



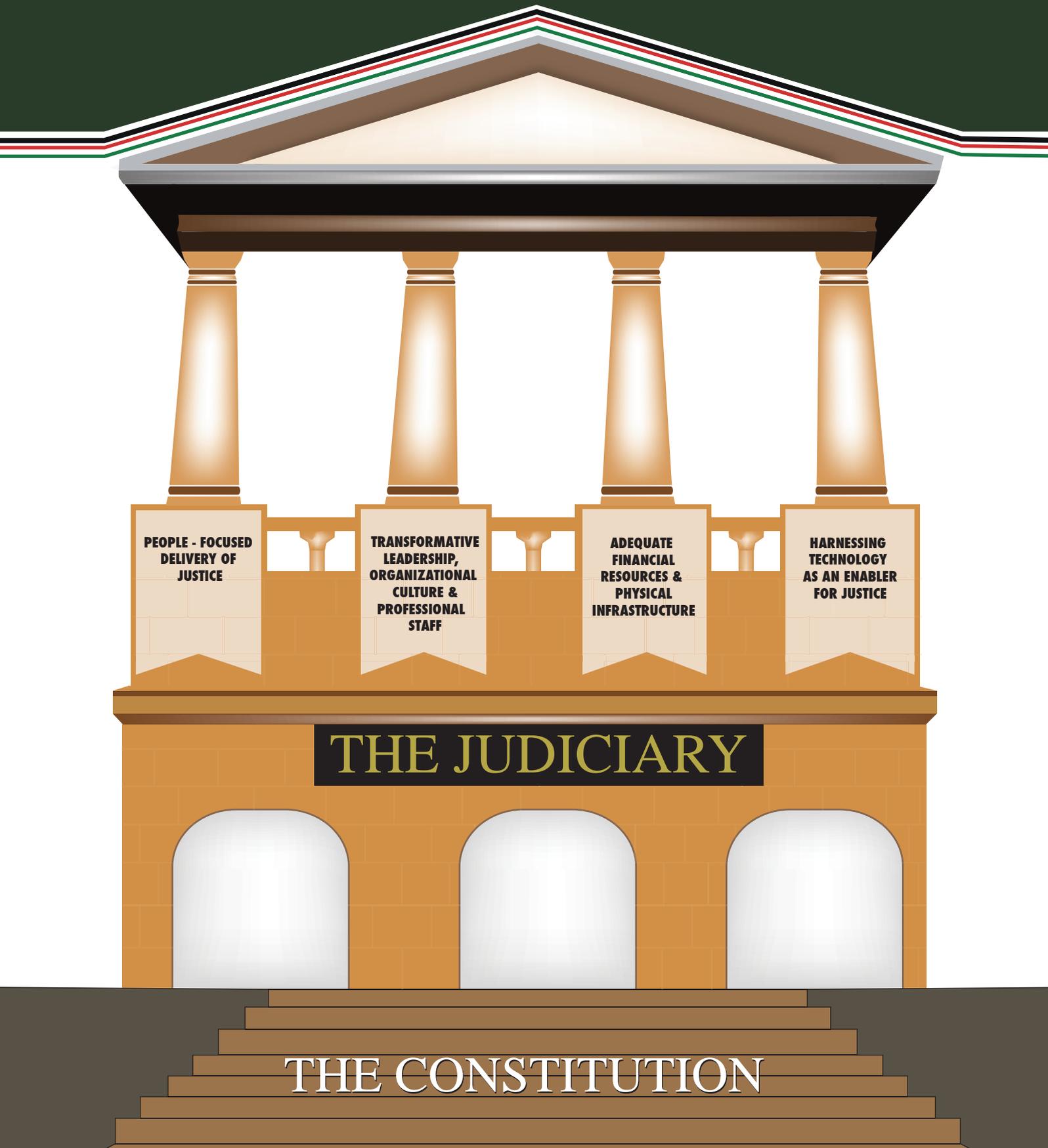
# JUDICIARY TRANSFORMATION FRAMEWORK

2012-2016

*Laying the foundations for the transformation of the Kenyan Judiciary*

# JUDICIARY TRANSFORMATION FRAMEWORK - LAUNCH

Schedule of Events  
Thursday 31st May, 2012  
Supreme Court Buildings, Nairobi



## Preface

The important role that the Judiciary plays in advancing and stabilising modern democracies is a matter of fact. The rule of law is an important determinant of socio-economic development. Kenya's Judiciary, which is emerging from decades of chronic neglect and ineffective delivery, must steadily remain conscious of its constitutional responsibilities, particularly in superintending a new but still fragile social, political and economic transition engendered by the Constitution.

The promulgation of the Constitution of Kenya, 2010 heralded a new beginning for most institutions. For the Judiciary, this call was even more urgent. It became imperative for the Judiciary to develop a mechanism for institutional renewal that would enhance public faith and confidence in it. This is the product of that process.

The Transformation of the Judiciary must be seen as part of the transformation of Kenyan society commanded and envisaged by the Constitution. Kenyans voted overwhelmingly in 2010 to establish a free, equal, prosperous and just social order. They entrenched this agenda in the Constitution and entrusted all government agencies with the task of implementing it. This Framework merely seeks to realize these constitutional ideals for the Judiciary.

Its genesis, however, has a long historical basis, the constitutional moment only being propitious. The decline in public confidence, the disdain from other arms of government, and the dissipation of internal confidence within the Judiciary, are the enduring legacies of the Judiciary's own historical injustices – evidence of an institution that hungers for renewal and a restoration of its lost constitutional mission. The overweening influences of the Executive created an enfeebled Judiciary, an arm of government strikingly reluctant to play its classical role in the defence and upholding of the constitutional principle of separation of powers. This capture by narrow interests created an institution plagued by corruption and inefficiency – a veritable figure of scorn at odds with the public interest. While many members of its staff worked diligently under extraordinarily difficult circumstances, this has been an institution in the vice-grip of a crisis of confidence.

These pathologies saw the institution develop toxic insularity and cold insensitivity. It internalised privilege and entitlement, rather than service. It intoned authoritarianism rather than authority, thereby alienating the very public it was meant to serve and ingratiating itself to the very arms it was supposed to check. Creeping dysfunctionality, unprofessionalism and corruption were the result; institutional ignominy, the effect.

We have a duty to restore the Judiciary to its rightful constitutional and political place, and forge a new relationship with the public whose duty it exists to serve. The Judiciary Transformation Framework (JTF) provides the basis and compass for the realization of this objective for the transformation of the Judiciary is not a choice; but a necessity. To fail to transform is to face an existential peril.

Therefore, the transformation of the Judiciary must achieve at least three objectives: first, it must reset the relationship between the Judiciary and other arms of government. Premised on the principle of robust independence and constructive interdependence, the Judiciary

will reposition itself as a strong, effective and equal independent arm of government, while engaging other agencies in the administration of justice within acceptable confines of the Constitution. Second, the Judiciary must reorient its organizational culture to customize it with the exigencies of its social realities, and its institutional design and leadership style need to reflect known models of modern management science. Third, and most important, it must emerge and operate as a service entity which serves the people. It must win back public confidence; express itself with such authority and integrity that the public will always respect its opinions and decisions even – in fact, particularly – when they disagree with those opinions and decisions. The Judiciary must recapture public imagination, not through its outdated aristocratic poise and rituals, but rather through the rigour of its jurisprudence

This Framework is a product of a highly consultative process that involved all facets of the Judiciary – Judges, Magistrates, Judicial Staff and other stakeholders in the justice sector. It also benefited immensely from all the previous reports on Judicial Reforms, which were extremely beneficial and upon which we have relied. It is not a report of the consultations but rather a distillation of the rich discussions held in various forums. The Framework is only one of the many products that this consultative process has yielded. This Framework is designed to be as self-contained as possible, complete with detailed matrices annexed at the end, to guide its implementation. However, the totality of the Judiciary Transformation Framework comprises the JTF, the Judiciary Strategic Plan, Strategic Plans of other Judiciary Institutions that have been developed (such as Judiciary Training Institute (JTI), Kenya Magistrates and Judges Association (KMJA) and Kenya Judicial Staff Association (KJSA) ), and the Plans, Policy and Instructional Manuals that will emerge from the Directorates as informed by this Framework.

This document, therefore, sets out the framework for the Transformation of the Judiciary and aims to provide general principles and goals to be pursued and methods of undertaking the transformation. The Framework is premised on four key pillars, which are:

- (a) People focused delivery of service;
- (b) Transformative leadership, organization culture and professional, motivated staff;
- (c) Adequate financial resources and physical infrastructure; and
- (d) Harnessing Technology as an Enabler for Justice.

These four pillars are intended to be driven and implemented towards the realization of a further ten (10) Key Result Areas (KRAs). The KRAs and their associated activities will contain several activities and defined actions as more specifically described in the Strategic Plan into which this Framework will dovetail.

In the Judiciary Transformation Framework, we have merely laid the foundations for the transformation of the Judiciary. I wish to reiterate that it is not a document that we are unveiling, but rather, the beginning of a new way of life for this great institution - one that is conscious and committed to delivering on its constitutional mission.

Thank you.

**Dr. Willy Mutunga, D. Jur, SC., EGH**  
**Chief Justice**  
**President of the Supreme Court**  
**Republic of Kenya**

## **Acknowledgements by the Chief Registrar of the Judiciary**

This Judiciary Transformation Framework is the product of such a highly consultative and collaborative process that it would be impossible to thank each and everyone who contributed to its development.

It draws heavily on the numerous reports and their excellent recommendations on how to reform the Judiciary published over the years; it mines from the well of experience across the breadth of the Judiciary, and soars on the shared aspirations of the Kenyan people for an institution that responds to their needs. As a home-grown blueprint that defines the ethos of the new Judiciary, this transformation framework enjoys broad ownership within the leadership and staff of the institution as well as stakeholders outside it.

The burden of developing and producing this Framework was made a great deal lighter by the generous support of the German Gesellschaft für Internationale Zusammenarbeit (GIZ) and the Swedish International Development Agency (SIDA), who financed many of the activities that created it. The Kenyan people and the Judiciary are indeed grateful.

**Gladys B. Shollei,**  
**Chief Registrar of the Judiciary**

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## List of Abbreviations

<b>CJ</b>	Chief Justice
<b>COE</b>	Committee of Experts
<b>CRJ</b>	Chief Registrar
<b>DCJ</b>	Deputy Chief Justice
<b>ICT</b>	Information & Communications Technology
<b>JTF</b>	Judiciary Transformation Framework
<b>JTI</b>	Judiciary Training Institute
<b>KJSA</b>	Kenya Judicial Staff Association
<b>KMJA</b>	Kenya Magistrates and Judges Association
<b>KRA</b>	Key Result Area
<b>KWJA</b>	Kenya Women Judges Association
<b>NCAJ</b>	National Council on the Administration of Justice
<b>NCLR</b>	National Council for Law Reporting
<b>PCA</b>	President of the Court of Appeal
<b>PJ</b>	Principal Judge

# 1

## 1.0 TRANSFORMATION: THE BACKGROUND AND CONTEXT

### 1.1 Introduction

The Judiciary is one of the three co-equal arms of government. Its chief mission is to resolve disputes in a just manner with a view to protecting the rights and liberties of all, thereby facilitating the attainment of the rule of law ideal. It performs this function by providing independent, accessible and responsive fora for the resolution of disputes. However, at a time of societal transformation heralded by our new Constitution, the Kenyan Judiciary is now called upon to do more than simply resolve disputes. It must be deliberately repositioned to play the critical role of protecting the Constitution, fostering social and political stability, and promoting national socio-economic development. It must do so by interpreting and implementing the Constitution in a manner that promotes the national values and principles of governance. In short, it bears the onerous duty of breathing life into the aspirations of the Kenyan People as expressed in the Constitution.

The aspirations of the Kenyan people are explicitly stated in the Preamble to the Constitution - a government based on the essential values of human rights, equality, freedom, democracy, social justice and the rule of law. Through this Constitution, Kenyans wish to create a society undergirded by all the national values and principles of governance articulated in Article 10 of the Constitution and have tasked all government organs – including the Judiciary – to advance the substance, objects and spirit of the Constitution in a manner which coheres with these national values and principles.

For the Judiciary to effectively fulfil its constitutional mission and mandate, respond to the high public expectations and demands for improved performance, and command the respect of the public, its first task must be to transform itself. Upon taking office in June 2011, the Chief Justice embarked on this task of transforming the Judiciary. On his 120th day in office, on the eve of Mashujaa Day, he gave a progress report on the Transformation of the Judiciary, in which he described the state of the Judiciary as he found it when he took office. He stated:

We found an institution so frail in its structures; so thin on resources; so low on its confidence; so deficient in integrity; so weak in its public support that to have expected it to deliver justice was to be wildly optimistic. We found a Judiciary that was designed to fail. The institutional structure was such that the Office of the Chief Justice operated as a judicial monarch supported by the Registrar of the High Court. Power and authority were highly centralised. Accountability mechanisms were weak and reporting requirements absent. When we put people on a pedestal it is based on negative power and authority. That is the old order.

Even without further elaboration, these words clearly and succinctly capture the need for the transformation of the Judiciary. Hence, the Judiciary must undergo a transformation to overthrow the Old Order and usher in the New Order promised by the new Constitution. Indeed, the transformation of this important institution is a constitutional imperative. It is also a popular imperative fuelled by genuine and deep public demands and expectations. The public has spoken loudly and clearly in demanding that the Judiciary improves its performance, enhances the quality of justice it provides and improves its

service delivery culture.

However, the transformation of the Judiciary should transcend its dealings with other branches of government and the public. It is also crucial that the transformation agenda addresses internal matters of governance, administrative systems and processes. For instance, the staff of the Judiciary desire to be part of a dynamic and functional organization with an appealing organizational culture, suitable organizational structures and an enabling and conducive working environment where productivity and creativity are valued and rewarded. The staff of the Judiciary wish to be treated with respect and aspire to be part of an institution that is effective, upholds integrity and commands public respect.

The imperatives for the transformation of the Judiciary are therefore manifold. To respond to these imperatives and ensure that the transformation is authentic, through-going and sustainable, the Judiciary has developed this Judicial Transformation Framework ("Framework"). It is informed by previous internal and external reports, and a wide range of consultations with all relevant stakeholders. It is hoped that this Framework will enable the Judiciary to adopt a holistic approach that is built on sector-wide collaboration, strategic and technical partnerships and benchmarked on emerging national, regional and global smart practice. This Framework articulates, in bold strokes, the blue-print of the Judiciary's transformation; the policies which animate the transformation; and the broad strategies which will deliver the ultimate goal of the transformation: expeditious delivery of justice in a fair, impartial, and equitable manner irrespective of status. It is upon this Framework that the Judiciary Strategic Plan – which contains specific and detailed strategies of intervention for each of the Key Result Areas identified here – is grounded.

## **1.2 Brief History of the Judiciary**

Throughout Kenya's history, the Judiciary has not been perceived as the faultless handmaiden of justice and guardian of human rights that it ought to be. From the inception of the colonial Kenyan State in 1895 to date, the public has generally been sceptical of the Judiciary. In the colonial era, the system of justice was segregated, and it marginalized the indigenous people to the Native tribunals. On the other hand, the settler community was served by a court system presided by expatriate judges and magistrates. In this judicial system, the point of contact between the indigenous Kenyan and the Judiciary was predominantly penal, and indigenous judicial systems were denied recognition on the pretext that they were repugnant to justice and morality. This segregated system was designed to facilitate the exploitation of the indigenous Kenyan by legitimating the unrepresentative colonial state while denying basic rights to indigenous Kenyans.

At independence, the dual system was abolished and merged into a modern court system, although the marginalization of indigenous judicial systems remained unaddressed. Further, the Judiciary continued to be dominated by foreigners, both in terms of personnel and practices. Even more significantly, this Judiciary was purposely designed to serve the interests of the government of the day. This assignment of a narrow role to the Judiciary was achieved through the establishment of constitutional rules that enabled the Executive to control the Judiciary, rules which remained in place until the promulgation of a radically different Constitution in August 2010.

Although the independence Constitution granted the Judiciary some measure of formal independence, it was treated as a government department and not as an equal and independent arm of government. Indeed, the formal grants of independence were later removed through constitutional amendments. As a result, the Judiciary lost institutional autonomy and became a handmaiden of the Executive. At the same time, it is noteworthy that the Chief Justice wielded immense powers under this Constitution, which powers were often exercised to undermine the decisional independence of judicial officers who, in any case, were treated as civil servants. In these circumstances, the tyranny that was often perpetuated by the Executive and other state organs invariably went unchecked and unsanctioned, and society suffered as a result.

The period between the advent of multi party politics in 1992 up to the passage of the new Constitution in 2010 witnessed some attempts to restore credibility to the much-maligned Judiciary. No fewer than twelve reports and strategic plans, most of them commissioned by the Judiciary itself, were written. These Reports identified a myriad of problems facing the Judiciary and made recommendations on how to address them. These reports were fairly robust and honest in their assessments of what plagued the Judiciary, and they made thorough-going recommendations. However, most of these recommendations were not implemented. Ultimately, the Kenyan public lost confidence in the Judiciary. So much so that in the aftermath of the disputed presidential elections in 2007, which resulted in violence leading to the loss of many lives, destruction of property and displacement of people, those who felt aggrieved by the poll results were adamant that they would not take the matter to court as they did not trust the Judiciary to dispense justice impartially. It is within this context that the Committee of Experts (CoE), charged with consolidating and harmonising proposals for a new constitution from the review process, recommended that all judges should resign after the adoption of the new Constitution. Kenyans wanted all serving judicial officers to go home. While this radical suggestion did not materialize and Kenyans instead chose to subject all judicial officers to a vetting process, the message was clear: transform or perish.

The vetting exercise is an acknowledgement of the important role that the Judiciary is now required to play in bringing about a new societal order as envisaged by Kenyans through the new Constitution. In order to fulfil this noble mandate, the Judiciary must be fit for purpose. It has to reengineer and reposition itself with philosophical clarity, jurisprudential authority, managerial competence and unquestionable integrity.

### **1.3 Impetus for Transformation**

The Constitution, 2010 lays the foundation for the transformation not only of the Judiciary but also of the Kenyan society as a whole. This is through the normative values and principles that have been adopted and enshrined in it. For the first time all facets of public and private life are governed by national principles and values that are founded on human dignity, equality and the rule of law.

Legislation has been, and continues to be, enacted to further elaborate and actualise these constitutional values and principles. In addition, a new team that has undergone thorough public vetting has assumed leadership of the Judiciary. This leadership has embraced changed management approaches and embarked on building institutional delivery mechanisms to fulfil the Judiciary's mandate. It is also significant that the mandate of the Judiciary has been expanded by strategically placing it at the helm of the National Council on the Administration of Justice (NCAJ).

# 2

## 2.0 TRANSFORMATION: THE CONCEPT AND IDEA

### 2.1 Context

The Constitution of Kenya, 2010 mandates a reconstruction of Kenyan society according to the ideals and values expressed in Articles 4 and 10, and in a host of other provisions. In this respect, the Constitution unmistakably conveys its overriding objective to provide a framework for transforming Kenya into a united, democratic, and prosperous society founded on human dignity, social justice, human rights and the principles of good governance.

Whereas every institution of governance, either in its constitutional design or responsibility, has a duty to oversee this reconstruction, the Judiciary occupies a unique place in this task. This is because the Judiciary is tasked with the important role of interpreting the Constitution, finding and giving it meaning where there is contestation, and robustly patrolling its boundaries whenever there are threats. In many respects, therefore, the Judiciary is the ultimate agency that will oversee a successful transition.

For the Judiciary to ably perform this role, it must lift itself out of years of political servitude, financial insecurity, low standards of professionalism, widespread corruption and delinquent jurisprudence, and into a position of institutional independence and autonomy that secures public confidence and a jurisprudence that commands peer respect.

The use of the term "Transformation" in this document is, therefore, both intentional and necessary. It conveys the Judiciary's clear understanding of the vision of societal transformation mandated by the new Constitution as well as the Judiciary's role in its attainment. It conveys a clear recognition by the Judiciary that, through this Constitution, Kenyans wish to fundamentally restructure and re-organize all the institutions of governance. It conveys an acute sense of urgency by the Judiciary that it must heed the call of Kenyans to radically change its practices, norms, and structures in order to serve the interests of all in the new democratic order. The Judiciary is clear that Transformation is necessary to make it the legitimate, effective and independent custodian of justice mandated by the Constitution.

It is also aware that Article 259 of this Constitution requires it to interpret it in a manner that promotes its purposes, values and principles, advances the rule of law and human rights, permits the development of law, and contributes to good governance. Above all, the Judiciary appreciates that it must develop a culture of service that is people-oriented and which respects all Kenyans irrespective of their status, sex, creed, race, ethnicity or disability. This Framework is the Judiciary's roadmap in that journey of Transformation. This Framework seeks to appropriately reposition the Judiciary to be an engine of societal transformation that responds to the needs of Kenya's diverse society. It is alive to the fact that the Judiciary is constitutionally independent but recognizes that it cannot claim neutrality of its decisions and conduct in determining political and development outcomes. Judicial decisions affect power and resource relations immensely. These political and development outcomes desired by the citizens have already been unequivocally pronounced by Kenyans and enshrined in our Constitution. This explains why the Constitution is unusually instructional to the Judiciary on its preferred mode of interpretation, particularly in the provisions of the Bill of Rights.

In order to transform itself into an effective and independent but accountable branch of gov-

ernment, the Judiciary must not only re-organize and restructure its institutional operations, but also wholly embrace the unique responsibilities bestowed upon it by the Constitution. As further detailed in the rest of this document, especially in Part III, the Transformation of the Judiciary entails several goals:

- a. Transforming the Judiciary to be an independent but complementary partner with the other branches of government and to constructively collaborate with other components of the State to make Kenya a constitutional democracy founded on the values of the rule of law, human dignity, equity, social justice, human rights, transparency and accountability;
- b. Transforming Court procedures, processes, organizational culture, and management to re-orientate them towards a culture of responsive, friendly, and effective service delivery accompanied by an integrated performance management system to ensure accountability, improvement and transparency;
- c. Reordering the Judiciary's administrative and judicial processes so that the former supports the latter to enhance delivery of services; improve the speed of justice; and improve access to justice especially for the marginalized and traditionally under-served communities;
- d. Reorienting the work environment in the Judiciary with a view to providing a conducive and affirming work place where all Judiciary employees are treated fairly and with respect, and which offers career advancement possibilities for all without discrimination;
- e. Redesigning the institutional and administrative arrangements of the Judiciary to create a unified national institution with appropriate levels of devolution aimed at enhancing service delivery and empowering personnel in the outstations to craft local visions and innovations for Court administration and local solutions to local problems;
- f. Transforming the Judiciary's relationship with other institutions of the justice chain and other stakeholders involved in court administration to better manage inter-dependencies and other matters of common interest; and
- g. Equipping the Judiciary to develop a robust, indigenous, patriotic and progressive jurisprudence that:
  - i. Will give the country direction in dealing with historic perceptions and experiences of marginalization and exclusion;
  - ii. Will be aligned to international best practice especially in the area of human rights; Enable it to play a constructive role in the consolidation of democracy; and,
  - iii. Will contribute to the realization of a united, free, and prosperous Kenya where human rights and freedoms are enjoyed by everyone without discrimination.

## **2.2 Constitutional and Legislative Requirements Underpinning the Judicial Transformation**

Article 159 of the Constitution establishes a fundamental principle, namely that judicial authority is derived from the people. This authority must therefore be exercised with the sole objective of fulfilling the aspirations of the People as espoused in the new Constitution. The Constitution creates the basic architecture for judicial Transformation. For example, it grants the Judiciary independence by providing that it “shall not be subject to the control or direction of any person or authority”. In exchange for this constitutional guarantee of independence, the Constitution then prescribes clear principles that the Judiciary must adhere to in exercising judicial authority, namely:

- a) The Judiciary must do justice to all irrespective of status;
- b) The Judiciary must not delay justice; instead it must provide justice expeditiously;
- c) The Judiciary must promote alternative forms of dispute resolution;
- d) The Judiciary must administer justice without undue regard to procedural technicalities; and
- e) The Judiciary must protect and promote the purpose and principles of the Constitution.

These are the principles which animate this Framework. In turn, this Framework represents the Judiciary’s desire, intention and concrete plans to realize these constitutional principles.

# 3

## 3.0 TRANSFORMATION: THE FOUR PILLARS

The Judiciary Transformation Framework is anchored on Four (4) distinct but interdependent Pillars, and Ten (10) overlapping Key Result Areas. Founded on the Constitution, all these Pillars and KRAs have one overriding objective: to achieve access to and expeditious delivery of justice to all.

The Four Pillars are (a) People/User-Focused Delivery of Justice (b) Internal Human Resource Capacity (c) Infrastructure and Resources (d) ICT As Enabler.

### 3.1 Pillar ONE: People-Focused Delivery of Justice

This Pillar is based on Article 159 of the Constitution, which states that while judicial authority is derived from the people of Kenya, it is vested in the Judiciary. It follows that this delegated authority should be exercised for the benefit of the people of Kenya. Under this Pillar, the Judiciary will pursue strategies aimed at creating a legal system which ensures equality of all before the law and an equitable legal process. The strategies under this Pillar are clustered in three Key Result Areas: Access to Delivery of Justice, People-centredness and Public Engagement, and Stakeholder Engagement.

#### 3.1.1 KRA 1: Access to and Expeditious Delivery of Justice

The Constitution guarantees equal protection of the law for everyone. It therefore demands that justice must be done to all irrespective of status. It also demands that all State organs must ensure access to justice for all persons. These twin constitutional demands guarantee justice for all persons regardless of status. They also require that justice be delivered expeditiously and without undue regard to technicalities. Most importantly though, they require the Judiciary, as the custodian of justice in Kenya, to take effective steps to reduce the obstacles that hinder public access to information; ensure proximity and physical access to courts; and simplify court procedures so that all litigants can understand and effectively participate in court processes. In guaranteeing equal protection of the law, the Constitution demands that the Judiciary must not only remove barriers to access to justice, it also obligates it to take effective steps to ensure that the Judiciary remains open and available to all who seek its assistance. Taking these measures will simultaneously serve the objective of enhancing the expeditious delivery of justice and reducing the citizenry's alienation from the justice system.

Under this Key Result Area, the Judiciary will put in place strategies aimed at ensuring awareness of and understanding of the law and procedures by litigants; simplification of court documents and procedures building on the success of High Court Probate and Administration Division; easy availability of information pertinent to litigants' cases; physical accessibility of courts within reasonable distance of where people live; affordability of the adjudication system; cultural appropriateness of court procedures and processes; promotion and enforcement of dispute resolution systems which are in line with the Constitution; friendly and non-intimidating courts; and timeliness in the processing of claims and enforcement of judicial decisions.

Some of the strategies which will be implemented under this Key Result Area, therefore, will include: building more courts to reduce the distance to courts; increasing the number of mobile courts and developing a strategy to ensure that they work; establishing an effec-

tive system – including a litigant’s charter – to provide information on courts’ jurisdiction, fees, and calendar; reducing the costs of accessing judicial services; promoting and facilitating Alternative Dispute Resolution (ADR); establishing an office of Court Counsel in each court to assist litigants who are representing themselves to understand court procedures; simplifying court procedures; and making the courts non-intimidating places – including establishing a customer care desk at every court station. The Judiciary will also set up special courts for children and other vulnerable groups. Small Claims Courts and Courts of Petty Offenders will also be established.

To expedite the delivery of justice, the Judiciary will, among other things, develop and deploy an electronic Case Management System; an integrated document management system; embrace ICT and apply appropriate technology to enhance court efficiency and effectiveness – including audio-visual recording and transcription of court proceedings; and ensure appropriate staffing levels to deal with caseloads.

In addition, to avoid disparities in sentencing between different judicial officers who sentence similar criminal defendants with similar background who commit similar offences, the Judiciary will spearhead the development and implementation of a Sentencing Policy. This policy will provide a coherent sentencing structure based on the principles of fairness, justice, proportionality and commitment to public safety. It will also remove arbitrariness in sentencing and enhance public confidence in our criminal justice system. Similarly, the Judiciary will develop and implement Guidelines for the Administration of Bail and Bond for the fair and orderly administration of the constitutionally guaranteed right to bail. In partnership with other relevant agencies, the Judiciary shall, also, expand the Legal Aid Scheme.

### **3.1.2 KRA 2: People-Centredness and Public Engagement**

Article 10 of the Constitution establishes public participation as one of the national principles of governance. Indeed, this principle is threaded through the entire Constitution. This fundamental principle connotes and reaffirms the notion that the people are sovereign and therefore must have a say in the running of the affairs of the various constitutional institutions and offices, including the Judiciary.

The Judiciary has been insular and remote both in its poise and processes giving rise to grave misunderstandings of how it runs its affairs. As a result, public confidence in the justice system has been greatly undermined.

The Judiciary will engage the public in the administration of justice at various levels. It will develop and implement a structured approach to the achievement of successful public information, education and communication strategies as well as those for re-branding of the Judiciary. Open Days, Judicial Marches, Public and Student Visitation programmes will be initiated and institutionalised to close this public distance. The Chief Justice will give an Annual State of the Judiciary Address. For the avoidance of doubt, open court proceedings will be the norm and chamber hearings the exception. Robust Bench-Academy and Bar-Bench programmes will also be initiated. An elaborate media and communication strategy will also be developed and implemented.

Further, the Judiciary has established and will expand the Office of the Ombudsperson to receive and deal with public complaints. An internet-based and SMS Code complaints

system has been developed and will be rolled out during this Framework period. A Public Feedback Mechanism will also be established to harness public opinion and views on the Judiciary's performance.

### **3.1.3 KRA 3: Stakeholder Engagement**

For the Judiciary to achieve its ultimate objective of access to and expeditious delivery of justice to all, the other actors in the justice chain must perform corresponding and complementary roles. The responsibility of a just society and State is shared between the Judiciary, the various Executive actors, Independent Commissions and members of the public. This Key Result Area is underpinned by the principle of a robust independent Judiciary and constructive interdependence (with other actors).

The National Council for the Administration of Justice (NCAJ) is the statutory organ established by law to provide a forum for the stakeholder collaboration in delivering justice. Within this framework, the stakeholder forums known as Court User Committees will be cascaded to all court stations and enabled to function effectively. Further, the Judiciary will provide strong leadership and a full time secretariat to support the NCAJ.

## **3.2 Pillar TWO: Transformative Leadership, Organizational culture, and Professional and Motivated Staff**

There are four Key Result Areas clustered under this Pillar, namely: Philosophy and Culture, Leadership and Management, Organizational Structure, and Growth of Jurisprudence and Judicial Practice.

### **3.2.1 KRA 4: Philosophy and Culture**

The philosophical and cultural orientation of the Judiciary has reflected its founding history of dominance, power, prestige and remoteness, as opposed to service and equality. Further, its architecture, rules, dress code and other rituals have uprooted it from social reality. As a result, the public perceive the Judiciary to be alien and insensitive.

In seeking to change this image, the Framework will provide a clear philosophical compass for the Judiciary founded on the Constitution and informed by the country's social context. The Judiciary must be eternally conscious of its 'near-sacred' role as the temple of justice and, in dealing with the public, must realize that the people are not only the source of its authority but also the target of its service. The Framework seeks to create a Judiciary that is sensitive and responsive to the needs, feelings, and aspirations of the people. Further, it seeks to create an institution that is friendly and fair to people, both in the hardware of its outlook and in the software of its decisions and processes.

A progressive philosophy requires imaginative jurisprudence from the Bench, and a responsive staff from the Registry. In this Framework, accountability, integrity, openness, results and humility are values that will undergird the institutional design of the Judiciary and inform the daily conduct of its staff. Accordingly, the Judiciary will adopt modern management practices driven by a clear focus on results and a reliable accountability, monitoring and evaluation framework. It will also institutionalize performance management and evaluation in its systems and processes by establishing an operative Performance Management Directorate. Additionally, the Judiciary will strengthen judicial processes to

eliminate unethical practices and corruption by setting up an integrity assurance mechanism, revising the Judiciary Code of Ethics and Conduct and establishing effective ways of educating Judiciary staff and sensitizing the public on it. Finally, through regular trainings and internal communication, the Judiciary will accentuate values and ethics into its implementation programs.

### **3.2.2 KRA 5: Leadership and Management**

The Judiciary faces a number of challenges with respect to leadership and management. The key ones include chronic under-capacity in leadership and management offices; lack of mentorship, ethnicity, excessive centralization, absence of consultation, privatization and personalization of leadership spaces, clientelism, poor attitudes and ethics, discrimination and ethnicity and a weak culture of professionalism in the management of the courts. Other challenges are weak professional cadres at the administrative level, weak financial and human resources policies and operations, absence of a performance management system, poor internal and external communication capacity, lack of professional support services to judicial staff, and a supplier rather than a user driven procurement policy, among others. People are the most critical resources in any organization. One of the key challenges in the human resource situation in the Judiciary is the imbalance in the ratio of judicial officers to administrative staff, in favour of the latter. This imbalance needs to be rationalized to ensure that the administrative function supports the judicial function. The other challenges are: inadequacies in critical skills required, low productivity and inadequate motivation, poor remuneration and terms of service, acute inequalities in remuneration, chronic career stagnation and punitive and haphazard transfers. Among other things, these problems undermine staff morale and productivity.

The following activities will be implemented to address these challenges: rationalization of the internal staff ratio; skills and rationalization audit; review of career progression paths to make them clear, stable, and predictable; improvement of the terms and conditions of service, including the provision of mortgage, medical scheme and other loan facilities; institutionalization of a stable transfer policy; and the development and operationalization of a staff training and scholarship programme at the Judicial Training Institute (JTI). In addition, performance contracting will be introduced and applied across the board to ensure that the staff of the Judiciary is highly competitive and professional and that it serves the public with utmost dedication.

The Judiciary will also implement the following activities and strategies to enhance service delivery and sustain the transformation proposed in this Framework: decentralization; Performance Management and Contracting; establishment of capable Institutional arrangements; professionalizing the Directorates; building budget management capacity; and staff training and induction.

Each leadership and management office, such as the offices of the Chief Justice, Deputy Chief Justice (DCJ), President of the Court of Appeal (PCA), Principal Judge (PJ) of the High Court, Chief Registrar (CRJ), Heads of Stations and Heads of Divisions, will have small but efficient professional and executive offices designed to support them to deliver on their responsibilities. Further, the Judiciary shall standardize offices in all court stations to eliminate the variations and asymmetries that presently exist. At the national level, the Leadership and Management Committee comprising the CJ, CRJ, DCJ, PCA, PJ, one representative from the High Court Divisions; one representative from High Court Outstations; One rep-

representative from the Tribunals; one representative from the Kenya Magistrates and Judges Association (KMJA), Kenya Judicial Staff Association (KJSA), and one representative each from the Directorates and Registrars, will be the principal management organ of the entire Judiciary. The Judicial Service Commission (JSC) will play its constitutionally and statutorily defined oversight role.

Improving the work environment will require enhanced budgeting capacity, prudent financial management systems and modern working tools and equipment. To this end, the Judiciary has already established the Judiciary Fund and developed regulations to govern its operations. It now plans, in an accelerated manner, to build the capacity of the Judiciary to manage this Fund in an efficient, accountable, and transparent manner for the benefit of the Kenyan people. We shall institutionalize results-based budgeting, financial management and accountability.

The primary responsibility for the successful and sustainable transformation of the Judiciary rests with its leadership, management and staff at all levels and in all capacities. A clear and robust organizational design; a dynamic leadership and management team; and a competent and motivated staff are conditions necessary for a successfully transformed Judiciary and in this Framework period, all this will be undertaken. Additionally, the Judiciary shall establish a devolved internal Disciplinary Mechanism with fair administrative procedures. To incentive and reward innovation and productivity, the Judiciary shall also establish a Judiciary Award Scheme. Finally, the Court Inspectorate Unit shall be revived and operationalized.

### **3.2.3 KRA 6: Organizational Structure**

The current organizational structure is highly centralized and concentrated. The structural and operational relationship between the judges, magistrates, registry, and administrative staff is dense, unclear and incomprehensible. There is a lack of clarity in reporting lines; there are no terms of reference/ job descriptions for officers upon recruitment nor are there induction programmes. Vertical and horizontal accountability systems are also lacking; judicial and administrative functions are fused. The Judiciary's organizational structure is convoluted in form and outlook thus impairing quality decision making and location of authority and responsibility.

This Framework will bring organizational clarity to this structure by, first, decentralisation of both judicial and administrative offices and functions, where appropriate. For example, the Judiciary shall devolve the human resources and budgeting and finance functions to seventeen identified regions throughout the country. Similarly, the Court of Appeal will now be established in all major towns. In the same vein, the Judiciary will re-engineer its organizational structure to establish clear units of responsibility, clear reporting lines and clear demarcation of territory and accountability. Every staff recruited, from judges and magistrates, to judicial staff, will undergo a formal induction process and will have formal job descriptions. A continuous learning and training programme will be institutionalised at the JTI.

In this area, the Judiciary proposes operational structures that will define the roles and mandates of organizational units of the Judiciary – Courts, Court Stations, Divisions, and Directorates - to facilitate effective steering, designing and implementation of the transformation and other ordinary programs. The focus under this result area is to establish clear

governance structures and practices that facilitate access to and expeditious delivery of justice to all.

### **3.2.4 KRA 7: Growth of Jurisprudence and Judicial Practice**

The Constitution requires the Judiciary to develop jurisprudence which is the lifeblood of any Judiciary. Sound jurisprudence will enable the Judiciary to assert its authority, command respect and distinction among its peers, and earn respect and legitimacy in the eyes of the public. Accordingly, the true and ultimate test of transformation of the Judiciary should be manifest in the quality of jurisprudence emanating from the Bench. It is through the use of its jurisprudential power that the Judiciary will live true to its constitutional mission.

Consequently, the Judiciary shall invest heavily in developing , on the one hand, a jurisprudence that is robust, indigenous, and patriotic, and on the other, one whose quality will attract global appeal by dint of its reasoned rigour and intellectual depth. In particular, the Judiciary shall leverage and build on the new Supreme Court established by the Constitution to engage in progressive jurisprudence conscious of and faithful to the constitutional basis of its origins and mandate. This will involve investment in research, training, partnerships, benchmarking, research and development initiatives, as well as consistent continuous learning, mentoring and peer review programmes.

The JTI will be established and expanded as a modern institution so that it can support the development of sound jurisprudence through learning and exchange of ideas. The JTI will be the judicial think tank: an institute of global excellence and the nerve centre of rich intellectual exchange. The JTI will be the interface between the Judiciary and contemporary developments in society, on the one hand, and learning interaction between the Judiciary and other agencies, on the other. It will provide the intellectual anchor in making our courts the hearth and home of a robust and functional jurisprudence that meets the aspirations of Kenyans.

The JTI will cater for all cadres of staff in the Judiciary without discrimination or bias, and will train judiciary staff across the board. It will also forge partnerships with other international institutions and run scholarship programmes for staff.

The mandate of the JTI will extend to reviewing national rules, laws and policies on a continuous basis so that they meet the needs of Kenya's dynamic justice system.

The Judiciary will also strengthen the capacity of the National Council for Law Reporting in order improve the Council's capacity to continue monitoring and reporting on the development of jurisprudence. It will also leverage on the Council's competencies to improve its offering on certain ICT publishing, communications and information management components.

## **3.3 Pillar THREE: Adequate Financial Resources and Physical Infrastructure**

There are two Key Result Areas under this Pillar, namely: Physical Infrastructure and Resources.

### **3.3.1 KRA 8: Physical Infrastructure**

The infrastructural investment in the Judiciary has been grossly inadequate. Court stations

and court rooms are not only unfriendly, they are also few and far between, which forces citizens to walk long distances thus undermining the objective of access to justice. Many years of neglect and underinvestment, and a rather rapacious asset stripping tendency have seen the Judiciary lose a number of its courthouses and residential property. The Judiciary has no known asset register, and the general custody of its assets is very weak. It has a weak technological orientation, on the one hand, and woefully low technological capacity, on the other.

An Infrastructure Development Master Plan and Strategy will be developed to accelerate the construction and refurbishment of Courts; a Model Court House will be designed and built; and an Asset Recovery and Registration Strategy will be executed. An elaborate ICT Strategic Plan will also be developed and implemented. The Judiciary will also establish an Infrastructure Inspectorate Department, under a Director, to oversee the massive infra-structural development that it plans to undertake in the next ten years.

### **3.3.2 KRA 9: Resourcing and Value for Money**

The Judiciary has historically faced inadequate funding from the Government. The Constitution now grants it financial autonomy through the creation of the Judiciary Fund. This fund will be operationalised and an internal capacity created to manage it competently. The Judiciary will also institutionalize results-based budgeting, and establish a financial management and accountability system. It will also strengthen its procurement and accounting capacity in order to meet regulatory standards and customer needs. Specifically, the Judiciary will develop and operationalize value-for-money standards, trails and indicators for forensic audit; training of procurement committees at the devolved units; and develop an annual procurement plan.

Whereas the Judiciary plans to mobilize additional resources from development partners, especially in the short run, the objective of this Framework is to wean the Judiciary off development aid. Kenya's justice system should, in the medium and long-term, be entirely funded by the taxpayer.

### **3.4 Pillar FOUR: KRA 10: Harnessing Technology as an Enabler for Justice**

There is only one Key Result Area under this Pillar, namely Information and Communication Technologies (ICT).

ICT has an enormous potential to improve the administration of justice as a cross-cutting imperative for the pillars of transformation identified in this framework: People/ User-Focused Delivery of Justice; Internal Human Resource Capacity; and Infrastructure and Resources. Properly harnessed and deployed, ICT can facilitate speedier trials and enhance the efficiency and effectiveness of administrative processes through data management, data processing and secure archiving of information while guaranteeing more transparency and fairness in the adjudication of cases and facilitating internal and external communication. The Automation of Courts also has the potential to enhance public confidence in the judicial process by minimizing the risk of misplacement or loss of court files.

The Judiciary has had very limited adoption and utilization of information and communication technologies. One of the key challenges is the failure to properly harness and deploy ICT, including developing the required ICT infrastructure and computerizing the

key judicial applications (especially a suitable case management system) leading to poor delivery of services. The result has been inefficiency and ineffectiveness in the administration of justice.

Other challenges include inadequate ICT skills and competences and lack of integration of various standalone systems. There is therefore a need to develop and realign ICT policy and strategy to the new Judiciary Transformation strategy. The Judiciary will create an e-Judiciary framework that will make ICT an enabler of its Transformation program. Under this Framework, the Judiciary will implement the following activities aimed at automating judicial operations:

- Establish an electronic Case Management System;
- Establish an SMS inquiry system to inform members of the public about the status of their cases;
- Digitize court records;
- Install teleconferencing facilities;
- Mainstream the use of electronic billboards in the courts;
- Establish an integrated personnel and payroll system; and
- Ensure the digital recording of proceedings and transcription.

Additionally, the Judiciary will establish a paperless Supreme Court which is emblematic of the efficiencies the Judiciary aspires to.

# 4

## 4.0 IMPLEMENTATION PLAN

The successful implementation of the Framework will depend on the strength, resolve and commitment of the political leadership of the Judiciary, the extent of internal ownership of this process and commitment of the staff, and the extent of support from the public and other governmental agencies.

This Framework provides the basis for the immediate development of the Judiciary Strategic Plan as well as other Strategic plans for Judiciary orbit institutions. It will be the basis for the development of Courts, Stations, and Directorates Strategic Plans. A monitoring and evaluation system will be developed and a continuous appraisal system designed by the Secretariat.

The implementation of the Judiciary Transformation Framework will reside in the Office of the Chief Justice and will be supported by a strong and professional Secretariat. However, the daily work of implementing the Framework will fall on each and every officer of the Judiciary.

# 5

## 5.0 RESULTS-BASED MATRIX

### PILLAR 1: People/User-Focused Delivery of Justice

#### Key Result Area 1: Access to, and Expeditious Delivery of, Justice

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
To provide equitable access to justice for all	Improve physical access to courts (and reduce distance to courts) - See KRA 8	<ul style="list-style-type: none"> <li>• Build new courts, based on model court design guide</li> <li>• Provide mobile courts</li> <li>• Ensure all courts are accessible to court users and accommodate the needs of persons with disabilities</li> <li>• Use ICT tools (KRA 10) to provide access to court services without requiring a physical presence</li> </ul>	<p>Improved physical access to courts as represented by:</p> <ul style="list-style-type: none"> <li>• number/usage of new courts &amp; mobile courts</li> <li>• each court station has a linked mobile court</li> <li>• extent of use of ICT services</li> <li>• reducing average distance to courts</li> </ul>
	Improve functional access to courts and court services	<ul style="list-style-type: none"> <li>• Establish special courts for children and other marginalised and vulnerable groups</li> <li>• Operationalise Small Claims courts</li> <li>• Simplify court procedures to reduce costs</li> <li>• Develop a Litigants' Charter to provide information of court jurisdiction, fees and calendar</li> <li>• Provide customer care desks at every court station</li> <li>• Establish the Office of Court Counsel as a one-stop shop for information to pro se litigants</li> </ul>	<p>Improved functional access to courts as represented by:</p> <ul style="list-style-type: none"> <li>• number/usage of special courts &amp; small claims courts</li> <li>• movement in caseload</li> <li>• litigant and public satisfaction with court services and overall court security</li> <li>• extent of use of ICT services</li> </ul> <p>Increased use of ADR, plus a reduced number of court hearings</p>

PILLAR 1: People/User-Focused Delivery of Justice

Key Result Area 1: Access to, and Expeditious Delivery of, Justice

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
		<ul style="list-style-type: none"> <li>• Utilise ICT tools (KRA 10) to make court records more accessible to the public, having due regard to the right to privacy</li> <li>• Enhance court security for the general public and those working in courts</li> </ul>	
	Promote and facilitate alternative forms of dispute resolution (ADR)	<ul style="list-style-type: none"> <li>• Develop law and rules for ADR</li> <li>• Sensitise court users and communities on the ADR option</li> </ul>	Increased use of ADR , plus a reduced number of court hearings
	Disseminate information on Legal Aid	<ul style="list-style-type: none"> <li>• Establish help desk in each court station with information on organizations providing legal aid</li> <li>• Collaborate with other justice sector actors to increase access to legal aid and assistance</li> </ul>	Number of help desks in place, and the extent of use of legal aid services based on this collaboration
To efficiently and expeditiously deliver justice	Develop processes and systems to accelerate case management and reduce case backlog	<ul style="list-style-type: none"> <li>• Establish Comprehensive Case Management System (CCMS – see KRA 10)</li> <li>• Develop guidelines on active case management to support the CCMS</li> <li>• Develop a specific strategy and programme to deal with historical case backlog</li> <li>• Establish Integrated Document Management System (IDMS)</li> </ul>	Reduced case cycle times  Reduced case backlog  Extent of use of active case management  Increased litigant and public satisfaction (reduced complaints) on account of court or registry processes

## PILLAR 1: People/User-Focused Delivery of Justice

## Key Result Area 1: Access to, and Expeditious Delivery of, Justice

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
	Utilise technology generally to accelerate court proceedings (see KRA 10)	<ul style="list-style-type: none"> <li>• Acquire recording and transcription systems for court proceedings</li> <li>• Provide judicial officers with the ICT tools necessary to operate in an increasingly technologically-driven environment</li> <li>• Introduce audio-video-tele conferencing (Tele-Justice)</li> <li>• Deploy workflow tools to improve the management of the court process</li> <li>• Continuously assess staff capacity to ensure that it adequately meets the caseload demand</li> </ul>	Reduced case cycle time and reduced case backlog
	Simplify court procedures	<ul style="list-style-type: none"> <li>• Improve clarity of court procedures so that pro se litigants may more effectively participate in the court process</li> <li>• Produce a "simple index" of court rules to enhance usability for employees and the public</li> <li>• Ensure court procedures are translated into all national languages</li> </ul>	Increased litigant and public satisfaction with court processes

## PILLAR 1: People/User-Focused Delivery of Justice

## Key Result Area 2: People-Centredness and Public Engagement

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
<p>To improve public confidence in (and the image of) the Judiciary by positively engaging the public and enhancing public awareness</p>	<p>Develop and execute a information, education and communications strategy directed at the general public</p>	<ul style="list-style-type: none"> <li>• Develop overall IEC strategy and IEC tools and mechanisms</li> <li>• Develop a media strategy that also covers social media</li> <li>• Develop appropriate collaboration and partnership frameworks with private sector and civil society for public engagement</li> <li>Disseminate IEC materials on judicial services, including official publications and reports</li> <li>• Develop a Litigant’s Service Charter</li> <li>• Establish the Office of Court Counsel as a one-stop shop for information to the public</li> </ul>	<p>Improved public knowledge and awareness of court procedures</p> <p>Greater satisfaction with court services</p>
	<p>Establish public-facing mechanisms to engage the general public</p>	<ul style="list-style-type: none"> <li>• Establish Customer Care desks at each court station</li> <li>• Establish Public Information kiosks at strategic locations</li> <li>• Use ICT tools (see KRA 10) to communicate to the public and allow the public to access information</li> <li>• Hold Open Days and Judicial Marches</li> <li>• Implement public outreach programmes e.g. sensitisation sessions, “colloquia with the public”, focus groups</li> </ul>	<p>Improved public knowledge and awareness of court procedures</p> <p>Greater satisfaction with court services</p>

## PILLAR 1: People/User-Focused Delivery of Justice

## Key Result Area 2: People-Centredness and Public Engagement

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
	Strengthen public complaint mechanisms	<ul style="list-style-type: none"> <li>• Expand the Office of the Ombudsman</li> <li>• Rollout the internet-based and SMS code complaints system</li> </ul>	<p>Increased public confidence with complaints mechanisms</p> <p>Fewer complaints/better court services</p>
	Establish targeted mechanisms to engage the selected constituencies	<ul style="list-style-type: none"> <li>• Develop and run Public and Student Visitation Programmes</li> <li>• Establish a Bench-Academy Programme</li> <li>• Implement public outreach programmes e.g. public lectures by Judicial officers</li> </ul>	Improved knowledge and awareness of how the Judiciary works
	Rebrand the Judiciary	<ul style="list-style-type: none"> <li>• Create a "popular" Judiciary brand, and rollout based on JTF</li> <li>• Link the brand to all Judiciary public communications</li> <li>• Sensitise judicial officers and staff on the brand</li> </ul>	<p>Better public association with the Judiciary</p> <p>Improved Judiciary public image</p>

## PILLAR 1: People/User-Focused Delivery of Justice

## Key Result Area 2: People-Centredness and Public Engagement

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
	Establish and operationalise public information and communications structures	<ul style="list-style-type: none"> <li>Establish appropriate Organizational Structure for the Public Relations Directorate</li> <li>Recruit professional staff and develop their technical and managerial capability</li> </ul>	Effective and efficient institutional framework supporting IEC and the need for people-centredness and public engagement
	Equip judicial officers and staff for effective public engagement	<ul style="list-style-type: none"> <li>Train judicial officers and staff in communications</li> <li>Train judicial officers and staff in management of litigants/customer care</li> </ul>	<p>Improved public interactions by Judiciary</p> <p>Enhanced confidence in Judiciary to deal with the public</p>

## PILLAR 1: People/User-Focused Delivery of Justice

## Key Result Area 3: Stakeholder Engagement

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
To promote stakeholder dialogue, collaboration and partnerships between actors across the chain of justice	Develop and execute a stakeholder engagement strategy for justice chain actors	<ul style="list-style-type: none"> <li>Review justice chain, determine engagement needs and identify gaps in terms of policy, strategy, reform or performance improvement</li> <li>Develop overall stakeholder engagement strategy</li> <li>Develop appropriate</li> </ul>	Constructive and successful stakeholder dialogue, collaboration and partnership on an ongoing basis

## PILLAR 1: People/User-Focused Delivery of Justice

## Key Result Area 3: Stakeholder Engagement

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
		<p>dialogue, collaboration and partnership frameworks with private sector and civil society (who are also in NCAJ - see below)</p>	
	<p>Operationalise the National Council for the Administration of Justice at national level</p>	<ul style="list-style-type: none"> <li>• Establish formal institutional arrangements for NCAJ operations (sub-committees, technical working groups etc)</li> <li>• Develop NCAJ Medium-Term Operational Plan and Annual Workplans from stakeholder engagement strategy</li> <li>• Implement NCAJ activities</li> </ul>	<p>Effective and efficient institutional framework (NCAJ) supporting stakeholder engagement at the national level</p>
	<p>Operationalise Court User Committees at station level</p>	<ul style="list-style-type: none"> <li>• Establish a model institutional and operating framework for Court User Committees to be rolled out across the country</li> <li>• Develop and gazette Court User Committee guidelines</li> <li>• Set up Court User</li> </ul>	<p>Effective and efficient institutional framework (Court User Committees) (NCAJ) supporting stakeholder engagement at the devolved, station level</p>

## PILLAR 1: People/User-Focused Delivery of Justice

## Key Result Area 3: Stakeholder Engagement

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
		<p>Committees at station level</p> <ul style="list-style-type: none"> <li>• Develop Court User Committee workplans/ budgets to be channelled to NCAJ through court stations</li> <li>• Implement Court User Committee activities</li> </ul>	
	<p>Establish a "fit for purpose" NCAJ Secretariat to coordinate stakeholder engagement</p>	<ul style="list-style-type: none"> <li>• Define role, structure and staffing requirements for the Secretariat</li> <li>• Recruit professional staff to run the Secretariat</li> </ul>	<p>Effective and efficient NCAJ Secretariat providing quality advise, support and services to the NCAJ</p>

## PILLAR 2: Transformative Leadership Organisational Culture and Professional, Motivated Staff

## Key Result Area 4: Philosophy and Culture

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
<p>To promote and enhance good governance in the Judiciary</p>	<p>Build a shared understanding of Judiciary's core values</p>	<ul style="list-style-type: none"> <li>• Develop a Values Statement for the Judiciary (from its own institutional values)</li> <li>• Train all judicial officers and staff in the Judiciary's institutional philosophy and core values</li> </ul>	<p>Institution-wide awareness of the Judiciary's philosophy and values</p>

PILLAR 2: Transformative Leadership and Professional, Motivated Staff  
Key Result Area 4: Philosophy and Culture

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
	Develop and main-stream an Ethics, Integrity and Values framework in the Judiciary	<ul style="list-style-type: none"> <li>• Ensure all Judiciary programmes and activities fully and properly reflect the requirements of this overall framework</li> </ul>	<ul style="list-style-type: none"> <li>• Ethics, Integrity and Values framework is effectively integrated into the Judiciary's day-to-day programming</li> </ul>
	Revise and implement the Judiciary Code of Ethics and Conduct	<ul style="list-style-type: none"> <li>• Develop a formal programme to institutionalise the revised Judiciary Code of Ethics and Conduct</li> <li>• Sensitise the general public on the Code of Ethics and Conduct</li> <li>• Train all judicial officers and staff in the Code of Ethics and Conduct</li> </ul>	<ul style="list-style-type: none"> <li>• All judicial officers and staff sensitised on the Judiciary Code of Ethics and Conduct</li> <li>• Public duly sensitised on the Code</li> </ul>
	Strengthen processes in the Judiciary, and across the Justice Sector, to eliminate corruption and unethical practices	<ul style="list-style-type: none"> <li>• Conduct corruption mapping exercise in the Judiciary, and the Justice Sector</li> <li>• Develop an Sector Corruption Prevention Strategy championed by the Judiciary</li> <li>• Establish Integrity Assurance Mechanisms linked to the IPMAS (see KRA 6)</li> <li>• Enforce compliance in the Judiciary with the values and principles of</li> </ul>	<ul style="list-style-type: none"> <li>• Sector corruption mapping completed and prevention strategy is in place</li> <li>• Integrity Assurance mechanisms established and used to track compliance with the constitution and related laws</li> </ul>

## PILLAR 2: Transformative Leadership and Professional, Motivated Staff

## Key Result Area 4: Philosophy and Culture

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
		governance in the constitution, as well as the Public Officer Ethics Act	
To promote culture change in Judiciary that accords with its transformed mandate	Execute a Culture Change Strategy as part of Change Management Strategy (see KRA 5)	<ul style="list-style-type: none"> <li>• Envision New Culture</li> <li>• Prepare Culture Change Vision and Readiness Assessment</li> <li>• Develop and Implement Culture Change Plan (as part of Change Management Plan)</li> </ul>	<ul style="list-style-type: none"> <li>• Culture change plan in place as part of Change Management</li> <li>• Culture change programme successfully implemented</li> </ul>

## PILLAR 2: Transformative Leadership and Professional, Motivated Staff

## Key Result Area 5: Leadership and Management

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
To establish a Leadership and Management Framework for the Judiciary that supports Transformation on a day-to-day basis	Develop and launch Leadership and Management Guidelines	<ul style="list-style-type: none"> <li>• Perform leadership and management audit</li> <li>• Benchmark with exemplary jurisdictions</li> <li>• Develop leadership and management guidelines and pilot at the centre</li> <li>• Develop mentoring programme</li> <li>• Devolve leadership and management guidelines</li> <li>• Implement</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership and management guidelines developed, launched, piloted at the centre and devolved to the station level</li> <li>• Leadership and management programmes successfully implemented</li> </ul>

## PILLAR 2: Transformative Leadership and Professional, Motivated Staff

## Key Result Area 5: Leadership and Management

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
		<p>leadership and management development programme at all levels</p>	
	<p>Establish Leadership and Management Structures</p>	<ul style="list-style-type: none"> <li>• Establish Judiciary Leadership and Management Committee at the national level as the management organ of the entire Judiciary</li> <li>• Establish Leadership and Management Committees at devolved (region &amp; station) level</li> </ul>	<ul style="list-style-type: none"> <li>• Judiciary Leadership and Management Committee fully operationalised at the national level</li> <li>• Judiciary Leadership and Management Committee fully operationalised at the devolved level</li> </ul>
	<p>Establish executive support offices for key officers in the Judiciary</p>	<ul style="list-style-type: none"> <li>• Establish executive offices to support the Chief Justice, Deputy Chief Justice, President of the Court of Appeal, Principal Judge of the High Court, Chief Registrar, Heads of Divisions and Heads of Stations</li> </ul>	<p>Executive offices established</p>
	<p>Professionalise the new Directorates in the Judiciary</p>	<ul style="list-style-type: none"> <li>• Establish appropriate Organizational Structure for all Directorates (See KRA 6)</li> <li>• Recruit professional staff and develop their technical and managerial capability</li> </ul>	<ul style="list-style-type: none"> <li>• New Directorates fully operationalised and professionally staffed</li> </ul>

PILLAR 2: Transformative Leadership and Professional, Motivated Staff  
Key Result Area 5: Leadership and Management

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
	Establish a "fit for purpose" Secretariat to manage and coordinate the Transformation	<ul style="list-style-type: none"> <li>• Define role, structure and staffing requirements for the Secretariat</li> <li>• Recruit professional staff to run the Secretariat</li> </ul>	Secretariat formed, staffed and fully in place, working as "fit for purpose"
	Execute a Change Management Strategy to support the overall Transformation	<ul style="list-style-type: none"> <li>• Develop Change Management Vision and Readiness Assessment</li> <li>• Develop and Implement Change Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Change management plan in place</li> <li>• Culture change programme successfully implemented</li> </ul>
To institutionalise performance management and accountability	Establish an Integrated Performance Management and Accountability System (IPMAS)	<ul style="list-style-type: none"> <li>• Develop the IPMAS system, including performance factors, criteria, weighting and scoring</li> <li>• Link IPMAS to the Planning and Budgeting System (See KRA 9) for performance-based programme budgeting</li> <li>• Induct/train staff on IPMAS</li> <li>• Establish Performance Agreements at unit and individual level</li> <li>• Use IPMAS to fully operationalise performance management and accountability</li> </ul>	<ul style="list-style-type: none"> <li>• IPMAS system established and linked to performance budgets</li> <li>• Staff trained on IPMAS</li> <li>• Performance agreements established at all levels</li> </ul>

## PILLAR 2: Transformative Leadership and Professional, Motivated Staff

## Key Result Area 5: Leadership and Management

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
	Enhance Judiciary Accountability	<ul style="list-style-type: none"> <li>• Conduct staff, litigant and public surveys on Judiciary performance and areas for improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Regular surveys conducted and feedback provided on Judiciary performance</li> </ul>
	Operationalise performance management and accountability structures	<ul style="list-style-type: none"> <li>• Establish appropriate Organizational Structure for the Performance Management Directorate</li> <li>• Recruit professional staff and develop their technical and managerial capability</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Management directorate fully operationalised and professionally staffed</li> </ul>
To modernise the current frame work work for human resources and management and Development	Review and modernise Judiciary HRM&D policies, processes, procedures and documentation	<ul style="list-style-type: none"> <li>• Develop Judiciary HRM&amp;D Strategy</li> <li>• Modernise HR Planning, Recruitment &amp; Selection, Induction, Placement, Deployment &amp; Transfers, Training &amp; Development, Pay, Benefits &amp; Welfare, Performance Management, Career Planning &amp; Development, Maintenance, Safety &amp; Health, Industrial Relations, Discipline and Exit/ Separation</li> </ul>	<ul style="list-style-type: none"> <li>• HRM&amp;D strategy in place</li> <li>• HRM&amp;D procedures, policies, processes and documentation completely revamped</li> </ul>

## PILLAR 2: Transformative Leadership and Professional, Motivated Staff

## Key Result Area 5: Leadership and Management

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
	Perform an overall Job Evaluation	<ul style="list-style-type: none"> <li>• Based on the jobs and job descriptions in the new structure (See KRA 6), carry out an overall Job Evaluation as a basis for guiding policy decisions on (relative) pay in relation to actual work done/ responsibilities held</li> </ul>	<ul style="list-style-type: none"> <li>• Job evaluation exercise successfully completed and job grading recommendations approved by the JSC</li> </ul>
	Develop remuneration and reward mechanisms that promote both individual and team based performance	<ul style="list-style-type: none"> <li>• Review current remuneration and reward mechanisms</li> <li>• Develop new remuneration and reward mechanisms linked to IPMAS</li> </ul>	<ul style="list-style-type: none"> <li>• New remuneration and reward mechanisms developed and approved by the JSC</li> </ul>
	Develop sound Internal Disciplinary Mechanisms	<ul style="list-style-type: none"> <li>• Identify matters that could be resolved quickly internally without compromising fairness</li> <li>• Develop Internal Disciplinary Mechanism to handle such identified matters</li> </ul>	<ul style="list-style-type: none"> <li>• Sound Internal Disciplinary Mechanism established and in place</li> </ul>
To optimise HR Staffing in the Judiciary	Perform HR inventory of all Judicial Staff	<ul style="list-style-type: none"> <li>• Perform inventory of staff (permanent vs. temporary)</li> <li>• Perform basic knowledge and skills audit of all staff</li> <li>• Perform specific Knowledge and skills audit for all staff against current jobs occupied</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive HR inventory, including knowledge and skills audit, successfully completed</li> </ul>

## PILLAR 2: Transformative Leadership and Professional, Motivated Staff

## Key Result Area 5: Leadership and Management

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
	Develop Medium-Term HR Staffing Plan	<ul style="list-style-type: none"> <li>Based on the jobs in the new structures (See KRA 6) and inventory results, develop Medium-Term HR Staffing Plan</li> </ul>	<ul style="list-style-type: none"> <li>Medium-Term HR Staffing Plan, including staff rationalisation, successfully implemented</li> </ul>

## PILLAR 2: Transformative Leadership and Professional, Motivated Staff

## Key Result Area 6: Organization Structure

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
To establish an overall organisational structure that clearly (a) delineates judicial from administrative functions (b) supports the effective devolution of the Judiciary (c) defines roles, mandates, responsibilities and accountabilities of different organisational units at different levels within the Judiciary and (d) cascades these roles to individual jobs through job descriptions	Develop national-level organizational structure	<ul style="list-style-type: none"> <li>Perform comprehensive review of functions and reporting relationships within the Judiciary</li> <li>Carry out staffing norms and workload assessment to establish gaps or areas of surplus</li> <li>Develop new national organisational structure based on rationalised functions on a dual basis to separate judicial and administrative functions</li> <li>Design new leadership and management structures to guide reporting, authority and accountability relationships</li> <li>Establish staffing needs (skills and quantum) to support the new organisational structure</li> </ul>	<ul style="list-style-type: none"> <li>New national-level organisational structure established, and supported by new national leadership and management structure</li> <li>HR staffing needs established based on staffing norms and workload assessment</li> </ul>
	Develop "model" devolved-level organizational structure	<ul style="list-style-type: none"> <li>Perform a review of functions and reporting relationships at devolved level, and with the centre</li> <li>Develop new devolved organizational structure using national principles, and showing relations with the centre</li> <li>Design new leadership and management structures at devolved level</li> </ul>	<ul style="list-style-type: none"> <li>"Model" devolved organizational structure established, supported by leadership and management structures at the devolved level</li> <li>Devolved level HR staffing needs identified</li> </ul>

## PILLAR 2: Transformative Leadership and Professional, Motivated Staff

## Key Result Area 6: Organization Structure

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
		<ul style="list-style-type: none"> <li>Establish staffing needs (skills and quantum) to support the new organizational structure</li> </ul>	
	Develop individual court, court station, division and directorate structures	<ul style="list-style-type: none"> <li>Based on the overall national and devolved structures, develop organizational structures for individual units at both national and devolved level</li> </ul>	<ul style="list-style-type: none"> <li>Organizational structures for courts, court stations, divisions and directorates established</li> </ul>
	Develop job descriptions for all positions falling within the overall organizational structure	<ul style="list-style-type: none"> <li>Perform job analysis to identify the scope and scale of jobs envisaged by the new national and devolved structures for each organizational unit</li> <li>Revise the staff establishment (with JSC approval) for all jobs in the structure</li> <li>Review status of existing job descriptions and update them as needed to reflect new organizational structure</li> <li>Develop job descriptions for all jobs created by the new structure</li> </ul>	<ul style="list-style-type: none"> <li>Revised staff establishment approved by the JSC</li> <li>Job descriptions developed for EVERY position in the Judiciary</li> </ul>

## PILLAR 2: Transformative Leadership and Professional, Motivated Staff

## Key Result Area 7: Growth of Jurisprudence and Judicial Practice

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
To establish an overall framework for training, research, bench-	Develop the Judicial Training Institute as the Judiciary's think tank	<ul style="list-style-type: none"> <li>Implement the JTI Strategic Plan</li> </ul>	<ul style="list-style-type: none"> <li>JTI recognition as a centre of excellence</li> </ul>

## PILLAR 2: Transformative Leadership and Professional, Motivated Staff

## Key Result Area 7: Growth of Jurisprudence and Judicial Practice

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
marking, continuous learning, mentoring and peer review programmes	Build the JTI'S's institutional capacity for Judicial Training	<ul style="list-style-type: none"> <li>• Establish a clear Organizational Structure for the JTI</li> <li>• Recruit professional personnel and develop their technical and managerial capacity</li> <li>• Develop and implement an internal capacity building programme for JTI</li> <li>• Register JTI as a training institution to gain certification capacity</li> <li>• Improve JTI infrastructure (purchased property)</li> </ul>	<ul style="list-style-type: none"> <li>• Institutional JTI capacity, including structures and infrastructure established and fully in place</li> </ul>
	Establish a comprehensive training curriculum	<ul style="list-style-type: none"> <li>• Perform a training and development needs assessment for the Judiciary</li> <li>• Develop a comprehensive and integrated training curriculum</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive training needs assessment completed</li> <li>• Integrated training curriculum developed and in place</li> </ul>
	Develop continues learning, mentoring, and peer review programmes (including local, regional, and international colloquia)	<ul style="list-style-type: none"> <li>• Benchmark against other continuous learning and peer review programmes</li> <li>• Establish long-term continuous learning needs from the training needs assessment</li> <li>• Develop continuous learning programmes</li> <li>• Develop mentoring programmes</li> <li>• Develop peer review programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous learning, mentoring and peer review programmes established and running successfully</li> </ul>
	Establish technical partnerships with other learning and research institutions	<ul style="list-style-type: none"> <li>• Carry out benchmarking missions to other jurisdictions to initiate partner contacts</li> <li>• Identify local, regional and international partners</li> <li>• Establish partnership MoUs on areas of technical cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• High quality technical partnerships with learning and research institutions established</li> </ul>

## PILLAR 2: Transformative Leadership and Professional, Motivated Staff

## Key Result Area 7: Growth of Jurisprudence and Judicial Practice

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
	Build the NCLR's institutional capacity for monitoring and reporting on the development of jurisprudence	<ul style="list-style-type: none"> <li>• Formulate and implement a new strategic plan situating the NCLR to service a transformed Judiciary</li> <li>• Acquire adequate and suitable office premises</li> <li>• Implement a full staff establishment</li> <li>• Improve physical infrastructure</li> <li>• Strategic leverage on the NCLR's competences in ICTs, publishing and communications</li> </ul>	NCLR established as a centre of excellence in law reporting and legal publishing
Develop an iconic Supreme Court	Train and develop the Supreme Court as progressive social actors	<ul style="list-style-type: none"> <li>• Linkages with academia</li> <li>• Research capacitation</li> <li>• Recruit, train and deploy first-rate law clerks</li> <li>• Conferencing</li> <li>• Develop appropriate relationships with other courts</li> <li>• Supreme Court-Public interface</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing recognition of the Supreme Court as the final interpreter of constitutional questions</li> <li>• Citation to Supreme Court decisions and judicial practice by peer jurisdictions</li> </ul>

## PILLAR 3: Adequate Infrastructure and Sufficient Resourcing

## Key Result Area 8: Physical Infrastructure

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
To establish an Infrastructure Policy, Planning and Management Framework for the Judiciary	Develop Infrastructure Development Policy and Master Plan for the Judiciary	<ul style="list-style-type: none"> <li>• Perform comprehensive quantitative and qualitative inventory of current infrastructure in the Judiciary</li> <li>• Prepare Infrastructure Needs Assessment (and gap analysis)</li> <li>• Develop Infrastructure Policy and Overall Master Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive Infrastructure Inventory and Needs Assessment developed</li> <li>• Infrastructure Policy and Overall Master Plan launched and operational</li> </ul>
To develop and maintain comprehensive court facilities	Develop Court Design and Maintenance Guideline	<ul style="list-style-type: none"> <li>• Review winning submissions from Court Design Competition for inputs on design concepts, elements and features</li> </ul>	<ul style="list-style-type: none"> <li>• Court Design and Maintenance Guides developed and fully operational</li> </ul>

## PILLAR 3: Transformative Leadership and Professional, Motivated Staff

## Key Result Area 8: Physical Infrastructure

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
		<ul style="list-style-type: none"> <li>• Prepare Court Design Guide</li> <li>• Prepare Court Maintenance Guide</li> </ul>	
	Develop Model Courts (prototype)	<ul style="list-style-type: none"> <li>• Locate and Build Model High Court</li> <li>• Locate and Build Model Magistrates Court</li> <li>• Locate and Build Model Children's Court</li> </ul>	Model Courts built
	Refurbish and Renovate Existing Courts (all types)	<ul style="list-style-type: none"> <li>• Prioritise Court Renovation based on Inventory (Master Plan)</li> <li>• Renovate Courts according to Master Plan</li> </ul>	Court Renovations carried out in line with Master Plan
	Build New Courts (all types)	<ul style="list-style-type: none"> <li>• Prioritise New Court Construction based on Selection and Investment Criteria (Master Plan)</li> <li>• Build New Courts per Master Plan</li> </ul>	New Court Construction carried out and completed in line with Master Plan
	Maintain Courts	<ul style="list-style-type: none"> <li>• Carry out regular Court Maintenance based on guidelines and plans</li> </ul>	Court Maintenance Records show regular maintain in line with guidelines
To provide adequate working tools and other Infrastructure	Develop comprehensive Asset Management System	<ul style="list-style-type: none"> <li>• Establish national and station-level Asset Registers</li> <li>• Establish national and station-wide Asset Management and Tracking System</li> </ul>	Asset Registers and Asset Management & Tracking Systems in place

## PILLAR 3: Transformative Leadership and Professional, Motivated Staff

## Key Result Area 8: Physical Infrastructure

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
	Provide Working Tools & Infrastructure	<ul style="list-style-type: none"> <li>• Ensure regular provision of working tools and infrastructure based on the Infrastructure Master Plan and regulated by the Asset Management System</li> </ul>	Working Tools and Infrastructure provided to users in line with Master Plan as regulated by the Asset Management System
To build Infrastructure management capacity in the Judiciary	Develop internal infrastructure management capacity	<ul style="list-style-type: none"> <li>• Re-establish the Infrastructure Inspectorate with a clearly laid out Organizational Structure</li> <li>• Recruit professional infrastructure management personnel and develop their technical and managerial capacity</li> </ul>	Infrastructure Inspectorate fully re-established, structured and staffed
	Develop infrastructure management awareness among judicial officers and staff	<ul style="list-style-type: none"> <li>• Provide guidelines and sensitise judicial officers and staff on sound infrastructure management</li> </ul>	All judicial officers and staff sensitised on the merits of sound infrastructure management

## PILLAR 3: Adequate Infrastructure and Sufficient Resourcing

## Key Result Area 9: Resourcing and Value for Money

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
To establish a Judiciary Public Financial Management (PFM) framework	Operationalise Judiciary Fund	<ul style="list-style-type: none"> <li>• Gazette Judiciary Fund Regulations</li> <li>• Develop Specific Procedures for the Administrative and Operational of the Judiciary Fund having regard to PFM processes</li> </ul>	Judiciary Fund Regulations and Administrative and Operational procedures fully in place and operational

## PILLAR 3: Adequate Infrastructure and Sufficient Resourcing

## Key Result Area 9: Resourcing and Value for Money

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
	Review and Re-vamp Judiciary PFM Processes	<ul style="list-style-type: none"> <li>• Develop Judiciary PFM Strategy</li> <li>• Strengthen Planning, Budgeting, Procurement, Budget Execution, Cash and Asset Management Processes at national and station level</li> <li>• Develop Revenue Planning and Management Systems at national and station level</li> <li>• Develop Tracking, Monitoring, Accounting, Reporting and External Accountability Systems at national/station level</li> </ul>	Judiciary PFM processes reviewed, revamped and developed in line with the Judiciary PFM Strategy
	Establish Regular Medium-Term Planning and Budgeting Framework	<ul style="list-style-type: none"> <li>• Develop Rolling Medium-Term Operational Plans based on JTF and Strategic Plan</li> <li>• Translate Plans into Medium-Term Budget Statements, and Annual Budgets</li> </ul>	Regular Medium-Term Planning and Budgeting Framework for the Judiciary is in place and fully operational
To mobilise resources for successful implementation of the JTF	Mobilise GoK Resources annually	<ul style="list-style-type: none"> <li>• Negotiate Share of National Resources at beginning of MTEF (BOPA)</li> <li>• Present and Justify Resource Estimates to Parliament (Budget Committee)</li> </ul>	GoK resources successfully mobilised on an annual basis
	Raise Internal Resources Annually	<ul style="list-style-type: none"> <li>• Develop and Implement Parliament-approved Revenue Plans</li> </ul>	Internal revenue resources successfully raised annually

## PILLAR 3: Adequate Infrastructure and Sufficient Resourcing

## Key Result Area 9: Resourcing and Value for Money

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
	Raise Resources from Development Partners based on Multi-Year Agreements	<ul style="list-style-type: none"> <li>• Establish JTF-aligned Multi-Year Financing Agreement(s) with Development Partners</li> <li>• Negotiate Annual Funding Allocations based on Multi-Year Financing Agreements</li> </ul>	<ul style="list-style-type: none"> <li>• Development partner resource contributions successfully mobilised in line with Financing Agreements</li> </ul>
To ensure that the Judiciary achieves Value for Money (VFM) in the use of all of its resources, regardless of source or method of funding	Establish a VFM Policy and Arrangements	<ul style="list-style-type: none"> <li>• Establish VFM policy</li> <li>• Ensure Judiciary PFM processes and IFMIS systems have inbuilt checks to provide VFM assurances as regards the economy, efficiency and effectiveness of resource use</li> </ul>	VFM Policy and Arrangements established and fully operational
	Align with GoK Procurement and Financial Management Regulations	<ul style="list-style-type: none"> <li>• Ensure that Judiciary rules are aligned with GoK procurement and financial management regulations, subject to the financial independence accorded to the Judiciary Fund</li> </ul>	Transparent Judiciary Procurement and Financial Management Rules fully aligned
	Comply with development partner Procurement (and, if applicable, Financial Management) regulations	<ul style="list-style-type: none"> <li>• Ensure that Judiciary Procurement rules are aligned with development partner, subject to VFM considerations and the rules of the Judiciary Fund</li> </ul>	Transparent Judiciary Procurement and Financial Management Rules fully aligned

## PILLAR 3: Adequate Infrastructure and Sufficient Resourcing

## Key Result Area 9: Resourcing and Value for Money

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
	Up hold the Judiciary Code of Ethics and Conduct	<ul style="list-style-type: none"> <li>• Develop and enforce mechanisms to ensure compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Judiciary Code of Ethics and Conduct fully operationalised</li> </ul>
To ensure that the Judiciary achieves Value for Money (VFM) in the use of all of its resources, regardless of source or method of funding	Establish a VFM Policy and Arrangements	<ul style="list-style-type: none"> <li>• Establish VFM policy</li> <li>• Ensure Judiciary PFM processes and IFMIS systems have inbuilt checks to provide VFM assurances as regards the economy, efficiency and effectiveness of resource use</li> </ul>	VFM Policy and Arrangements established and fully operational
	Align with GoK Procurement and Financial Management Regulations	<ul style="list-style-type: none"> <li>• Ensure that Judiciary rules are aligned with GoK procurement and financial management regulations, subject to the financial independence accorded to the Judiciary Fund</li> </ul>	Transparent Judiciary Procurement and Financial Management Rules fully aligned
	Comply with development partner Procurement (and, if applicable, Financial Management) regulations	<ul style="list-style-type: none"> <li>• Ensure that Judiciary Procurement rules are aligned with development partner, subject to VFM considerations and the rules of the Judiciary Fund</li> </ul>	Transparent Judiciary Procurement and Financial Management Rules fully aligned

## PILLAR 3: Adequate Infrastructure and Sufficient Resourcing

## Key Result Area 9: Resourcing and Value for Money

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
	Uphold the Judiciary Code of Ethics and of Conduct	<ul style="list-style-type: none"> <li>Develop and enforce mechanisms to ensure compliance</li> </ul>	Judiciary Code of Ethics and Conduct fully operationalised

## PILLAR 4: Harnessing Information and Communication Technology (ICT) for Justice

## Key Result Area 10: ICT as an Enabler

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
To establish an ICT Policy, Planning and Management Framework for the Judiciary	Review and update existing ICT policy and strategic plan	<ul style="list-style-type: none"> <li>Review 2010 ICT Needs Assessment, ICT Policy and ICT Strategic Plan to reflect the JTF requirements</li> <li>Develop Updated ICT Policy and Strategic Plan</li> </ul>	ICT policy and Strategic Plan developed and fully operational
To develop comprehensive ICT Infrastructure	Upgrade and improve communication infrastructure	<ul style="list-style-type: none"> <li>Establish Local Area Networks (LANs) in High Court Stations</li> <li>Establish LANs in other Court Stations</li> <li>Enhance Judiciary Internet Connectivity in Court Stations</li> <li>Develop and rollout Judiciary Wide Area Network (J-WAN)</li> <li>Establish Enterprise Judicial Portal (interactive website and extranet)</li> <li>Develop Judiciary-wide intranet and e-mail system</li> <li>Implement</li> </ul>	Communications infrastructure improved and upgraded in line with the ICT Strategic Plan

## PILLAR 4: Harnessing Information and Communication Technology (ICT) for Justice

## Key Result Area 10: ICT as an Enabler

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
		<p>Interactive Voice Response System (IVRS)</p> <ul style="list-style-type: none"> <li>• Establish Tele-Justice System (Teleconferencing)</li> </ul>	
	Upgrade and improve hardware infrastructure	<ul style="list-style-type: none"> <li>• Procure ICT hardware (desktops, laptops etc) in line with ICT plan</li> <li>• Procure ICT peripherals (printers, copiers, scanners, external drives etc) in line with ICT plan</li> </ul>	Hardware infrastructure improved and upgraded in line with the ICT Strategic Plan
	Enhance systems control and security	<ul style="list-style-type: none"> <li>• Procure ICT peripherals (printers, copiers, scanners, external drives etc) in line with ICT plan</li> <li>• Establish Network Security System</li> <li>• Establish Security System for Judiciary Data Centre</li> <li>• Procure Hardware &amp; Software Security Tools for Users</li> </ul>	Systems Control and Security enhanced in line with the ICT Strategic Plan

## PILLAR 4: Harnessing Information and Communication Technology (ICT) for Justice

## Key Result Area 10: ICT as an Enabler

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
	Develop ICT disaster recovery framework	<ul style="list-style-type: none"> <li>• Develop and Implement Disaster Recovery Framework</li> <li>• Establish Judiciary Data Centre</li> </ul>	Disaster Recovery Framework and Arrangements established in line with the ICT Strategic Plan
To adopt automation and e-systems in judicial processes	Automate and establish e-systems for Court Management	<ul style="list-style-type: none"> <li>• Paperless Supreme Court</li> <li>• Digitise Court Records</li> <li>• Establish Electronic Billboards in Courts</li> <li>• Procure Public Address Systems</li> </ul>	Court management systems automated as planned
	Automate and establish e-systems for Case Management	<ul style="list-style-type: none"> <li>• Establish Comprehensive Case Management System (CCMS)</li> <li>• Develop citizen-friendly ICT portals and channels</li> <li>• Establish SMS Inquiry Systems for Litigants and the Public</li> <li>• Establish Recording and Transcription Systems for Court Proceedings</li> <li>• Establish Judgement Delivery Tracking Device</li> </ul>	Case management systems automated as planned
To adopt automation and e-systems in administrative processes	Automate and integrate systems for administrative support	<ul style="list-style-type: none"> <li>• Establish Judiciary Integrated Information Management System (JIIMS)</li> <li>• Establish Integrated Financial Management Information System (J-IFMIS)</li> </ul>	Administrative support systems automated as planned

## PILLAR 4: Harnessing Information and Communication Technology (ICT) for Justice

## Key Result Area 10: ICT as an Enabler

Strategic Objective	Strategies	Key Actions/Initiatives	Strategy - level Indicators of Success
		<ul style="list-style-type: none"> <li>• Establish E-Procurement System</li> <li>• Establish Integrated Human Resource Management Information System (J-IHRMIS)</li> <li>• Establish Document Management System(DMS)</li> <li>• Establish Complaints Management System (CMS)</li> </ul>	Administrative support systems automated as planned
To build ICT human capacity in the Judiciary	Develop Internal ICT Management Capacity	<ul style="list-style-type: none"> <li>• Establish appropriate Organizational Structure for the ICT Directorate staff</li> <li>• Recruit professional ICT personnel and develop their technical and managerial capacity</li> </ul>	ICT directorate fully operationalised and professionally staffed
	Build Judiciary-wide ICT skills an capabilities	<ul style="list-style-type: none"> <li>• Develop ICT training programmes for judicial officers and staff</li> <li>• Develop the ICT capacity of judicial officers and staff</li> </ul>	Judicial officers and staff ICT capacity duly developed in line with training programme



**NOTES**



**NOTES**



REPUBLIC OF KENYA

# THE JUDICIARY

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