build relationships and enable the Judiciary to better understand the pressures and needs of other departments and therefore perform its role better. Through a series of TV interviews, radio interviews and activities the Judiciary has sought to enable the public to understand the role that the Judiciary plays in society helping to foster better understanding of and trust in the institution. Greater access to the working of the Judiciary was achieved with the launch of the Judiciary website in 2020, and the website serves as both a resource (through the availability of forms, court decisions and court schedule) as well as information about the Judiciary, judicial officers and other relevant information.

Information and resource management has been greatly improved, and the renamed Andre Sauzier Law Library

was launched. The new services include a meeting room, public computers and a digital library catalogue. With the generous support of the UNODC, a digital case repository is in the process of being finalised, and will ensure all decisions of the Supreme Court, Constitutional Court and Court of Appeal will be available online.

With regard to its financial autonomy the Judiciary has cultivated an open line of communication with the Executive and Legislature regarding its funding in order to secure its independence as well as its accountability for the use of public funds. Along with the other constitutional bodies, the Judiciary participated in consultations with the Ministry of Finance regarding the financial management by independent institutions. However, the impact of budget cuts cannot be understated, and financial security, and autonomy remain a pressing concern for the Judiciary in the fulfilment its constitutional mandate and the realisation of the objectives under Vision 2020.

The COVID-19 pandemic has impacted the world, and Seychelles is not immune from the impacts of the pandemic. The Judiciary has been impacted in a number of ways. Due to restricted movements the Judiciary's operations were greatly reduced for a period 3 months, resulting in the unavoidable delays of a number of cases. Whilst the Judiciary ensured it was able to ensure that the most urgent and pressing matters were attended to, some delays were experienced. Fortunately, due to the reduction in backlog and increased case clearance of previous years, the Judiciary was able to absorb some of the delays, and mitigating the effects of reduced operations. The Judiciary also piloted remote hearings through the use of online meeting platforms, and this was successfully employed in the Court of Appeal, Supreme Court and Magistrate's Courts. However, it demonstrated the need for a review of the Judiciary's



digital infrastructure to accommodate remote hearings, filings, and payments. Technology has the potential to facilitate increased access to the Courts, reduce costs, and improve efficiency, and COVID-19 highlighted untapped potential. The next strategic plan will see the roll out of more tech-based solutions. The biggest impact felt however was the inevitable reduction in the Judiciary's budget. Whilst budget cuts are inevitable, and the Judiciary appreciates the fiscal limitations brought on by COVID-19, however the judiciary must not be treated like a department of state but as the third arm of democracy. Limitations imposed on resources allocated to the Judiciary severely undermine the rule of law and access to justice, and greater engagement on resource allocation, and how resources are allocated, during strained economic times will require greater engagement between the Executive and Judiciary.

A further challenge that became more acute, and which will require a new approach and enhanced stakeholder engagement was accountability within the legal profession. The Supreme Court is responsible for handling complaints against legal practitioners, however the current process and law has not seen a reduction in complaints. An ethical and accountable legal services sector goes to the heart of access to justice, and the administration of justice. The parameters of adjudication are set in law and depend on how a matter is brought before the Courts. A Judicial Officer cannot be a player and referee in disputes before it, and he/she is constrained to what is placed before the courts, and this requires lawyers to represent their client to the best of their ability, and to always act in the best interests of their clients.

In light of the challenges there is much to celebrate, and the Judiciary is committed to sustaining the progress

made under Vision 2020. A strategic plan is not a once-off exercise, and the goals of Vision 2020 remain relevant, and will continue to form part of the Judiciary's vision and mission going forward.

### THE JUDICIARY IN NUMBERS

Over the last 5 years, the Judiciary, through its case management system, has been able to improve case management, and document a number of improvements. The Judiciary hears and disposes of thousands of cases every year, and despite the limited number of Judicial Officers, the Judiciary has shown remarkable commitment and dedication. Notably, the Court backlog has been greatly reduced, particularly cases that are older than 5 years. During this time the Supreme Court has undergone significant change and managed to turn over a consistently high case load. A global pandemic, high profile cases, financial constraints and two judicial conduct inquiries as well as judicial absences and vacancies have, at times, affected productivity.

By way of summary, following statistics warrant mention:

- In the period under review (2015 to 2020) the Supreme Court and Magistrates' Courts have completed 16,025 cases and reduced its total backlog<sup>1</sup> from 685 cases to 295 cases.
- Supreme Court Civil:
  - Backlog in 2015: 1027 cases pending - 360 cases were backlogged.
  - Backlog in 2020: 649 cases pending - 126 cases are backlogged.
- Supreme Court Criminal:
  - Backlog in 2015: 279 cases pending - 98 cases were backlogged.
  - Backlog in September 2020: 152 cases pending - 22 cases are backlogged.

<sup>1</sup> Cases are considered backlogged if they are older than 3 years. Backlogs are the result of a variety reasons, and may include, delays occasioned from within the Judiciary, from litigants, from lawyers, complexity and others.



- Magistrate's Court Criminal:

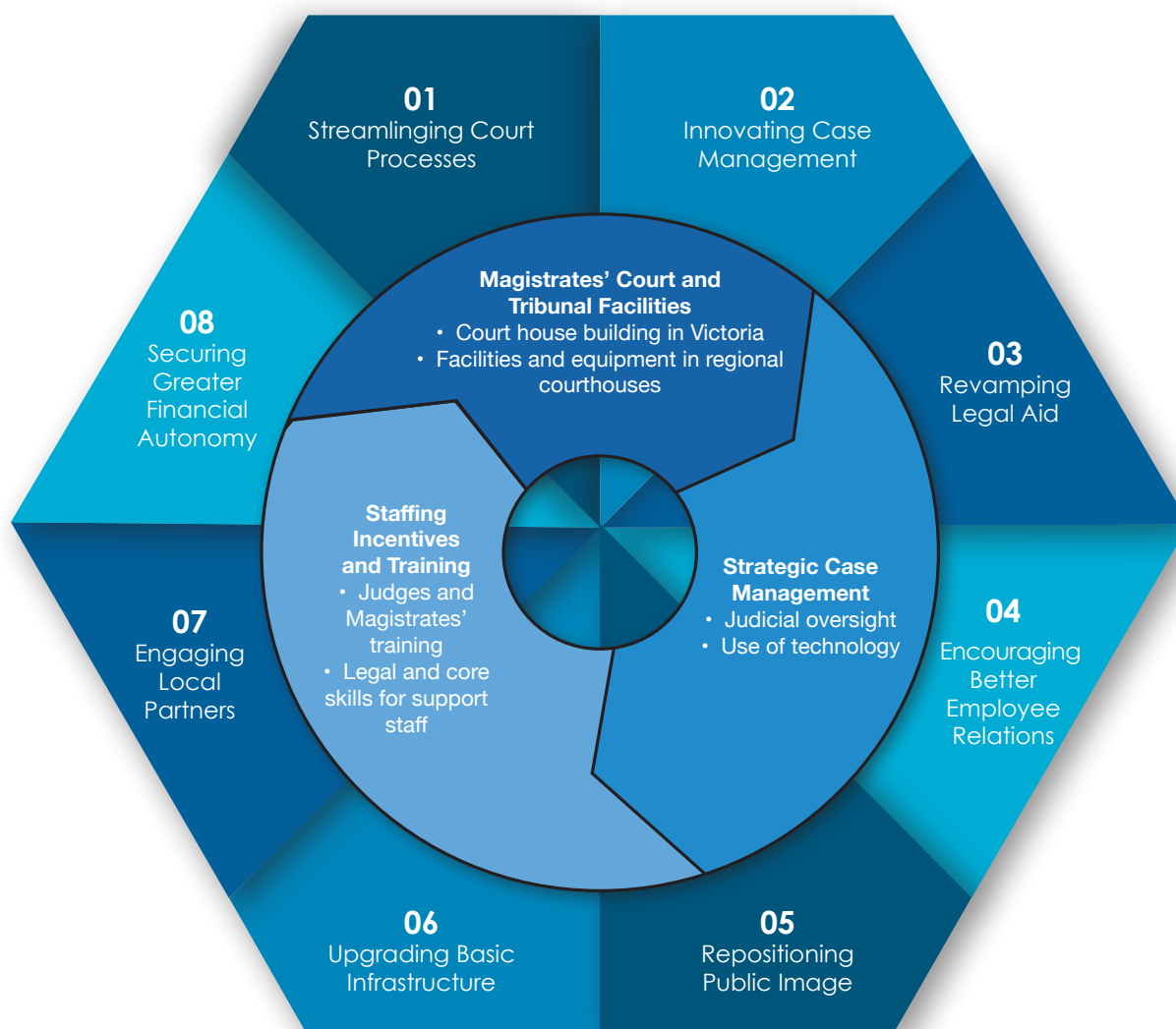
- Backlog in 2015: 1574 criminal cases pending - 156 cases were backlogged.
- Backlog in 2020: 1070 pending criminal cases - 88 are backlogged.

- Magistrate's Court Civil:

- Backlog in 2015: 343 pending cases - 68 cases were backlogged.
- Backlog in 2020: 208 cases pending - 58 are backlogged.



## PRESENTING THE STRATEGIC PILLARS



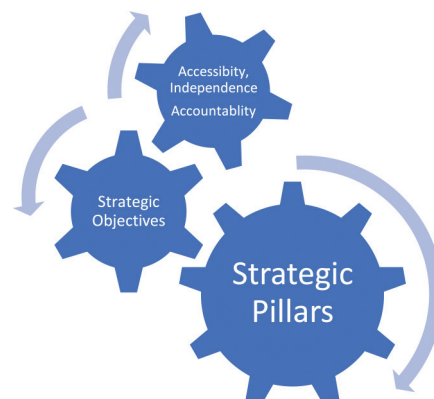
The 8 strategic pillars of Vision 2020, were also the foundational pillars of the 2013 – 2017 Strategic Plan. These are maintained in the Vision 2021 – 2025 Strategic Plan, because these foundational pillars do not represent a fixed objective, but are complementary entry points for the realisation of a well-functioning, efficient and accountable judiciary. The pillars represent what is needed, and their realisation is never fully complete. They serve to guide the Judiciary's activities. They serve as means to an end, assisting in the identification of processes, projects, policies that contribute to the

progressive realisation of the Judiciary's mission and vision.

The 8 strategic pillars also do not operate in a vacuum, and the achievement of objectives under one pillar enable the achievement of objectives under another. The relationship between the different pillars is therefore one that is symbiotic.

As the Judiciary moves forward, it will continue to ground its activities in these 8 pillars, because as this Strategic

Plan demonstrates, they remain relevant, subject to some adjustments which will be discussed below based on this review.



## VISION 2021 – 2025: STRATEGIC IMPERATIVES SUMMARY

Building on and adapting on the 8 strategic pillars of the previous strategic plans, Vision 2025 will, with a greater emphasis **on technology, outreach and oversight of the legal profession**, through the following strategic imperatives seek to ensure that the Judiciary is **Efficient, Accessible, Independent, Accountable and Transparent**:

The strategic pillars have been broken down to specific goals with specific tasks allocated to various departments and team leaders who have developed work plans. The respective work plans are encapsulated in the tables under each of the pillars below, and similar goals are also bundled together. The strategic pillars and goals are ideally supposed to be spread out over a five year period, and while some goals are spread out over this duration, some are much shorter and the specific departmental goals will be reviewed annually to establish progress, difficulties and challenges or whether there are new goals to be achieved.

## OTHER OBSERVATIONS

### Judiciary Committees

A number of Judicial Committees were established to facilitate the achievement of the strategic goals, and these were successful to varying degrees. However due to the

capacity of members, particularly Judges, a number of the Committees were not able to fulfill their mandate. The Committees needs to be individually reviewed, and their mandates (and composition) evaluated. Particular focus should be on the Disciplinary Committee, SCCP Committee, and the CCASS Committee.

## Evaluation monitoring and Implementation of Vision 2020 -2025

Each of the eight strategic pillars were reviewed, observations were highlighted on the extent of the achievement for each goals and recommendation were made. These recommendations informed the Vision 2025 strategic plan. A summary of each strategic goal is outlined below and the Vision 2025 yearly work plans, based on the Strategic Plan have been prepared, and the means for the achievements staggered. Sensitization of Vision 2025 needs to be prioritized and engagement on progress made under the Strategic Plan needs to be undertaken.

## PILLAR 1: STREAMLINING COURT PROCESSES

Vision 2020 recognized that the Judiciary's court processes were not fit for purpose to handle the caseload in the various courts, and at times lacked in transparency, standardisation and efficiency. The Judiciary is a dynamic institution. In administering justice, a number of processes need to be put in place.

Some of these processes are stipulated in the law, some take the form of Rules and Practice directions and some are internal processes created to ensure compliance with the those processes prescribed under the law. The efficiency of a process is influenced by a range of

factors including: the technology available, the capacity of persons responsible for ensuring adherence to the process; the resources required to adhere to the process; and internal and external communication.

### Key Observations

- The Judiciary is satisfied with the progress made under Pillar 1, and although challenges have been encountered, these challenges are not insurmountable.
- Given the multiple processes underway at any given point across the Judiciary that relate to case management and case administration, both inside and outside the court room, a process mapping is needed in order to ensure the consolidation, consistency and communication formal and informal processes both within judiciary and with external stakeholders.
- Stakeholder engagement and cooperation is essential
- Judicial capacity, and management thereof, needs to be reviewed in order to ensure Judicial Officers are able to effectively discharge their judicial functions. Capacity management and process mapping should therefore occur at the same time.
- Technology has the potential to streamline processes, and this should be included in the process mapping.
- Improved communication and access to policies, processes, practice directions is needed. Data and information management, through the use of technology and workflow platforms, can improve communication, oversight and access.
- Streamlining processes should be done in consultation with all relevant stakeholders and sections within the Judiciary .
- **Pillar 1 remains relevant subject to some adjustments**

### Vision 2025 recommendations

#### 1. DEVELOP AND PROMOTE EFFICIENT, ACCESSIBLE, CONSISTENT AND COMPLEMENTARY COURT PROCESSES

1. Undertake a Judiciary wide process mapping exercise to review, amend and adopt new processes
2. Implement Section Specific annual work plans to guide the realisation of the Vision 2025
3. Establish a SCCP Multi-stakeholder Forum to review the SCCP and propose amendments to be led by the Bills Committee
4. Review, consolidate and reissue all Practice Directions and conduct training with lawyers, court staff and Judicial Officers
5. Ensure standardized and consistent courtroom processes;
6. Review Rules of Procedure and/or Rules for applications and pleadings the Constitutional Court and Tribunals
7. Develop targeted training syllabi for Judges, court staff and lawyers
8. Develop bench books/memos for judges on selected issues and procedures
9. Ensure all processes are documented and accessible
10. Improve Triage in the Registries
11. Review mediation rules and procedures and alternative dispute resolution processes and ways to incentivize their use.
12. Increase the use of technology in enhancing processes, access to and communication within the Judiciary

Items	Description of Task	Responsible Manager/ Department	Milestone Year 1 + Evidence of Effectiveness	Milestone Year 2	Milestone Year 3	Milestone Year 4	Milestone Year 5
<b>Goals</b>							
<ul style="list-style-type: none"> <li>Undertake a Judiciary wide process mapping exercise to review, amend and adopt new processes</li> <li>&amp;</li> <li>Ensure all processes are documented and accessible</li> <li>&amp;</li> <li>Improve Triage in the Registries</li> </ul>	<ul style="list-style-type: none"> <li>Develop process maps for case management &amp; administration, both inside &amp; outside the court room in order to ensure consolidation, consistent communication of formal &amp; informal processes both within judiciary &amp; with external stakeholders</li> <li>Technology to be used to streamline processes</li> </ul>	<ul style="list-style-type: none"> <li>Registry (Criminal &amp; Civil), Court Services &amp; IT – to identify responsible persons well versed with the case administration processes to prepare these for the:               <ul style="list-style-type: none"> <li>Court of Appeal</li> <li>Constitutional Court</li> <li>Supreme Court</li> <li>Magistrates Courts</li> <li>Family Tribunal</li> <li>Employment Tribunal</li> <li>Juvenile Court</li> <li>Rent Board</li> <li>Legal Aid</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Identify current and processes mapping for Criminal Civil Supreme and Magistrate Courts, including Tribunals</li> <li>Developing Forms and manuals for training registry staff on updated processes</li> <li>Process to be spread out over several years</li> </ul>	<ul style="list-style-type: none"> <li>Finalizing and standardizing all processes and working with IT to develop online forms and whatever other necessary tools to improve the process</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing process depending on status of review</li> </ul>	“	“
<ul style="list-style-type: none"> <li>Develop annual work plans to inform the achievement of the Judiciary's Strategic Plan and allow for monitoring and annual reviews</li> </ul>	<ul style="list-style-type: none"> <li>Consolidate all work plans from various departments</li> </ul>	<ul style="list-style-type: none"> <li>OCJ</li> </ul>	<ul style="list-style-type: none"> <li>Annual work plans to be reviewed yearly to assess milestones and evidence of effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Annual review in June annually</li> </ul>	“	“	“
<ul style="list-style-type: none"> <li>Establish a Seychelles Code of Civil Procedure (SCCP) Multi-stakeholder Forum to review the SCCP and propose amendments to be led by the Bills Committee</li> </ul>	<ul style="list-style-type: none"> <li>Establish new multi-stakeholder forum for review</li> <li>&amp;</li> <li>Members of the Bills Committee</li> </ul>	<ul style="list-style-type: none"> <li>OCJ</li> </ul>	<ul style="list-style-type: none"> <li>Identify multi-stakeholder forum by end of July 2021 (legal experts in Seychelles).</li> <li>Forum to include:               <ul style="list-style-type: none"> <li>Bar Association</li> <li>Judges/ Magistrates</li> <li>Judge Carolus</li> <li>AGs office</li> <li>Human Rights Commission</li> </ul> </li> <li>Identify chair of forum to run with forum and put together a first working document with proposals</li> <li>Develop regulations to streamline processes</li> <li>Meetings to run monthly</li> </ul>				

Items	Description of Task	Responsible Manager/ Department	Milestone Year 1 + Evidence of Effectiveness	Milestone Year 2	Milestone Year 3	Milestone Year 4	Milestone Year 5
<b>Goals</b>							
<ul style="list-style-type: none"> <li>Review, consolidate &amp; reissue all Practice Directions (PD) &amp; conduct training with lawyers, court staff &amp; Judicial Officers</li> <li>&amp;</li> <li>Ensure standardized &amp; consistent court-room processes</li> <li>&amp;</li> <li>Develop bench books/memos for judges on selected issues &amp; procedures</li> </ul>	<ul style="list-style-type: none"> <li>Review all practice directions to determine fit for purpose, how effective they are &amp; aim is to improve efficiency &amp; compliance</li> <li>Collate all necessary court rules &amp; procedures &amp; compile these into a bench book for judges</li> </ul>	<ul style="list-style-type: none"> <li>OCJ</li> </ul>	<ul style="list-style-type: none"> <li>Consolidate all PD &amp; identify the ones that need improvement</li> <li>Identify which PD to set aside</li> </ul>	<ul style="list-style-type: none"> <li>Produce bench book by November 2021</li> </ul>	<ul style="list-style-type: none"> <li>To review progress</li> </ul>	"	"
<ul style="list-style-type: none"> <li>Review Rules of Procedure &amp; or Rules for applications &amp; pleadings for the Constitutional Court and Tribunals</li> </ul>	<ul style="list-style-type: none"> <li>Establish a review panel &amp; small claims Court</li> </ul>	<ul style="list-style-type: none"> <li>Registrar/Registry; &amp; OCJ</li> </ul>	<ul style="list-style-type: none"> <li>Set up committee to include:               <ul style="list-style-type: none"> <li>Chief Justice</li> <li>Judge Carolus</li> <li>Human Rights Commission</li> <li>Magistrates</li> <li>Chairpersons of Tribunals</li> <li>AG</li> <li>DLA</li> </ul> </li> <li>Draft rules of procedure for small claims &amp; establish a Small Claims Court</li> <li>Initiate legislative changes to legislative framework</li> <li>Identify stakeholders to be involved in legislative framework process</li> <li>Identify review panel &amp; rules to review &amp; arrange meetings to discuss by Sept 2021.</li> <li>Panel to include:               <ul style="list-style-type: none"> <li>Judiciary,</li> <li>AG</li> <li>Ministry of Finance</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Deal with challenges under Rule 3(3) Const Court – AG made party to all constitutional petitions &amp; problems where he appears for government, argument as his role as amicus curiae is jeopardized</li> <li>Engage AG &amp; Human Rights Commissions</li> </ul>	<ul style="list-style-type: none"> <li>To review and update on progress</li> </ul>	"	"

Items	Description of Task	Responsible Manager/ Department	Milestone Year 1 + Evidence of Effectiveness	Milestone Year 2	Milestone Year 3	Milestone Year 4	Milestone Year 5
<b>Goals</b>							
• Develop targeted training syllabi for Judges, court staff and lawyers	• Identify training needs	• HR, Managers of Departments, OCJ, & Judicial Officers • Judicial college of Seychelles & Judge Vidot	• HR completed – see Pillar 4 No 2	• Liaise with HR & Judge Vidot on continuous training needs	• Review progress	“	“
• Review mediation rules & procedures & alternative dispute resolution processes & ways to promote their use.	• Establish a panel to come up with innovative ways to promote use of ADR & Mediation	• Registry & OCJ	• Committee to be set up to draft the rules. Same committee as in 5 above but include bar association. • Amendments to rules to include scope, function & discipline standards in Supreme Court	• Mediation Center to be set up within the judiciary in 2022 and to be preceded by amendment to the rules • Identify external service providers & look into how to implement process & feasibility • Discuss with stakeholders ideas to promote ADR & mediation	• Review progress	“	“
• Increase the use of technology in enhancing processes, & access to communication within the Judiciary	• Look into possibility of automating central court diary.	• Registry; IT; DICT & DLA; Programmer	• Add to CCASS committee agenda to liaise with DICT to see if there is a possibility of automating such procedure. • Needs assessment work plan to be done • Legislative framework to be put in place • Shop for best products for best price & put up public bidding to different companies	• Process will be on-going over several years	• To review progress	“	“

## PILLAR 2: INNOVATING CASE MANAGEMENT

Case management in any Judiciary is essential. In Seychelles, thousands of cases are filed every year. The Judiciary therefore needs to be able to manage the movement of cases through the Courts. This starts at the filing phase, and involves multiple stages, hearings, potential adjournments, interlocutory applications and ultimately results in a decision from the courts, which

may then continue to move through the court system by way of appeal. Innovative case management seeks to improve the management of cases before the courts and tribunals. Through technology, the Judiciary of Seychelles records all cases in a digital case management system. The Judiciary Case Management System (CCASS) is an innovative tool that increases the efficiency of the Courts, identifying backlogged cases, generating statistics, and

promoting the fair allocation of cases and more. The utility of a case management system depends on the capabilities of the system, but more importantly, how the system is used, updated and maintained. This depends on those responsible for maintaining the system, as the system is only as good as the data it contains.

A well run case management system, also has indirect benefits, as it ensures that key information relating to a case (sittings, proceedings, rulings, legal aid, exhibits, and judgments) are in an electronic format, that hypothetically can be accessed by a broad range of users. This means that requests for information, and locating documents, decisions etc. could be done through a single platform as

opposed to locating physical files and burdening already overworked registry staff with requests. The Judiciary of Seychelles uses two systems to manage cases, physical files and inputting information in the physical files into CCASS. Ideally what is wanted is an electronic version of the physical file, in CCASS. This however requires input, scanning and uploading of case file material into CCASS. This is an example of a process that could be streamlined under Pillar 1, and through the use of technology. Through e-filing for example this could be achieved (provided the resources such as scanners and internet connectivity and support services are available.)

### Key Observations

- The Judiciary believes that it can improve its case management through innovation, however, ensuring that all cases before the Courts and Tribunals are tracked and managed through CCASS is a remarkable achievement, and the Judiciary is now in position to take CCASS to the next level of utility.
- CCASS has untapped potential to improve data and case management. There is need to elevate the prominence of CCASS and to align existing registry processes with CCASS processes. Currently they operate in silos.
- There is a need to ensure Pillar 2 benefits from the process mapping recommended in respect of Pillar 1, as case management will benefit from streamlined processes.
- More stakeholders need to be given training on and access to CCASS. This will reduce the number of requests received by the Registries, will improve data management, and allow for Judicial Officers to access their case files digitally and remotely. It will also guard against the risk of losing case files, which can be reconstructed from CCASS.
- It will allow for better oversight of lawyers, legal aid and exhibits.
- CCASS demonstrates the benefits of digital migration and technology in the Judiciary's operations.
- **Pillar 2 remains relevant, and should be adjusted and prioritized in Vision 2025 as part of a broader technology strategy**

### Vision 2025 recommendations

#### 2. INNOVATING DATA AND CASE MANAGEMENT THROUGH THE USE OF TECHNOLOGY

1. Reconstitute the CCASS Committee and develop a CCASS Committee
2. Consolidate data management relating cases and digital material into CCASS
3. Expand the use of CCASS features to include more information regarding the cases, proceedings, sittings, rulings and judgments and exhibits.
4. Provide for public access and e-filing functionality
5. Ensure all Court Staff and Judicial Officers have access to CCASS

and receive the necessary training 6. Ensure at least two court rooms are equipped with the facilities to hold virtual/remote hearings. 7. Explore and pilot new technologies in improve data and case management.

Items	Description of Task	Responsible Manager/ Department	Milestone Year 1 + Evidence of Effectiveness	Milestone Year 2	Milestone Year 3	Milestone Year 4	Milestone Year 5
<b>Goals</b>							
<ul style="list-style-type: none"> <li>Reconstitute the CCASS Committee and develop a Committee plan</li> </ul>	<ul style="list-style-type: none"> <li>Develop a work plan which will look into innovative ways of case management through technology</li> </ul>	<ul style="list-style-type: none"> <li>OCJ; IT &amp; Registry</li> </ul>	<ul style="list-style-type: none"> <li>Reconstitute CCASS committee               <ul style="list-style-type: none"> <li>Chair: Magistrate Burian</li> <li>DICT *2</li> <li>Programmer</li> <li>Head of IT</li> <li>Deputy Registrar (Criminal Division)</li> <li>SLR (secretary)</li> <li>Asst. Registrar (Civil Division)</li> <li>Asst. Registrar, (Magistrates Court)</li> </ul> </li> <li>Put together a list of issues with CCASS</li> <li>i.e. train more staff</li> <li>For the other features not being used etc. orderlies exhibits, court fines, exhibit list on CCASS &amp; copy goes to file</li> <li>Look into an electronic version of the physical file on CCASS as soon as is possible.</li> <li>Meetings to be held monthly</li> </ul>	<ul style="list-style-type: none"> <li>Work on-going</li> </ul>	<ul style="list-style-type: none"> <li>Review progress</li> </ul>	“	“
<ul style="list-style-type: none"> <li>Consolidate data management relating to cases &amp; digital material into CCASS</li> </ul>	*2	<ul style="list-style-type: none"> <li>Registry; IT; DICT Court Services &amp; Librarian</li> </ul>	<ul style="list-style-type: none"> <li>Create digital court calendars to link to CCASS (see point 8 at pillar 1 above and point 3 below)</li> <li>i.e. CCASS to link registry causelist with judges outlook calendar &amp; phone. Also digital calendar to be made available to lawyers</li> </ul>	<ul style="list-style-type: none"> <li>On-going and to be reviewed annually</li> </ul>	<ul style="list-style-type: none"> <li>Review progress</li> </ul>	“	“

<sup>2</sup> Blank space means the goal is self-explanatory



Items	Description of Task	Responsible Manager/ Department	Milestone Year 1 + Evidence of Effectiveness	Milestone Year 2	Milestone Year 3	Milestone Year 4	Milestone Year 5
<b>Goals</b>							
• Expand the use of CCASS features to include more information regarding the cases, proceedings, sittings, rulings, judgments & exhibits	*	• IT; DICT; Registry CCASS Committee & Librarian	• To be included on CCASS committee agenda	• On-going and to review annually	• Review progress	“	“
• Provide for public access & e-filing functionality for access of public records	• Establish a restricted secure public login platform that allows access to records	• IT & DICT	• To be added to CCASS committee agenda & discussed with DICT on how this can be implemented, or else we will need to establish records management as separate modules for the whole of the Judiciary	• On-going and to be reviewed annually	• Review progress	“	“
• Ensure all Court Staff & Judicial Officers have access to CCASS & receive the necessary training	• Identify staff for training & progressively train as many as possible	• IT & DICT & (CCASS Committee)	• Evaluate in collaboration with Registry and CCASS Committee who else needs training and revert	• Non-going & to review annually	• Review Progress	“	“
• Ensure at least two or more court rooms are equipped with the facilities to hold virtual/remote hearings	• Budget Dependent	• IT	• In the process of setting up courtrooms to allow virtual hearings • Should be done by end of year 2021, but need more resources – TV screens that can record audio and therefore need funding	• On-going & to be reviewed annually	• Review Progress	“	“
• Explore any pilot new technologies to improve data and case management	*	• IT; & DICT & DLA	• To add to CCASS Comm agenda	• On-going and to review annually	• Review Progress	“	“

### PILLAR 3: REVAMPING LEGAL AID

Seychelles is one of the few jurisdictions in the world that offers legal aid in both civil and criminal matters. The provision of legal aid is an important component of access to justice, and the right to a fair trial.

Legal aid, and the funds allocated to legal aid, are limited, and therefore need to be used efficiently, and should

be reserved for those most in need. A challenge with a legal aid system in which lawyers are assigned legal cases on a rostered basis can result in the legal aid cases receiving less attention, as the legal aid rates are often less than a lawyer's regular fee. Therefore this system, requires additional oversight and monitoring of the legal profession.

#### Key Observations

- This objective has not been fully achieved, and was not achieved under the previous plan. Given the importance of this service and support, the Judiciary needs to prioritise this pillar going forward.
- The Judiciary should consider adopting short term strategy, to ensure the legal aid scheme in its current form not abused and lawyers provide adequate legal services when representing legal aid clients.
- This can be achieved by the Registrar, because she oversees legal practitioner's licenses, a condition of which is to take legal aid cases. This condition could be expanded to include a report on all legal aid cases. Furthermore, legal aid clients should be provided with a dedicated mechanism to report poor legal services. The complaints procedure should accommodate this, and better record keeping of legal aid complaints needs to be adopted.
- Longer term, stakeholder engagements with the Bar Association needs to be coordinated. Furthermore, legal aid should be a standing agenda item on all meetings between the Judiciary and the Bar Association.
- **This Pillar remains relevant, however the approach and objectives should be split into short and long terms objectives**

#### Vision 2025 Recommendations

### 3. IMPROVING ACCESS TO JUSTICE THROUGH LEGAL AID

1. Centralise all legal aid applications and allocations into a single database on CCASS
2. Expand the condition on legal practitioner's licenses to include the submission of a report and case update on all legal aid matters
3. Document non-appearance in legal aid matters, and complaints and institute a process of suspension of license in the event of three complaints.
4. Establish a multi-stakeholder Legal Aid Committee to review the legal aid scheme and make recommendations for its improvement

Items	Description of Task	Responsible Manager/ Department	Milestone Year 1 + Evidence of Effectiveness	Milestone Year 2	Milestone Year 3	Milestone Year 4	Milestone Year 5
<b>Goals</b>							
<ul style="list-style-type: none"> <li>Centralise all legal aid applications &amp; allocations into a single database on CCASS</li> </ul>	<ul style="list-style-type: none"> <li>Strategize on the feasibility of achieving this and establish a work plan</li> </ul>	<ul style="list-style-type: none"> <li>Registry, IT, DICT CCASS Committee and Programmer</li> </ul>	<ul style="list-style-type: none"> <li>Include on CCASS committee agenda</li> <li>Speak to DICT about the possibility of such a system considering server space issue</li> <li>Communicating with Heads of Organisations to make sure that there is dedicated staff to assist with reviewing eligibility of party for legal aid</li> <li>Legal aid Department with outlined processes in the Criminal Registry - Dedicate 2 law clerks and work with liaison</li> <li>Retrain all law clerks on legal aid</li> <li>Liase with:               <ul style="list-style-type: none"> <li>Agency for social protection</li> <li>SRC</li> <li>Seychelles Licensing Authority</li> <li>Land Registry</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Review legislative framework to be linked up with data bases, persons responsible to verify means etc.</li> <li>Develop legal aid Manual &amp; refine criteria &amp; pre-requisites,</li> </ul>	<ul style="list-style-type: none"> <li>Project to take at least 2 years or longer &amp; to be reviewed annually</li> </ul>	<ul style="list-style-type: none"> <li>Review progress</li> </ul>	“
<ul style="list-style-type: none"> <li>Expand the condition on legal practitioner's licenses to include the submission of a report and case update on all legal aid matters</li> </ul>	<ul style="list-style-type: none"> <li>To be effected by established committee</li> </ul>	<ul style="list-style-type: none"> <li>Registrar ; DLA</li> </ul>	<ul style="list-style-type: none"> <li>To be implemented by end of 2021 or early 2022</li> </ul>	<ul style="list-style-type: none"> <li>To be reviewed annually</li> </ul>	<ul style="list-style-type: none"> <li>Review progress</li> </ul>	“	“
<ul style="list-style-type: none"> <li>Document non-appearance &amp; reallocation in legal aid matters, &amp; complaints. Institute a process of suspension of license in the event of three complaints</li> </ul>	<ul style="list-style-type: none"> <li>Establish committee to strategize on the best way to achieve this</li> </ul>	<ul style="list-style-type: none"> <li>Legal Aid Committee which will comprise of:               <ul style="list-style-type: none"> <li>Registrar &amp; Deputy Registrar</li> <li>DLA</li> <li>Bar association</li> <li>AG</li> <li>Human Rights Commission</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>To add to CCASS agenda</li> <li>Established complaints tracker to include a column in the legal aid database on CCASS</li> <li>once 3 complaints have been received the committee suspends the licence</li> </ul>	<ul style="list-style-type: none"> <li>To review progress annually</li> </ul>	<ul style="list-style-type: none"> <li>To review progress</li> </ul>		

Items	Description of Task	Responsible Manager/ Department	Milestone Year 1 + Evidence of Effectiveness	Milestone Year 2	Milestone Year 3	Milestone Year 4	Milestone Year 5
<b>Goals</b>							
<ul style="list-style-type: none"> <li>Establish a multi-stakeholder Legal Aid Committee to review the legal aid scheme &amp; make recommendations for its improvement &amp; look into all the issues</li> </ul>	<ul style="list-style-type: none"> <li>To identify relevant stakeholders to form a part of the committee</li> </ul>	<ul style="list-style-type: none"> <li>Registrar; DLA</li> </ul>	<ul style="list-style-type: none"> <li>Constitute a Legal Aid committee</li> <li>See point 4 above</li> <li>Evaluate legal aid application guidelines and add requirement for bank statement provision</li> <li>Standardize process &amp; set guidelines for reallocation e.g. If applicant does not come after 6 months have to reapply</li> </ul>	<ul style="list-style-type: none"> <li>To review progress annually</li> </ul>	<ul style="list-style-type: none"> <li>Review progress</li> </ul>	“	“

#### PILLAR 4: IMPROVING EMPLOYEE RELATIONS

In 2017 engagement with the various departments and divisions revealed that Judiciary staff feel underappreciated and sometimes disrespected in their roles. Judicial officers often feel isolated and the tribunals and regional courts perceive themselves to be disjointed

from the Judiciary. There is a concern about management skills and employee development across the Judiciary. The Judiciary cannot function without a contented and able workforce, from judicial officers to part-time support staff and the Judiciary remains committed to constantly working to improve employee relations.

#### Key Observations

- A great deal of progress has been made, and ensuring that the Judiciary creates a work environment that is conducive to retention, pride, respect and efficiency will remain a key pillar.
- Data management remains a challenge, and improved HR software should be considered.
- A number of HR policies and procedures can be streamlined through the use of technology.
- Communication remains a challenge, and the Judiciary should create spaces for communication and information sharing at all levels.
- A HR Manual, which contains all policies is needed, and training provided.
- Training at all levels needs to be formalized, so as to ensure both the Judiciary and staff benefit from training.

#### Vision 2025 Recommendations

#### 4. PROMOTING A PROFESSIONAL, SUPPORTED AND RESPECTFUL WORKPLACE AND CULTURE

- Conduct a needs assessment for training needs for all Judiciary personnel
- Develop a Training Plan for all levels of the Judiciary
- Promote mandatory and regular Judicial Training through JUCOS
- Implement the Judiciary of Seychelles Values Charter
- Review HR policies and processes and develop a consolidated HR Manual

6. Digitally migrate HR data to centralized HR Platform that permits staff to request leave digitally
7. Formalise induction materials for all roles. 8. Develop an Introduction to Law training for all staff not legally trained
9. Organise regular team building and social events for all staff

Items	Description of Task	Responsible Manager/ Department	Milestone Year 1 + Evidence of Effectiveness	Milestone Year 2	Milestone Year 3	Milestone Year 4	Milestone Year 5
<b>Goals</b>							
<ul style="list-style-type: none"> <li>Conduct a needs assessment for training needs for all Judiciary personnel</li> </ul>	<ul style="list-style-type: none"> <li>Develop a Training Plan for all levels of the Judiciary</li> </ul>	<ul style="list-style-type: none"> <li>HR Director &amp; Heads of Departments</li> </ul>	<ul style="list-style-type: none"> <li>Identify each Division's goals and needs and assess training options</li> <li>Perform gap analysis for individuals by preferred methods</li> <li>Develop a comprehensive Training Plan</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the training plan</li> <li>Measure achievable objectives of the training plan of the first year</li> </ul>	<ul style="list-style-type: none"> <li>Review training targets and adjust training plan if necessary</li> <li>Transfer knowledge in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate training program effectiveness and percentage rate of fully trained personnel</li> </ul>	<ul style="list-style-type: none"> <li>Implement recommendations from the evaluation e.g. changing training materials; time allotment on content etc.</li> <li>Investment return in capabilities development to align skills with Divisional/ organizational objectives</li> </ul>
<ul style="list-style-type: none"> <li>Promote mandatory and regular Judicial Training through JUCOS</li> </ul>	<ul style="list-style-type: none"> <li>Establish an yearly JUCOS training schedule/ programme in consultation with Judicial Officers on their training needs</li> <li>NB: The highlighted key actions are HR initiatives. Pending the plans from JUCOS Committee Chairman - Judge Vidot</li> </ul>	<ul style="list-style-type: none"> <li>DLA, HR Director, Judicial Officers &amp; OCJ</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate needs of judicial officers and support staff – audit the KSA (knowledge/ skills/abilities)</li> <li>JUCOS Committee to develop a yearly training workbook providing with a clear framework to identify learning needs, set objectives to meet those needs and available resources</li> </ul>	<ul style="list-style-type: none"> <li>Implement training plan to achieve 90% or more training objectives &amp; record outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate training progress and conduct one specialized group training for court support staff</li> </ul>	<ul style="list-style-type: none"> <li>Review the training framework and make any adjustment</li> </ul>	<ul style="list-style-type: none"> <li>Improve the development framework as required</li> </ul>
<ul style="list-style-type: none"> <li>Implement the Judiciary of Seychelles Values Charter</li> </ul>	<ul style="list-style-type: none"> <li>Identify strategy to Develop a more detailed values charter and implement this</li> </ul>	<ul style="list-style-type: none"> <li>DLA &amp; SR</li> </ul>	<ul style="list-style-type: none"> <li>Aim for October 2021</li> </ul>	<ul style="list-style-type: none"> <li>Outcome: To have all policies and procedures in one place and easily accessible to all and also available electronically</li> </ul>			

Items	Description of Task	Responsible Manager/ Department	Milestone Year 1 + Evidence of Effectiveness	Milestone Year 2	Milestone Year 3	Milestone Year 4	Milestone Year 5
<b>Goals</b>							
<ul style="list-style-type: none"> <li>Review HR policies and processes and develop a consolidated HR Manual</li> <li>Definition: The primary objective of HR policies and procedures is to create a working environment, which makes provision of support and assistance to the employees to build up self-esteem and self-confidence. HR policies and procedures are subject to change.</li> </ul>	<ul style="list-style-type: none"> <li>The aim would be to have all policies in one place and easily accessible to all and also available electronically</li> </ul>	<ul style="list-style-type: none"> <li>HR Director</li> </ul>	<ul style="list-style-type: none"> <li>A working group is set up to audit existing HR policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>The HR policies &amp; procedures manual is compiled</li> <li>Implementation of the policies by having up-to-date policies accessible to all in one place</li> <li>Training on policies enforced</li> </ul>	<ul style="list-style-type: none"> <li>Review draft of employee handbook of HR policies &amp; procedures and consolidate into handbook</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation of policies and procedures effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Perform SWOT analysis to identify any change at organizational or national level and make recommendations</li> </ul>
<ul style="list-style-type: none"> <li>Digitally migrate HR data to centralized HR Platform that permits staff to request leave digitally</li> </ul>	<ul style="list-style-type: none"> <li>Consider feasibility of task and costs required for this task vis a vis expected benefits i.e. efficiency &amp; consistency</li> </ul>	<ul style="list-style-type: none"> <li>HR Director; IT &amp; DICT</li> </ul>	<ul style="list-style-type: none"> <li>To acquire Orange HRM automated and set trial period for six months with online support services</li> </ul>	<ul style="list-style-type: none"> <li>Roll out of software in all Divisions and maintain record in employee database</li> <li>Training in the use of software</li> </ul>	<ul style="list-style-type: none"> <li>Monitor performance of system</li> <li>Upgrade system for new features and modules</li> </ul>	<ul style="list-style-type: none"> <li>Monitor and evaluate for consistency with the organization's nature of business</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the system performance and access of users to different modules</li> </ul>
<ul style="list-style-type: none"> <li>Formalise induction materials for all roles including Judicial Officers</li> </ul>	<ul style="list-style-type: none"> <li>HOD's &amp; HR to strategize on the how to achieve this, what to include in induction pack</li> </ul>	<ul style="list-style-type: none"> <li>HR Director &amp; All Department Heads</li> </ul>	<ul style="list-style-type: none"> <li>Set up of a working group</li> <li>Compile a detailed induction program with delivery methodology</li> </ul>	<ul style="list-style-type: none"> <li>Implement program</li> <li>Introduce a customized induction pack</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate employees performance for effectiveness of induction program</li> </ul>	<ul style="list-style-type: none"> <li>Review any change in organization processes and procedures and make recommendations for change in the program</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring for consistency with the organization's culture and value</li> </ul>
<ul style="list-style-type: none"> <li>Develop an "Introduction to Law" training for all staff not legally trained</li> </ul>	<ul style="list-style-type: none"> <li>Establish extent of training required, training materials, &amp; target group</li> </ul>	<ul style="list-style-type: none"> <li>HR Director &amp; DLA</li> </ul>	<ul style="list-style-type: none"> <li>Identify the groups that need training and formulate training strategies</li> <li>Introduce learning methods and train Level 1 group</li> </ul>	<ul style="list-style-type: none"> <li>Review Level 1 training sessions and introduce Level 2 Train targeted groups of Level 2</li> <li>Documentation as proof of who has been trained, on what and when</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate training &amp; training methods effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Reprioritize and integrate other personal development</li> <li>Evaluate and report</li> </ul>	<ul style="list-style-type: none"> <li>Review and update</li> </ul>

Items	Description of Task	Responsible Manager/ Department	Milestone Year 1 + Evidence of Effectiveness	Milestone Year 2	Milestone Year 3	Milestone Year 4	Milestone Year 5
<b>Goals</b>							
<ul style="list-style-type: none"> <li>Organise regular team building and social events for all staff</li> </ul>	<ul style="list-style-type: none"> <li>Brainstorm on team building ideas that will help to build workers morale; cohesion; team work and trust, taking into consideration Covid-19 restrictions. E.g. solving a mystery</li> </ul>	<ul style="list-style-type: none"> <li>HR Director &amp; Department Heads</li> </ul>	<ul style="list-style-type: none"> <li>Familiarize employees with the right organization's culture derived from the organization's value and theme</li> <li>Create a social events calendar through employee engagement e.g.: individual contributions; group contributions</li> <li>Develop an employee well-being program</li> </ul>	<ul style="list-style-type: none"> <li>Implement social activities calendar</li> <li>Implement employee well-being program</li> </ul>	<ul style="list-style-type: none"> <li>Engage more in team bonding exercise and launch a sport club</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the effect of the bonding activities and the short term strategies for consistency</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment and conditions which foster team spirit Culture change (shift in behavior and a supportive organizational culture)</li> </ul>

## PILLAR 5: REPOSITIONING THE PUBLIC IMAGE OF THE JUDICIARY

Public trust and confidence in public institutions is critical to the functioning of Seychelles. While members of the public are directly involved in electing the executive and legislative branches, the judicial branch is somewhat removed from direct public engagement. The judiciary however, does not operate in a vacuum, separate from the public it serves. Our independent courts rely on the trust and confidence of the public—and when the public has neither, we not only undermine our justice system, but our democratic system as a whole.

Public trust and confidence in the judicial system is often low because people don't understand how the judiciary works. Transparency and access are foundational to a Judiciary's public image, courts need to ensure that the public and the media can attend court proceedings, but equally important is providing the public with ready access to court documents, especially judgments and other decisions, as well as court-related administrative

information. Transparency involves more than simply providing access to court proceedings and information. To achieve transparency, information must also be disseminated in a format that is easily accessible for the intended audience—especially for journalists and court users who do not have a legal background and may often have limited literacy.

Pillar 5 of Vision 2020 sought to rebuild the public trust in the Judiciary of Seychelles, and progress made under Pillar 5 is notable.

### Key Observations

- This Pillar has been largely realized.
- The public and media are interested to learn more about how the Judiciary works, and welcome non-legal materials which simplify and summarise complex cases.
- The public image and perception is largely positive, and going forward, the challenge will be to maintain the progress and to be innovative in ensuring the Judiciary facilitates access to the Judiciary premises, as well as legal information through its website and social media platforms.
- Timely access to judgments needs be improved.
- There needs to be more consistency in respect of when the Judiciary provides a media summary in respect of selected cases.
- The present process that results in a judgment being made available electronically is convoluted, and overly complicated. This requires a redesign of the process, coordinating those responsible for CCASS, judgment shared and Seylil.

### VISION 2025 Recommendations

#### 5. MAINTAINING PUBLIC CONFIDENCE THROUGH OUTREACH, TRANSPARENCY AND ACCESS TO THE JUDICIARY

1. Ensure easy and timely access to judgments and other relevant legal information through the Library and easy to use digital platforms and processes
2. Building Judicial awareness around how the courts and tribunals work
3. Ensuring public engagement and empowerment through education and outreach
4. Empowering the public with a knowledge of the law and their rights under the Constitution through innovative initiatives.
5. Staying ahead of media requests and avoiding misinformation/speculation on high profile cases
6. Provide training to the media on court reporting and legal terminologies.
7. Streamline the collection and public dissemination of judgments
8. Respond timeously to requests from the media, public and other stakeholders
9. Organise and host public events
10. Develop a formal school outreach and education programme
11. Establish a formal information kiosk for the public.



Items	Description of Task	Responsible Manager/ Department	Milestone Year 1 + Evidence of Effectiveness	Milestone Year 2	Milestone Year 3	Milestone Year 4	Milestone Year 5
<b>Goals</b>							
<ul style="list-style-type: none"> <li>• Ensure easy and timely access to judgments &amp; other relevant legal information</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a documented plan on how this can be efficiently achieved, identifying responsible persons</li> </ul>	<ul style="list-style-type: none"> <li>• Court Reporters, Registry &amp; PRO</li> </ul>	<ul style="list-style-type: none"> <li>• An internal Communications Policy was drafted and approved by the Chief Justice and Judges to encourage them to make high public interest judgments available in a timely fashion. Court orderlies or judges themselves must email it to PRO.</li> </ul>	<ul style="list-style-type: none"> <li>• Easier access to all judgments, both past and present, through the digitization process started by the Library.</li> </ul>	<ul style="list-style-type: none"> <li>• To review progress annually</li> </ul>	<ul style="list-style-type: none"> <li>• Review progress</li> </ul>	“
<ul style="list-style-type: none"> <li>• Building Judicial awareness around how the courts and tribunals work &amp; ensuring public engagement and empowerment through education and outreach. As well as empowering the public with a knowledge of the law and their rights under the Constitution through innovative initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Consider using various platforms to create awareness i.e. Radio interviews, social media; booklets;</li> </ul>	<ul style="list-style-type: none"> <li>• PRO</li> </ul>	<ul style="list-style-type: none"> <li>• Currently using print media to publish relevant educational material</li> <li>• SBC is running a TV show in June 2021 called Know Your Rights.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement a program aimed at school kids using art or public debate to help them interact with Judiciary</li> </ul>	<ul style="list-style-type: none"> <li>• To review progress annually</li> </ul>	<ul style="list-style-type: none"> <li>• Review progress</li> </ul>	“
<ul style="list-style-type: none"> <li>• Staying ahead of media requests and avoiding misinformation/ speculation on high profile cases</li> </ul>	<ul style="list-style-type: none"> <li>• Assisting with accuracy through media summaries</li> </ul>	<ul style="list-style-type: none"> <li>• PRO;DLA &amp; Legal Researchers</li> </ul>	<ul style="list-style-type: none"> <li>• Summaries of judgments being used effectively</li> </ul>	<ul style="list-style-type: none"> <li>• Create media corner for interviews</li> </ul>	<ul style="list-style-type: none"> <li>• To review progress annually</li> </ul>	“	“
<ul style="list-style-type: none"> <li>• Provide regular training to the media on court reporting and legal terminologies.</li> </ul>	<ul style="list-style-type: none"> <li>• Took place on 3 May 2021</li> </ul>	<ul style="list-style-type: none"> <li>• PRO; AGs Office &amp; Researchers</li> </ul>	<ul style="list-style-type: none"> <li>• First media training hosted on World Press Freedom Day</li> <li>• First edition 2021 Media Access Guidelines created</li> </ul>	<ul style="list-style-type: none"> <li>• Continue same trainings but with more intensive material</li> </ul>	<ul style="list-style-type: none"> <li>• To review progress annually</li> </ul>	“	“

Items	Description of Task	Responsible Manager/ Department	Milestone Year 1 + Evidence of Effectiveness	Milestone Year 2	Milestone Year 3	Milestone Year 4	Milestone Year 5
<b>Goals</b>							
• Streamline the collection and public dissemination of judgments	• Ensure Judgments are posted on Seylil as soon as they are released	• Registry, Court Reporters, Researchers & PRO	• To include in CCASS comm agenda for discussion with IT, Library & DICT	• To review progress annually	• Review progress	“	“
• Respond timeously to requests from the media, public and other stakeholders	• Develop a communication and response procedure with timelines and deadlines	• PRO	• Currently have strong two way communication with PRO and media via phone and email	• To review progress timeously	• Review progress	“	“
• Organise and host public events & develop a formal school outreach and education programme	• Brain storm on annual events	• PRO	• To host first Judiciary Roundtable to discuss the Constitution this June - achieved	• School program aimed to teach rights and court systems	• Create public document on basic rights of public in different scenarios	• To review progress annually	“
• Establish a formal information kiosk for the public.	• Identify and anticipate the kind of information that would be sought & and provide training in customer relations • Also identify persons best placed to take on this role to support clients & witness at kiosk	• PRO; HR Director	• In talks with an importer of interactive interface screen to be used as information kiosk for cause list and other info to be placed in lobby. Need to see if funds available	• To review progress annually	• Review progress	“	“

#### **PILLAR 6: UPGRADING BASIC INFRASTRUCTURE**

In order to be fit for purpose, the Judiciary needs to ensure that our facilities and equipment are efficient and functional, making the most efficient use of our infrastructure. Furthermore, as a public space, the Judiciary facilities need to be accessible, safe

and clean. Infrastructure maintenance requires the allocation of sufficient resources, and this has proven difficult. Fortunately, through the generous support of international donors, a great deal of progress has been made. Infrastructure includes more than just the Judiciary buildings, and includes our digital and IT infrastructure.

#### **Key observations**

- Despite limited resources, the Judiciary has managed to achieve a number of the objectives under Pillar 6.
- Resource constraints will remain a challenge, and this needs to be discussed with the Ministry for Finance and Habitat.
- The Judiciary needs to upgrade its digital infrastructure. This is costly, however, these are once off costs and will save money in the long run, and improve overall court efficiency, access and transparency.

#### **Vision 2025 Recommendations**

#### **6. UPGRADING AND MAINTAINING BASIC AND DIGITAL INFRASTRUCTURE**

1. Establish an Infrastructure Committee
2. Prepare annual maintenance plans to monitor wear and tear of Judiciary facilities
3. Maintenance of existing and new Judiciary buildings and infrastructure
4. Invest in digital infrastructure to ensure reliable internet connectivity and digital platforms and facilities that allow for e-filing, high speed OCR scanning, virtual hearings, electronic payments, and improved date management
5. Upgrade the Judiciary's archive and library facilities by relocating the Library to Supreme Court Annex

Items	Description of Task	Responsible Manager/ Department	Milestone Year 1 + Evidence of Effectiveness	Milestone Year 2	Milestone Year 3	Milestone Year 4	Milestone Year 5
<b>Goals</b>							
<ul style="list-style-type: none"> <li>Establish an Infrastructure Committee</li> </ul>	<ul style="list-style-type: none"> <li>Identify members of committee, purpose of and priority focus areas</li> </ul>	<ul style="list-style-type: none"> <li>Director of Operations and Logistics (DOL) &amp; IT Manager</li> </ul>	<ul style="list-style-type: none"> <li>To be established by DOL successor 2021 and committee to include:               <ul style="list-style-type: none"> <li>- DOL</li> <li>- Financial Controller</li> <li>- Registrar</li> <li>- IT manager</li> </ul> </li> <li>Role of committee</li> <li>Develop and review policies, strategies and maintenance plans for the delivery of the objectives within the Committee's remit.</li> <li>Propose Revenue and Capital Budgets for projects included in the Committee's remit and to monitor and control these budgets including dealing with over-expenditure.</li> <li>Selections of suppliers for works/projects relating to infrastructure</li> <li>Scrutinize performance relating to service delivery and implementation of projects through regular visits and meetings with suppliers</li> <li>Review the effectiveness of the standard and level of services and end result of projects</li> </ul>	<ul style="list-style-type: none"> <li>To review progress annually</li> </ul>	<ul style="list-style-type: none"> <li>Review progress</li> </ul>	"	"

Items	Description of Task	Responsible Manager/ Department	Milestone Year 1 + Evidence of Effectiveness	Milestone Year 2	Milestone Year 3	Milestone Year 4	Milestone Year 5
<b>Goals</b>							
• Develop a Technology Strategy	• Develop a strategic technology plan that will serve as a roadmap for digital transformation in the judiciary	• IT Manager & Director of Operations and Logistics	• Completed and attached	• To review progress annually	• Review progress	“	“
• Prepare annual maintenance plans to monitor wear and tear of Judiciary facilities (existing and new)	• Identify repairs and maintenance on buildings and infrastructure	• DOL	• A general maintenance plan exists and the annual outstanding maintenance activities for 2021 are as follows: - Re-Upholstering of auditorium chairs - Indoor flag poles - Security Systems for PCA's residence - Replacement of obsolete fire hose - Tiling of supreme & COA courts - Painting of internal walls of PDJ building - Painting of external walls of PDJ building - Flags for each court & tribunals	• To review progress annually	• Review progress		
• Invest in digital infrastructure to ensure reliable internet connectivity & digital platforms including facilities that allow for e-filing, high speed OCR scanning, virtual hearings, electronic payments, and improved data management (same as	• Look into funding for this project – may be expensive but will save costs in the long run, improve efficiency & transparency and facilitate remote online hearings (see link to pillar 2, goals 1 & 6)	• Facilitates Management; IT & DICT	• IT in the process of providing members of the public with a variety of payment options including electronic ones, however we need to rely on DICT & Central Bank for implementation. We are in the first phase of electronic introduction internally for the time being - time-lines, should be done by the end of the year.	• To review progress annually	• Review progress		

Items	Description of Task	Responsible Manager/ Department	Milestone Year 1 + Evidence of Effectiveness	Milestone Year 2	Milestone Year 3	Milestone Year 4	Milestone Year 5
<b>Goals</b>							
<ul style="list-style-type: none"> <li>Upgrade the Judiciary's archive and library facilities by relocating the Library to Supreme Court Attic</li> </ul>	<ul style="list-style-type: none"> <li>Identify best way to do this taking into consideration the weather and effects of heat and damp on documents. Also look into funding options</li> <li>Input: The Goal is to create an archive and library on third floor &amp; create space for accumulating files</li> <li>Mission: creating space, tracking file movement, proper office facilities, efficiency, dependability, transparency, accuracy &amp; accountability</li> <li>Benefits: efficiency, accountability, transparency;</li> <li>Cost: moving staff offices, increasing utility budget; staff re-education.</li> <li>Duration: 5 years</li> </ul>	<ul style="list-style-type: none"> <li>DOL &amp; Information Officer &amp; Library</li> </ul>	<ul style="list-style-type: none"> <li>Tenders to be obtained               <ul style="list-style-type: none"> <li>- architect/ contractor 1</li> <li>- architect/ contractor 2</li> <li>- architect/ contractor 3</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Tenders               <ul style="list-style-type: none"> <li>- architect/ contractor 1</li> <li>- architect/ contractor 2</li> <li>- architect/ contractor 3</li> </ul> </li> <li>Build               <ul style="list-style-type: none"> <li>- solar power</li> <li>- false ceiling</li> <li>- environmental controls needed for an archive</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Build               <ul style="list-style-type: none"> <li>- solar power</li> <li>- false ceiling</li> <li>- environmental controls needed for an archive</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Clearing               <ul style="list-style-type: none"> <li>- remove trash</li> <li>- remove filing cabinets</li> </ul> </li> <li>2. Relocations               <ul style="list-style-type: none"> <li>- relocate France/ Francois?</li> <li>- relocate process servers?</li> <li>- relocate general maintenance area and equipment</li> </ul> </li> <li>Transition Documents with Order               <ul style="list-style-type: none"> <li>- files in filing cabinets to be put in gray boxes- gray boxes kept in temporary location during renovation</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>I.T.               <ul style="list-style-type: none"> <li>- ports and internet connection</li> <li>- public access computers</li> <li>- digital archive &amp; library software</li> </ul> </li> </ul>

## PILLAR 7: STAKEHOLDER ENGAGEMENT

The Judiciary is intrinsically linked to the legal profession, the Attorney-General's chambers and numerous external agencies. We cannot function properly without building

and maintaining excellent working relationships with these stakeholders. The achievement of a number of objectives in Vision 2020 are in many instances dependent on the collaboration and cooperation of various stakeholders.

### Key Observations

- Under this objective, more can be done, and it is recommended that under new leadership, both within the Judiciary, the National Assembly and Executive, these relationships can be improved, and the spaces for engagement and meaningful dialogue can be created.
- Commitments made need to be realistic and sensitive to the capacity constraints of the Judiciary and its stakeholders.
- Engagements with the Bar Association are not delivering meaningful change, and the discipline and oversight of lawyers requires urgent attention.

## Vision 2025 Recommendations

### 7. COOPERATION, COLLABORATION AND ENGAGEMENT

1. Creating a civil division stakeholders' forum;
2. Building relationships with probation and social services officers to bolster efficient remedies for disputes and rehabilitation of offenders;
3. Continuing to engage with the Bar Association on key matters relating to the legal profession including case management, disciplinary matters, and professional ethics;
4. Identifying and developing strategic partnerships with further key stakeholders;
5. Taking time to consult partners on decisions and respecting their input, providing feedback when decisions are taken against their advice.
6. Develop a stakeholder directory, and identify mutual interests so as to ensure engagement with stakeholders are targeted and specific.
7. Identify priority stakeholder engagements on annual basis
8. Establish an Accountable Legal Profession Working group with key stakeholders

### PILLAR 7: COOPERATION, COLLABORATION AND ENGAGEMENT

Items	Description of Task	Responsible Manager/ Department	Milestone Year 1 + Evidence of Effectiveness	Milestone Year 2	Milestone Year 3	Milestone Year 4	Milestone Year 5
<b>Goals</b>							
• Creating a civil division stakeholders' forum to assist in functioning of court i.e. securing witness attendance	• Come up with a list of potential stakeholders	• Civil Registry	• Year 1 – identify stakeholders i.e. • Police • Registry • Surveyors engineers	• To review progress annually	• Review progress	“	“
• Building relationships with probation & social services officers to bolster efficient remedies for disputes & rehabilitation of offenders	• Establish a partnership with social services & propose a plan to look into efficient ways to work together	• OCJ & Registry	• Contact responsible ministries to follow upon construction of juvenile centers and halfway houses • Review of relevant law to bolster jurisdictions of family juvenile and mental healthcare tribunals by providing funding for adequate equipment staff, virtual hearing capacity • Increase sittings per month to cater for number of cases	• To review progress annually	• Review progress	“	“

<ul style="list-style-type: none"> <li>Establish an Accountable Legal Profession working group with key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Identify potential stakeholders, establish purpose of group &amp; goals to focus on – along with Legal Practice Bill</li> <li>Highlight Discipline guidelines, &amp; make provision for article clerks etc.</li> </ul>	<ul style="list-style-type: none"> <li>OCJ</li> </ul>	<ul style="list-style-type: none"> <li>Look at in line with proposed Law Society Bill by Nov 2021</li> </ul>	<ul style="list-style-type: none"> <li>To review progress annually</li> </ul>	<ul style="list-style-type: none"> <li>Review progress</li> </ul>	“	“
<ul style="list-style-type: none"> <li>Identifying and developing strategic partnerships with further key stakeholders and identify mutual interests so as;</li> </ul>	<ul style="list-style-type: none"> <li>Start by identifying key stakeholders</li> <li>Identify existing stakeholders and possible annual engagements</li> </ul>	<ul style="list-style-type: none"> <li>OCJ</li> </ul>	<ul style="list-style-type: none"> <li>Establish stakeholders meeting to include:               <ul style="list-style-type: none"> <li>Human Rights Commission</li> <li>Revenue commissioner</li> <li>AG</li> <li>SACJF</li> <li>Bar Association of Seychelles</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Have a stakeholders meeting of all agencies that have independence issues &amp; have a common approach</li> <li>Judiciary Act – look at possibility of separate fund for judiciary</li> <li>Look into possibility of putting together a paper to justify independence</li> <li>NB: As a constitutionally independent authority to avoid tampering we have to be financially secure</li> <li>Does not mean to keep revenue, budget to still be decided by executive approved by NA.</li> <li>Should have a say in what is budgeted- need that to achieve objectives</li> <li>Once given – defray has to be dealt with autonomously, only check is the Auditor General</li> </ul>	<ul style="list-style-type: none"> <li>To review progress annually</li> </ul>	<ul style="list-style-type: none"> <li>Review progress</li> </ul>	“
<ul style="list-style-type: none"> <li>Establish an Accountable Legal Profession working group with key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Identify potential stakeholders, establish purpose of group &amp; goals to focus on – to be considered along with Legal Practice Bill</li> </ul>	<ul style="list-style-type: none"> <li>OCJ</li> </ul>	<ul style="list-style-type: none"> <li>To finalise Legal Practice Bill, organize discussion with stakeholders and arrange for tabling in parliament</li> </ul>	<ul style="list-style-type: none"> <li>To review progress annually</li> </ul>	<ul style="list-style-type: none"> <li>Review progress</li> </ul>	“	“



## PILLAR 8: FINANCIAL AUTONOMY

In order to fulfil this responsibility, the judiciary must be institutionally independent. The provision of adequate financial resources and autonomy in finance and administration are fundamental to institutional independence. The proper funding and repair of the court estate, the provision of adequate computer systems and up to date software for courts and court users, and the provision of adequate numbers of judicial officers (judges and magistrates) and court staff to help access to justice,

the rule of law, and the independence of the judiciary. Institutions need to be accountable for the funding allocated. However, any measures such as cost control mechanisms, performance indicators or algorithms which assess the numbers of cases cleared, the reduction of delays, etc., whilst being useful tools, should not be depended on in the allocation of funding. These processes must not impact adversely on the independence of the judiciary or the quality of justice.

### Key Observations

- Under this objective, a proper adoption and implementation of the Paris Principles is imperative.
- In order to ensure independence the Judiciary shall have adequate funding and infrastructure which is suited to the smooth conduct of its activities and consistently promote financial control which might affect its independence.

### Vision 2025 Recommendations

## 8. FINANCIAL AUTONOMY, RESOURCING AND JUDICIAL INDEPENDENCE

1. Continued re-evaluation of processes, budgeting and revenue to ensure efficient use of resources and transparent financial processes
2. Conduct judicial budgeting sensitization with the Ministry of Finance based on international best practice
3. Ensuring financially efficient decisions are made throughout the Judiciary.

Items	Description of Task	Responsible Manager/ Department	Milestone Year 1 + Evidence of Effectiveness	Milestone Year 2	Milestone Year 3	Milestone Year 4	Milestone Year 5
<b>Goals</b>							
• Continued re-evaluation of processes, budgeting & revenue to ensure efficient use of resources and transparent financial processes	• Identify a strategic approach to understand how budgeting and finances affects the work of the judiciary	• OCJ	• Look into issue of increased taxes for Judges and Magistrates and extent that this can be remedied, so that it does not affect the independence of the Judiciary. • Aiming have a report by Nov 2021& link to point 4 pillar 7 above	• To review progress annually	• Review progress	"	"

<ul style="list-style-type: none"> <li>• Conduct judicial budgeting sensitization with the Ministry of Finance based on international best practice</li> </ul>	<ul style="list-style-type: none"> <li>• Thereafter use gathered information to come up with a sensitization plan for approaching Ministry of Finance and Parliament about autonomy &amp; financial independence</li> </ul>	<ul style="list-style-type: none"> <li>• OCJ</li> </ul>	<ul style="list-style-type: none"> <li>• Emphasize that budget cuts should not jeopardize the operations of the judiciary</li> <li>• Negotiate to retain funding instead of having it clawed back where Judiciary has underspent</li> <li>• These resources can be a start for the Judiciary to manage its own spending, as long as there is full accountability</li> <li>• See link to point 4 pillar 7 above</li> </ul>	<ul style="list-style-type: none"> <li>• To review progress annually</li> </ul>	“	“	“
<ul style="list-style-type: none"> <li>• Ensuring financially efficient decisions are made throughout the Judiciary.</li> </ul>	<ul style="list-style-type: none"> <li>• Be able to retain savings instead of clawing these back</li> </ul>	<ul style="list-style-type: none"> <li>• OCJ</li> </ul>	<ul style="list-style-type: none"> <li>• To work with the finance department to identify predominant expenses at the Judiciary and investigate ways to reduce these expenses by Nov 2022</li> </ul>	<ul style="list-style-type: none"> <li>• To review progress annually</li> </ul>	<ul style="list-style-type: none"> <li>• Review progress</li> </ul>	“	“

## CONCLUSION

Guided by this Strategic Plan, the Judiciary will strive to achieve all of the outlined goals and objectives identified above in furtherance of our Mission to effectively and competently administer justice in accordance with the Constitution and Laws of Seychelles. This Plan represents the convergence of Judiciary's aspirations and the imperative to foster the highest possible standard in our Courts and Tribunals for the next five years and beyond.





# JUDICIARY OF SEYCHELLES

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