



THE REPUBLIC OF THE UNION OF MYANMAR

THE SUPREME COURT  
*of* THE UNION

# ADVANCING JUSTICE TOGETHER

JUDICIARY STRATEGIC PLAN  
(2015-2017)



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## MESSAGE FROM THE CHIEF JUSTICE OF THE UNION

Our country is a place where multi-national races collectively reside. The new Constitution guarantees every citizen shall enjoy the right of equality, the right of liberty and the right of justice as prescribed in it. Only when the eternal principles of justice, liberty and equality are enhanced will the perpetuation of peace and prosperity of the national people be achieved. These values can only be secured by an application of the rule of law. The rule of law is essential for materializing the democratic system effectively, and it is the bedrock of a democratic society as well.

We are of course aware that the rule of law is a pre-necessary condition for the national development. Therefore the principle of the rule of law is guaranteed by the new Constitution as a fundamental right of citizens. The Constitution explicitly prescribes that the Union shall guarantee every person to enjoy equal rights before the law and shall equally provide legal protection.

The judiciary in Myanmar, newly reborn by the Constitution of the Republic of the Union of Myanmar, 2008, in keeping with the widely accepted norms in many democratic countries, ensures the legal rights of the citizen in accordance with the existing laws.

These years in the judiciary have been very eventful at both the international and national level. Many achievements have been made though some challenges still remain in existence. These challenges include the tasks of enhancing institutional and individual capacities.

The strategic initiatives of the Three Year Judiciary Strategic Plan (2015-2017) will be a great support for the Policies, Aims and Action Plans laid down by the Supreme Court of the Union for the better performance of the judiciary.

In the task of developing the Strategic Plan, I would like to thank UNDP Myanmar for their initial efforts and my special thanks go to the USAID Promoting the Rule of Law Project (PRLP) for their great support and dedication to successful completion, as well as the Planning Team Members for their continued commitment and devotion to the strategic planning.

A blue ink handwritten signature, consisting of a stylized 'U' followed by a long horizontal line.

H.E. U Htun Htun Oo  
Chief Justice of the Union  
Supreme Court of the Union  
Republic of the Union of Myanmar

19 November 2014  
Nay Pyi Taw

## BACKGROUND AND METHODOLOGY

This strategy is based on strategic plan and data analysis activities initiated by the Planning Team formed by the Office of the Union Supreme Court on 16 May 2013. For internal assessment, the Planning Team met and interviewed with 128 court personnel including different levels of presiding judges, judicial officers and court staff, and court users of the Office of the Union Supreme Court, a District Court and 5 Township Courts in the Nay Pyi Taw territory.

The Planning Team performed data analysis on the statistical reports for all courts nationwide in 2012 and collected data from the Departments of the Offices of the Union Supreme Court. On 19 August 2013 the Planning Team submitted a Preliminary Report based on information collected through the interviews, together with data analysis, including study on international principles on the independence and accountability of judges, Asia Pacific judicial reforms and Singapore judicial reforms. The report was recorded as a meeting minute by the No. 8/2013 Justices' Meeting of the Supreme Court of the Union.

To further identify strategic issues and priorities, based on the Planning Team's Preliminary Report, a Working Level Meeting was held by the Office of the Union Supreme Court with UNDP and ICJ experts in 11 February 2014. And the Workshop on Strategic Planning and review meeting was conducted at the Office of the Union Supreme Court with the assistance of an expert from the USAID-funded Promoting the Rule of Law Project (PRLP) on 02 and 03 June 2014.

As a result, the analyses found that the strongest judicial performance areas are, in declining order: Expedition and Timeliness; Equality, Fairness and Integrity; and Independence and Accountability. It was found that the weakest performance area is Access to Justice followed by Public Trust and Confidence. Therefore this Strategy prioritizes initiatives in the latter two areas.

## OVERVIEW OF THE 2015-2017 STRATEGIC PLAN

The Myanmar Judiciary is committed to providing the highest quality of justice to all citizens to promote public trust and confidence in the courts and effective rule of law.

**The core Judiciary Aims** to achieve the mission of the Judiciary are:

- Promote the rule of law and regional peace and tranquility
- Enhance reliability and public trust in the judicial system
- Adjudicate cases fairly and speedily in accordance with law
- Upgrade the integrity of the courts

**Strategic Action Areas** to advance the core Judiciary's Four Aims are as follows:

Strategic Action Area 1: Protect Public Access to Justice

Strategic Action Area 2: Promote Public Awareness

Strategic Action Area 3: Enhance Judicial Independence and Accountability

Strategic Action Area 4: Maintain Commitment to Ensuring Equality, Fairness and Integrity of the Judiciary

Strategic Action Area 5: Strengthen Efficiency and Timeliness of Case Processing



## STRATEGIC PRIORITIES

To achieve each of these five strategic action areas, the Myanmar Judiciary has identified a total of 12 Strategic Objectives that will be achieved over the next three years. Within each of those key strategic objectives, there are 31 strategic initiatives recommended.

The three-year strategic plan contains a comprehensive set of strategic initiatives. A prioritization process was developed to rank key priorities for implementation. The priority setting process uses the following priority areas:

**Priority Rank 1 Strategically critical priority** initiatives for immediate action.

**Priority Rank 2 High priority** strategic initiatives for implementation in year one or two as resources permit.

**Priority Rank 3 Medium term** strategic initiatives to be pursued in years two and three as resources permit.



**Strategic Action Area 1:  
Protect Public Access**

The Myanmar Judiciary is committed to providing equal access, ensuring fairness, and enforcing the rule of law. Every citizen has a right to accessible justice. Our courts will provide all people with the help and information that they need to resolve their cases fairly and speedily.

Myanmar courts strive to be safe, easy to use, and free from barriers to equal justice. Courthouses of the High Court, District Court and Township will be modernized to stand as symbols of the integrity and the critical role that the Judiciary plays in the protection of citizen's rights and maintaining the rule of law.

**Strategic Objective 1.1: Improving ease of access to court services**

**Strategically Critical Initiatives**

- Create public self-help information counters in courts
- Design and implement pilot modern public intake centers

**Strategic Objective 1.2: Ensuring all citizens, litigants and defendants are treated with courtesy, responsiveness and respect**

**Strategically Critical Initiatives**

- Train judges/court staff on communications/customer service

**High Priority**

- Develop electronic Case Information System to improve ease of doing business with the court
- Conduct feasibility study of civil mediation

**Strategic Objective 1.3: Courthouse renovations incorporate designs for improved citizen access to court services**

**High Priority**

- Modernize pilot court facilities to provide adequate and safe access and improve public trust

**Medium-Term Priority**

- Develop and implement national facilities improvement program



## KEY STRATEGIC ACTION AREAS

### Strategic Action Area 2: Promote Public Awareness

Preserving and enforcing the rule of law is one of the cornerstones of our democracy. Myanmar courts strive to be impartial, fair, and accountable. We strive to maintain and improve public trust and confidence in the courts by improving communication, public education and court-community education programs.

The courts will strive to improve communication with the media and public through initiation of public information services in courts at different levels.

The courts will take a proactive role in communicating the achievements in improving access to justice and improvements in timeliness and efficiency that will result from the initiatives taken in this three-year strategic plan.

#### Strategic Objective 2.1: Improved communication with media and the public

##### Strategically Critical Initiatives

- Train judges and court staff on media relations skills
- Initiate public information services in courts at different levels

##### High Priority

- Carry out national public information programs

#### Strategic Objective 2.2: Enhance court-community information programs

##### High Priority

- Implement court information initiatives
- Carry out public outreach programs



### Strategic Action Area 3: Enhance Judicial Independence and Accountability

As an independent, equal branch of government, the Judiciary works closely with the executive and legislative branches to ensure justice for all, to preserve the traditional judicial function, and to secure adequate resources to fulfill our responsibilities.

The Myanmar Legislature sets the budget for the court system. Resources, however, are rarely sufficient to meet all the demands for court services. Consequently, the judiciary must allocate expenditures to maximize value to address the court's critical priorities as established in the three-year strategic plan.

In order to maintain judicial independence the courts must also demonstrate accountability and transparency in the budgeting and expenditure of public funds. The unified court budget and expenditure process must ensure efficient and responsible use of resources. Budget requests must be clearly justified and linked to critical priorities established in the three-year strategic plan.

The OUSC and High Courts must establish a budget management system that allows for projection, analysis, and monitoring of budgets and expenditures at all levels of the organization.

**Strategic Objective 3.1: Developed capacity to create a justifiable unified court budget and to administer the budget expenditures to ensure responsible and transparent use of public resources**

#### Strategically Critical Initiatives

- Develop capacity to administer the unified court budget at the OUSC and High Court levels
- Review processes for integrated strategic planning and budget priority setting

#### Medium-Term Priority

- Develop staffing guidelines for efficient allocation of human resources

**Strategic Objective 3.2: Established capacities at the OUSC for effective judicial administration**

#### Strategically Critical Initiatives

- Establish new departments e.g., Writs, Public Information/IT
- Enhance IT capacity at OUSC
- IT training for OUSC staff



## KEY STRATEGIC ACTION AREAS

### Strategic Action Area 4: Maintain Commitment to Ensuring Equality, Fairness and Integrity of the Judiciary

The Myanmar courts maintain the commitment to providing the highest level of integrity, fairness and equal protection of the law to all citizens. The decisions and actions of the court should adhere to the relevant law as well as administrative rules, policies, and ethical and professional standards.

To ensure fairness and equal application of the law the courts must enhance training for judges and continue development of the capacity of the Judicial Training Center. Judges must also be afforded access to improved law libraries or electronic systems that provide immediate access to current laws, court opinions and court rules.

#### Strategic Objective 4.1: Improved knowledge, skills and abilities of judges and court staff

##### Strategically Critical Initiatives

- Enhance training for judges to achieve equality, fairness, and integrity
- Skills training for non-judicial court staff to enhance efficiency and public satisfaction

##### Medium-Term Priority

- Upgrade judicial libraries to enhance judge access to knowledge resources

#### Strategic Objective 4.2: Enhanced capacity for professional development of judges

##### High Priority

- Enhance Capacity of the OUSC Training Department and Judicial Training Center

##### Medium-Term Priority

- Review ethics code and develop a judicial professional and ethics development strategy



**Strategic Action Area 5:  
Strengthen Efficiency and Timeliness  
of Case Processing**

The Myanmar courts work to resolve cases that come before them fairly, timely, and efficiently. Effective caseflow management makes timely administration of justice possible not only in individual cases but also across the entire justice system.

Maintaining timeliness of case processing and minimizing the burden on victims, witnesses and citizens caused by inefficient court procedures is the critical factor affecting our citizen’s public trust and confidence in the courts.

Litigants, victims and witnesses must be able to count on court dates occurring when scheduled. Hearing postponements must be minimized by consistent application of strict postponement policies.

The Myanmar courts recognize the importance of innovative case management strategies to reduce unnecessary delay. This three-year strategic plan contains a number of new initiatives that will achieve that goal.

**Strategic Objective 5.1: Pilot court case management program procedures and best practices to improve timeliness of case processing developed**

**Strategically Critical Initiatives**

- Train judges and court staff on case management
- Develop case management program procedures and best practices
- Communicate changes in case management procedures

**High Priority**

- Collect data in pilot courts on e.g., calendar clearance, age of pending cases, and time to disposition at the pilot court and national level, and then enhance data collection methods nationwide

**Strategic Objective 5.2: Streamlining and automation of key judicial processes initiated to enhance efficiency**

**Medium-Term Priority**

- Review and streamline caseflow processes and recordkeeping procedures as needed
- Initiate development of an automated case management system (CMS)
- Prepare an IT master plan for the entire judiciary

**Strategic Objective 5.3: Through the pilot court case management program, legislative changes to promote expeditious and timeliness identified**

**Medium-Term Priority**

- Develop recommended legislative and/or code changes to promote expedition and timeliness in criminal and civil cases



## KEY PERFORMANCE TARGETS

It is important that the Judiciary identify performance targets to gauge success in achieving the strategic objectives. Data based performance targets and outcome measures provide objective information to monitor success of the judiciary's improvement agenda. Performance targets that will be used to monitor success in achieving the strategic objectives are presented below.

Key Performance Measure	Purpose	Data Source	Baseline	Targets		
				Year 1	Year 2	Year 3
Calendar Clearance Rates (Ratio of Dispositions to Filings)	Measures Efficiency and Productivity; Accountability for Public Funds	National Clearance Rates <sup>1</sup>	Civil: 91% Criminal: 98.5% Overall: 97%	Civil: 93% Criminal: 99% Overall: 98%	Civil: 97% Criminal: 99.5% Overall: 99%	Civil: 100% Criminal: 100% Overall: 100%
		Pilot Court Clearance Rates <sup>2</sup>	Civil: 97% Criminal: 92% Overall: 93%	Civil: 98% Criminal: 94% Overall: 95%	Civil: 99% Criminal: 97% Overall: 98%	Civil: 100% Criminal: 100% Overall: 100%
Age of Pending Caseload	Measures Timeliness and Reliability; Relevant to Public Trust	Analysis of Pending Cases Report <sup>3</sup>	Criminal cases over 1 year old: 7.2%	6.5%	6%	5%
			Criminal cases over 2 years old: 0.3%	0%	0%	0%
			Civil cases over 1 year old: 19.7%	15%	10%	5%
			Civil cases over 2 years old: 1.3%	1%	0.5%	0%
Court User Satisfaction	Indicator of Access, Quality, Fairness, Equality, Independence, Integrity, and Public Trust	10 Question Court User Surveys <sup>4</sup>	61.55% satisfaction	64%	72%	80%
Trial Date Certainty - Postponement rates (ratio of postponements to scheduled hearings) - Scheduled events per case	Measures the Number of Court Events and Postponement Rates; Relevant to Efficiency and Public Trust	Ratio of postponements to hearing scheduled <sup>5</sup>	Civil cases: 25% Criminal cases: 40%	22% 35%	18% 30%	10% 20%
		Number of hearings scheduled per case <sup>6</sup>	Civil cases: 16 Criminal cases: 10	13 9	10 7	8 6

<sup>1</sup> Source of this baseline data is USC Statistical report of numbers of dispositions and filings for all courts nationwide in 2013.

<sup>2</sup> Source of this baseline data is USC Statistical report of 3 Pilot Courts in 2013

<sup>3</sup> Source of baseline data is a pending case survey performed in October 2014 in 3 pilot courts (one District and two Township Courts).

<sup>4</sup> Source of baseline data is a court user survey performed in October 2014 in 3 pilot courts (one District and two Township Courts).

<sup>5</sup> Source of baseline data is a closed case survey performed in August 2014 in 3 pilot courts (one District and two Township Courts).

<sup>6</sup> Source of baseline data is a closed case survey performed in August 2014 in 3 pilot courts (one District and two Township Courts).

## STRATEGIC PLAN IMPLEMENTATION AND MONITORING

A Strategic Plan Implementation Committee will be comprised of one Justice of the Union Supreme Court and senior officials of the OUSC. The Committee will guide implementation of the strategic plan and prepare regular status reports on progress. The Committee will also develop Year 2 and 3 Action Plans on an annual basis.



## THREE YEARS STRATEGIC ACTION PLAN (2015-2017)

The following is a Three-Year Strategic Action Plan based on the five Strategic Action Areas. The Action Plan includes strategic initiatives, priority, timeline, responsible persons, and outcome measures. The Three-Year Plan is followed by Year One Action Plans for each of the five Strategic Action Areas.

THREE YEAR STRATEGY: 2015-2017					
STRATEGIC ACTION AREAS/ STRATEGIC OBJECTIVES	STRATEGIC INITIATIVES	PRIORITY	TIMELINE	RESPONSIBLE PERSONS	OUTCOME MEASURES
<b>Area 1: Protect Public Access</b>					
Strategic Objective 1.1: Improving ease of access to court services	1.1.1 Create public self-help information counters in courts	Critical Year 1	2015	OUSC + PRLP	Public Satisfaction (Court User Survey)
	1.1.2 Design and implement pilot modern public intake centers	Critical Year 1	2015		
Strategic Objective 1.2: Ensuring all citizens, litigants and defendants are treated with courtesy, responsiveness and respect	1.2.1 Train judges and court staff on communications and customer service	Critical Year 1	2015	OUSC + PRLP	Participant Evaluation + Court User Satisfaction
	1.2.2 Develop electronic Case Information System to improve ease of doing business with the court	High Priority	2015	OUSC	Timely Completion + Number of Public Users
	1.2.3 Perform feasibility study of civil mediation	High Priority	2015	OUSC + IP	Timely Completion
Strategic Objective 1.3: Courthouse renovations incorporate designs for improved citizens access to court services	1.3.1 Modernize pilot court facilities to provide adequate and safe access and improve public trust	High Priority	2015-2016	OUSC + PRLP	Court User Satisfaction
	1.3.2 Develop and implement national facilities improvement program	Med. Term Priority	2016-2017	OUSC	Incorporate Model Design into Capital Improvement Plan
<b>Area 2: Promote Public Awareness</b>					
Strategic Objective 2.1: Improved communication with media and the public	2.1.1 Train judges and court staff on media relations skills	Critical Year 1	2015	TDP + PRLP	Number Trained + Pre/Post Training Tests
	2.1.2 Initiate public information services in courts at different levels	Critical Year 1	2015	OUSC	Timely Completion
	2.1.3 Carry out national public information programs	High Priority	2015	OUSC	Increased Public Awareness of the Courts (Survey)
Strategic Objective 2.2: Enhance court-community information programs	2.2.1 Implement court information initiatives	High Priority	2015	OUSC + PRLP	Increased Public Awareness of the Courts
	2.2.2 Carry out public outreach programs	Med. Term Priority	2016-2017	OUSC	

**THREE YEAR STRATEGY: 2015-2017**

**Area 3: Enhance Judicial Independence and Accountability**

Strategic Objective 3.1: Developed capacity to create a unified court budget and to administer budget expenditures to ensure responsible and transparent use of public resources	3.1.1 Develop capacity to administer the unified court budget at the OUSC and High Court levels	Critical Year 1	2015	BLDP	Timely Budget Submission with Justification Narrative
	3.1.2 Review processes for integrated strategic planning and budget priority setting	Critical Year 1	2015	BLDP + Planning Team	Strategic Planning Linked to Priority Setting and Budget
	3.1.3 Develop staffing guidelines for efficient allocation of human resources	Med. Term Priority	2016	ADP	Timely Completion
Strategic Objective 3.2: Established capacities at the OUSC for effective judicial administration	3.2.1 Establish new departments e.g., Public Information/ IT, Writs	Critical Year 1	2015	OUSC	Timely Completion
	3.2.2 Establish IT capacity at OUSC	Critical Year 1	2015	IT&PIDP + TDP + UNDP	Efficiency Improvement
	3.2.3 IT Training for OUSC staff	Critical Year 1	2015		Number of Staff Trained

**Area 4: Maintain Commitment to Ensuring Equality, Fairness and Integrity of the Judiciary**

Strategic Objective 4.1: Improved knowledge, skills and abilities of judges and court staff	4.1.1 Enhance training for judges to achieve equality, fairness, and integrity	Critical Year 1	Ongoing	TDP	Court User Satisfaction
	4.1.2 Skills training for non-judicial court staff to enhance efficiency and public satisfaction	Critical Year 1 in pilot courts	2015	TDP	Court User Satisfaction
	4.1.3 Upgrade judicial libraries to enhance judge access to knowledge resources	Med. Term Priority	2016	RDP + IP	Number of Court Libraries Upgraded
Strategic Objective 4.2: Enhanced capacity for the professional development of judges	4.2.1 Enhance capacity of the OUSC Training Department and Judicial Training Center	High Priority	2015	TDP + JICA	Number of Organizational Improvements Implemented
	4.2.2 Review ethics code and develop a judicial professional and ethics development strategy	Med. Term Priority	2016	LPDP + ADP + LIDP	Establish Ethics Code Review Committee and Completion of Recommendations

**THREE YEARS  
STRATEGIC ACTION  
PLAN (2015-2017)**

<b>THREE YEAR STRATEGY: 2015-2017</b>					
<b>Area 5: Strengthen Efficiency and Timeliness of Case Processing</b>					
Strategic Objective 5.1: Pilot court case management program procedures and best practices developed	5.1.1 Train pilot court judges and court staff on case management	Critical Year 1 in pilot courts	2015	CMC + PRLP	Improved Calendar Clearance + Reduced Age of Pending Caseload + Improved Trial Date Certainty + Court User Satisfaction
	5.1.2 Develop case management program procedures and best practices	Critical Year 1 in pilot courts	2015		
	5.1.3 Communicate changes in case management procedures	Critical Year 1 in pilot courts	2015		
	5.1.4 Collect data in pilot courts on e.g., calendar clearance, case durations, age of pending cases, and then enhance data collection methods nationwide	High Priority	2015		
Strategic Objective 5.2: Streamlining and automation of key judicial processes initiated to enhance efficiency	5.2.1 Review and streamline caseload processes and recordkeeping procedures as needed	Med. Term Priority	2016	CMC + PRLP	Number of Processes and Procedures Streamlined
	5.2.2 Initiate development of an automated case management system (CMS)	Med. Term Priority	2016	CMC + IT&PIDP + CRJDP + CJDP + IP	Number of Courts Using Automated Case Management System
	5.2.3 Prepare an IT master plan for the entire judiciary	Med. Term Priority	2016	IT&PIDP + IP	Timely Completion
Strategic Objective 5.3: Through the pilot court case management program legislative changes to promote expeditious and timeliness identified	5.3.1 Develop recommended legislative and/or code changes to promote expedition and timeliness in criminal and civil cases	Med. Term Priority	2016	CRJDP + CJDP + LPDP	Number of Law/Code Changes Recommended

The following One Year Action Plans for each of the five Strategic Action Areas include activities for Critical Priority and High Priority Initiatives.

### Year 1 Action Plan – Strategic Action Area 1: Protect Public Access

Strategic Action Area 1: Protect Public Access (Year 1 Action Plan – 2015)					
Strategic Objective	Strategic Initiatives	Actions	Priority	Responsible Persons	Outcome Measures
Strategic Objective 1.1: Improving ease of access to court services	1.1.1 Create public self-help information counter	<ul style="list-style-type: none"> <li>● Develop self help desks in pilot courts to disseminate information (e.g, brochures)</li> </ul>	Critical Year 1	OUSC + PRLP	Public Satisfaction (Court User Survey)
	1.1.2 Design and implement pilot modern public intake centers	<ul style="list-style-type: none"> <li>● Establish a model design for open intake centers</li> <li>● Pilot the construction in 1-2 courts</li> </ul>	Critical Year 1	OUSC + PRLP	Public Satisfaction
Strategic Objective 1.2: Ensuring all citizens, litigants and defendants are treated with courtesy, responsiveness and respect	1.2.1 Train judges/court staff on communications/ customer service	<ul style="list-style-type: none"> <li>● Develop customer service and communications standards and training program</li> <li>● Assess training needs of court staff and judges</li> <li>● As needed, train court staff on customer service</li> <li>● As needed, train judges on courtroom communications</li> </ul>	Critical Year 1	TDP+ PRLP	Participant Evaluation + Court User Satisfaction
	1.2.2 Develop electronic Case Information System to improve ease of doing business with the courts	<ul style="list-style-type: none"> <li>● Design Case Information System</li> <li>● Implement at OUSC</li> </ul>	High Priority	IT&PIDP + CRJ DPT+ C/DP	Timely Completion + Number of Users
	1.2.3. Perform feasibility study of civil mediation	<ul style="list-style-type: none"> <li>● Conduct workshops and seminars</li> </ul>	High Priority	RDP+ IP	Participant Evaluation
Strategic Objective 1.3: Courthouse renovations incorporate designs for improved citizens access to court services	1.3.1 Modernize pilot court facilities to provide adequate and safe access and improve public trust	<ul style="list-style-type: none"> <li>● Assess pilot court space and facilities needs and priorities based on international court facilities standards</li> <li>● Develop renovation plans for each pilot court</li> <li>● Pilot test design changes (e.g, signage, court directories)</li> </ul>	High Priority	BLDP + PRLP	Court User Satisfaction

## ONE YEAR STRATEGIC ACTION PLANS (2015)

### Year 1 Action Plan – Strategic Action Area 2: Promote Public Awareness

Strategic Action Area 2: Promote Public Awareness (Year 1 Action Plan – 2015)					
Strategic Objective	Strategic Initiatives	Action	Priority	Responsible Persons	Outcome Measures
Strategic Objective 2.1: Improved communication with media and the public	2.1.1 Train judges and court staff on media relations skills	<ul style="list-style-type: none"> <li>● Engage expert to provide training at Judicial Training Center at new judge and refresher trainings</li> <li>● Training for Head of Judicial Office of the High Courts and other officials</li> </ul>	Critical Year 1	TDP + PRLP	Number Trained + Pre/ Post Training Tests
	2.1.2 Initiate public information services in courts at different levels	<ul style="list-style-type: none"> <li>● Develop plan to establish public information functions at OUSC and in courts at different levels</li> <li>● Define staffing structure of public information departments/ responsible person for OUSC and High Courts and other courts</li> <li>● Appoint personnel</li> <li>● Engage expert to train assigned personnel including training of trainers</li> <li>● Develop departmental processes and procedures</li> </ul>	Critical Year 1	IT&PIDP + ADP+ TDP	Timely Completion
	2.1.3 Carry out national public information programs	<ul style="list-style-type: none"> <li>● Commence implementation of Work Plan (e.g, informational brochures, website updates, media handbook for judges, reporter’s handbook)</li> <li>● Publish judicial journal and law reports annually</li> <li>● Develop ASEAN Judiciaries Portal</li> <li>● Exchange legislation, legal publications and materials with foreign legal/judicial institutions</li> </ul>	High Priority	IT&PIDP + PRLP  LPDP IT&PIDP	Increased Public Awareness of the Courts (Survey)
Strategic Objective 2.2: Enhance court-community information programs	2.2.1 Implement court information initiatives	<ul style="list-style-type: none"> <li>● Add content to USC website about local courts (locations, hours of operation)</li> <li>● Add pilot court information to USC website</li> <li>● Add USC information to USC website</li> </ul>	Critical Year 1 for information on USC and pilot courts	IT&PIDP	Increased Public Awareness of the Courts

### Year 1 Action Plan – Strategic Action Area 3: Enhance Judicial Independence and Accountability

Strategic Action Area 3: Independence and Accountability (Year 1 Action Plan – 2015)					
Strategic Objective	Strategic Initiatives	Action	Priority	Responsible Persons	Outcome Measures
Strategic Objective 3.1: Developed capacity to create a unified court budget and to administer budget expenditures to ensure responsible and transparent use of public resources	3.1.1 Develop capacity to administer unified court budget	<ul style="list-style-type: none"> <li>● Develop quality unified court budget</li> <li>● Develop automated system and procure supporting hardware</li> <li>● Create forms/guidelines</li> <li>● Training of system personnel</li> <li>● Budget narrative preparation</li> <li>● Assess budget/administration staffing needs</li> </ul>	Critical Year 1	BLDP	Timely Budget Submission with Justification Narrative
	3.1.2 Review processes for integrated strategic planning and budget priority setting	<ul style="list-style-type: none"> <li>● Expert assessment of OUSC’s current strategic planning processes</li> <li>● Expert assessment of judicial budget prioritization processes</li> <li>● Implement applicable organizational and process enhancements at OUSC</li> </ul>	Critical Year 1	Planning Team + PRLP BLDP	Strategic Planning Linked to Priority Setting and Budget
Strategic Objective 3.2: Established staffing capacities at the OUSC for effective judicial administration	3.2.1 Establish new departments e.g., IT/Public Information, Writs	<ul style="list-style-type: none"> <li>● Establish Writs Department</li> <li>● Establish IT/Public Information Department</li> </ul>	Critical Year 1	OUSC	Timely Completion
	3.2.2 Establish IT capacity at OUSC	<ul style="list-style-type: none"> <li>● Create Network Connection between OUSC and High Courts of the Regions and States</li> <li>● Develop automated management system (database program) for lawyers licensing</li> </ul>	Critical Year 1	IT&PIDP LIDP	Efficiency Improvement
	3.2.3 IT Training for OUSC Staff	<ul style="list-style-type: none"> <li>● Provide computer basics course to staff</li> <li>● Provide advanced computer course to staff</li> <li>● Deliver IT Training Course</li> </ul>	Critical Year 1	TDP IP (e.g., UNDP)	Number of Staff Trained

Year 1 Action Plan – Strategic Action Area 4: Equality, Fairness and Integrity

Strategic Action Area 4: Maintain Commitment to Ensuring Equality, Fairness, and Integrity of the Judiciary (Year 1 Action Plan – 2015)					
Strategic Objective	Strategic Initiatives	Action	Priority	Responsible Persons	Outcome Measures
Strategic Objective 4.1: Improved knowledge, skills and abilities of judges and court staff	4.1.1 Enhance training for judges to achieve equality, fairness and integrity	<ul style="list-style-type: none"> <li>● Review training framework, materials, and methods and perform training needs analysis</li> <li>● Develop training plan to expand training for judges in priority areas including practical skills (e.g, administration and supervisory skills, case management)</li> <li>● Deliver regular training for judges: refresher courses for township judges and judicial officers; pre-service training course for judicial officers</li> <li>● Conduct training of trainers</li> <li>● Conduct seminars, workshops, and courses</li> <li>● Conduct joint training with ASEAN judiciaries</li> <li>● Attach judicial officers to foreign courts</li> <li>● Pursue scholarship programs for young judges</li> </ul>	Critical Year 1	TDP+ JICA  TDP  TDP +UNDP  RDP + IP / ASEAN J	Court User Satisfaction
	4.1.2 Skill training for non-judicial court staff to enhance efficiency and public satisfaction	<ul style="list-style-type: none"> <li>● Perform training needs analysis of court staff</li> <li>● Develop standardized training curriculum for court staff</li> <li>● Assign working group to develop court staff manual(s)</li> <li>● Training delivery initially in pilot courts</li> <li>● Provide training on process of receiving plaints/ complaints, petitions and appeals for non-judicial staff</li> <li>● Conduct training on ethical and disciplinary guidelines for non-judicial staff</li> </ul>	Critical Year 1 in Pilot Courts	TDP + State and Region HC + ADP + CRJDP+ CJDP	Court User Satisfaction
Strategic Objective 4.2: Enhanced capacity for the professional development of judges	4.2.1 Enhance Capacity of the OUSC Training Department and Judicial Training Center	<ul style="list-style-type: none"> <li>● Study tours twice a year to Japan to observe training center operations (JICA)</li> <li>● Prepare organizational development plan (e.g, facilities, library, IT, or organizational structure, add staff, curriculum development processes, trainer recruitment, training of trainers)</li> </ul>	High Priority	OUSC Working Groups + TDP+ JICA	Number of Organizational Improvements Implemented

Year 1 Action Plan – Strategic Action Area 5: Strengthen Efficiency and Timeliness of Case Processing

Strategic Action Area 5: Strengthen Efficiency and Timeliness of Case Processing (Year 1 Action Plan – 2015)

Strategic Objective	Strategic Initiatives	Action	Priority	Responsible Persons	Outcome Measures
Strategic Objective 5.1: Improved case management procedures and best practices developed	5.1.1 Train judges and court staff on case management	<ul style="list-style-type: none"> <li>● Engage international expert to provide training to OUSC, district judges and new judges</li> <li>● Engage expert to conduct case management training for High Court and Township Court judges from high caseload courts</li> <li>● Organize intensive case management training for pilot court judges and court staff</li> <li>● Provide training of trainers to incorporate case management training into curriculum</li> </ul>	Critical Year 1 for pilot courts	TDP+ PRLP	Improved Calendar Clearance + Reduced Age of Pending Caseload + Improved Trial Date Certainty + Court User Satisfaction
	5.1.2 Develop case management program procedures and best practices	<ul style="list-style-type: none"> <li>● Establish Case Management Advisory Committee in OUSC comprised of OUSC staff and pilot court judges</li> <li>● Conduct case process charting and analysis</li> <li>● Develop case management standards, policies, and procedures for testing in pilot courts</li> <li>● Begin to pilot test procedures in three courts</li> <li>● Review process for service of foreign summons</li> <li>● Develop capacity to facilitate the service of civil process within ASEAN</li> </ul>	Critical Year 1 for pilot courts	OUSC CRJDP + CJD + PRLP	
	5.1.3 Communicate changes in case management procedures	<ul style="list-style-type: none"> <li>● Develop strategy to communicate case management changes to public and key stakeholders (e.g., police, law officers, private attorneys) in pilot court locations</li> </ul>	Critical Year 1 for pilot courts	PC	
	5.1.4 Collect data in pilot courts on e.g., calendar clearance, age of pending cases, and time to disposition at the pilot court and national level, and then enhance data collection methods nationwide	<ul style="list-style-type: none"> <li>● Review current statistics and implement needed changes (e.g., separate reporting of traffic and other criminal cases)</li> <li>● Analyze national statistics to inform case management improvements</li> <li>● Conduct closed case survey in pilot courts using random case file sampling to develop detailed data on status of case-flow processing</li> </ul>	High Priority	CRJDP  CRJDP + CJD + RDP CRJDP + CJD + RDP	

## ABBREVIATIONS

ADP	- Administrative Department
ASEANJ	- ASEAN Judiciaries
BLDP	- Budget and Logistics Department
CJDP	- Civil Justice Department
CRJDP	- Criminal Justice Department
CMC	- Case Management Committee
CMS	- Case Management System
HC	- High Court
ICJ	- International Commission of Jurists
IP	- International partners
IT	- Information Technology
IT & PIDP	- Information Technology and Public Information Department
JICA	- Japan International Cooperation Agency
LPDP	- Law and Procedure Department
LIDP	- Lawyers and Inspection Department
OUSC	- Office of the Union Supreme Court
OUSC WG	- Working Group of the Office of the Union Supreme Court
PC	- Pilot Court
PRLP	- USAID Promoting the Rule of Law Project
RDP	- Research Department
TDP	- Training Department
UNDP	- United Nation Development Program
USAID	- United States Agency for International Development
USC	- Union Supreme Court
WDP	- Writs Department

**ASEAN Judiciaries Portal** – An Internet Portal to improve sharing of information among ASEAN Judiciaries.

**Case Information System** – A web-based system that provides the public direct access to information about the activities of the Supreme Court of the Union including cause lists, annual statistics, and case decisions.

**Civil Mediation** – A process that can help parties to a civil law suit reach an agreement prior to going to trial through the use of a neutral person (Judge/Mediator) trained in problem solving.

**Case Management** – Court supervision of case progress that explicitly recognizes cases vary in resource requirements (judicial, staff and attorney).

**Case Management System** – A system for managing case processing that consists of continuous court supervision of the case and features including:

- Early case screening for complexity based on established criteria
- Assignment to unique case tracks
- Differentiated procedures for each case track
- Case tracking systems or software

**Case Flow Management** – Coordination of court processes and resources to move cases timely from filing to disposition regardless of the type of disposition.

**Pilot Court** – The Courts (Taungoo District Court, Hlaingthayar Township Court and Hpaan Township Court) that were identified by USAID PRLP and OUSC to pilot test strategic reform initiatives towards the goal of an overall OUSC trial court performance improvement agenda that can be replicated in other courts.