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THE JUDICIARY



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Table of Contents

EXECUTIVE SUMMARYii

1.0 INTRODUCTION 4

 1.1 Background..... 4

 1.2 Rationale for reporting..... 5

 1.4 Scope of the report 6

 1.5 Institutional and implementation structure 6

2.1 Component 1: Court administration and Case Management..... 8

 2.1.1 Sub-Component 1a: Court Administration 8

 2.1.2 Sub-component Component 1b: Case Management 9

 2.1.3 Key results expected under component 1..... 9

 2.1.5 Achievements under Subcomponent 1b..... 11

2.2 Component 2: Judiciary Training and Staff Development 11

 2.2.1 Key results for component 2:..... 12

 2.2.2 Achievements under component two..... 12

2.3 Component 3: Court Infrastructure 12

 2.3.1 Key results for component 3:..... 12

2.4 Component 4: Project Management 13

 2.4.1 Achievements under component 4 13

2.5 Analysis of implementation 13

3.0 FINANCIAL ANALYSIS..... 16

 3.2 Findings 18

4.0 MAJOR IMPLEMENTATION CHALLENGES AND LESSONS LEARNT 20

5.0 RECOMMENDATIONS 21

6.0 CONCLUSIONS..... 23

List of Tables

Table 1: Expendire by components.....	16
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List of Figures

Figure 1: Percentage of activities initiated, underway and completed.....	14
Figure 2: A Comparrison of activities initiated, underway and completed	14
Figure 3: Expenditure comparison by components	17
Figure 4: Quarterly Expenditure 2013/14 to 2014/15	17
Figure 5: Rate of Absorption by Implementing Units	18

Annextures

Annex I Number and percentages of activities under various stages of implementation.....	23
Annex II: Expenditure by Implementing Unit	24
Annex III: Distance to be saved through construction of new courts and upgrading of existing courts..	25
Annex IV: Progress of activities	26

Abbreviations and Acronyms

BSU	-	Building Services Unit
CRJ		Chief Registrar of the Judiciary
CUC	-	Court User Committee
DCRJ	-	Deputy Chief Registrar of the Judiciary
FY	-	Financial Year
GAC	-	Governance and Anti-Corruption
HR	-	Human Resource
ICT	-	Information, Communication and Technology
IDA	-	International Development Association
IEC	-	Information, Education and Communication
IFA	-	Integrated Fiduciary Agent
IFMIS		Integrated Financial Management Information System
IPMAS	-	Integrated Performance Management and Accountability System
JPIP	-	Judicial Performance Improvement Project
JSC	-	Judicial Service Commission
JTC	-	Judiciary Tender Committee
JTI	-	Judiciary Training Institute
JTF	-	Judiciary Transformation Framework
M&E	-	Monitoring and Evaluation
NCAJ	-	National Council on the Administration of Justice
NCLR	-	National Council for Law Reporting
OAG	-	Office of the Attorney General
OCJ	-	Office of the Chief Justice
OCRJ	-	Office of the Chief Registrar of the Judiciary
OJO	-	Office of the Judiciary Ombudsperson
PAD	-	Project Appraisal Document
PMMSC		Performance Management and Measurement Steering Committee
PMU	-	Project Management Unit

PTC	-	Project Technical Committee
RFP	-	Request For Proposal
SCM	-	Supply Chain Management
TER		Technical Evaluation Report
TC	-	Technical Committee
TNA	-	Training Needs Assessment
TOR	-	Terms of Reference
WAN	-	Wide Area Network
WB	-	World Bank Group

EXECUTIVE SUMMARY

Introduction

This is a progress report for the Judicial Performance Improvement Project (JPIP) for the period 1st January to 31st March 2015. The report describes the extent to which the activities have been implemented as well as the extent to which the annual budget was utilized.

The 2014/15 work plan contained a total of 239 activities for implementation. About 21 activities were completed, 44 activities are underway, 122 have been initiated and 22 had not commenced. Activities that were completed during the period under review included the following amongst others; construction of the Kitui Court, the draft Judiciary corporate strategic plan, the draft JSC strategic plan, harmonized work plans and budgets for all the Judiciary Directorates for all Court Stations, sensitization and dissemination of Performance Management and Measurement Steering Committee (PMMSC) to all the stakeholders across the country.

The total project budget is US\$ 120million. The estimated budget for the 2014/15 work plan was about Kshs. 2.8 billion (US\$ 34million). At the time of preparing this report about Kshs 414.9 million (US\$ 4.4 million) had been spent. This reflects an absorption rate of 14% of the annual work plan budget. The absorption rates by components against the annual work plan budget are as follows: Court Administration 23%; Case Management 3%, Judicial Training and Staff Development 16%, Court Infrastructure 5%, and Project Management 37%.

Generally the report shows that few activities have been completed compared to the activities planned. This implies that a significant number of planned outputs had not been realised. The slow realization of outputs was as a result of a number of challenges which are highlighted in this report. These challenges include lengthy time taken in procurement processes especially for huge contracts including delays in evaluation of tenders. This has been a continuance

challenge for the project. Other challenges are delays in the submission of requests, proposals and specifications by some of the implementing units.

In addition to highlighting progress and challenges, this report also provides recommendations for addressing the challenges. Some of the recommendations include the need to improve efficiency in procurement and enhancement of capacity for some of the implementing units. The project management unit has endeavoured to ensure requests and TORs were submitted on time by assisting in drafting of ToRs, holding follow up meetings/discussions and regular reminders for the units to submit their requests, proposals and specifications.

1.0 INTRODUCTION

This chapter provides the background description of the project including the project objectives and key results. It also highlights the rationale, scope of the report and the projects' institutional and implementation structure..

1.1 Background

The Judicial Performance Improvement Project (JPIP) is a six years project funded by the World Bank Group. The project commenced on 30th April 2013 and is expected to conclude in December 2018. The objective of JPIP is to improve the performance of the Judiciary to provide its services in the project areas in a more effective, efficient and accountable manner. The project reinforces and contributes to the goals of the Judiciary Transformation Framework and thereby the realization of the Kenya's Vision 2030. The project has four components namely: Court Administration and Case Management; Judiciary Training and Staff Development; Court Infrastructure; and Project Management. Box 1.0 describes how JPIP is linked to the JTF.

Box 1.0: Linkage of JPIP to the JTF priorities

The Court Administration supports Pillar 2 of the JTF, which aims at improving the organizational structure of the Judiciary to ensure that it promotes the optimum performance of its key functions, including performance evaluation. The Case Management supports Pillars 1 and 4 of the JTF, which aims at promoting access to and expeditious delivery of judicial services, along with the harnessing of technology to enable the Judiciary to deliver prompt justice. Judiciary Training and Staff Development supports Pillar 2, which aims at developing a cadre of professional judicial staff to administer justice and promoting growth of robust jurisprudence. Court Infrastructure supports Pillar 3, which aims at ensuring that the Judiciary has adequate infrastructure to enable it to carry out its functions. Project Management component, though primarily designed to address the fiduciary aspects of the project, aims at building the Judiciary's financial and procurement management capacities so that it can sustain competent fiduciary autonomy, especially for the management of the new Judiciary Fund.

To achieve the broad objective of the project, five Project Development Objectives (PDO's) level results and eight intermediate results indicators were defined in the project design level. The identified PDO's level results consist of the following:

- a) Reduction in the average time it takes to dispose of cases in courts adopting the new case management system;
- b) Use of the Integrated Performance Management and Accountability System (IPMAS) to assess staff performance;
- c) Reduction in the average distance to courts as a result of constructing new courts;
- d) Percentage increase of users satisfied with the delivery of judiciary services in project courts; and
- e) Increased number of direct project beneficiaries disaggregated by gender. The beneficiaries of the project consist of Judiciary staff and court users (comprising members of the public, including investors who expect to have timely and fair resolution of disputes.

The intermediate results include the following:

- a) Increased user satisfaction assessed by annual court users survey;
- b) Number of court stations using an automated system in project intervention courts
- c) Percentage reduction backlog of cases in selected project intervention courts;
- d) Percentage increase of Judiciary staff who are satisfied with the knowledge and skills acquired from training;
- e) Improved impact on trainings assessed by impact evaluation of two training;
- f) New courts constructed by the project to improve access to court;
- g) Existing courts renovated by the project to improve access to the quality and access to service;
- h) Users reporting court facilities are 'satisfactory'.

The results identified collectively contribute to the project's overall objective. They also provide the measure for prioritizing activities.

1.2 Rationale for reporting

Development programs and policies are typically designed to achieve certain outcomes and impacts. Monitoring evaluation and reporting is therefore applied to verify and inform decision making and improve the quality, efficiency and effectiveness of interventions. This

report is therefore guided by Monitoring and Evaluation (M&E) principles and provides systematic data and information on implementation progress and the extent towards achievement of the objectives. The reporting is also guided by the financing agreement which indicates that the recipient shall monitor and evaluate the progress of the project and prepare regular project reports.

1.3 Objective of the report

The objective of this report is to inform the implementing units, project managers, the funding institution and other stakeholders on the status of the project implementation, the challenges experienced, and possible solutions for addressing the challenges. The proposed solutions are intended to guide project management and decision making processes.

1.4 Scope of the report

The report covers the status of implementation of the 2014/15 JPIP work plan as at 31st March 2015. It provides an assessment of the activities implemented against what was planned. In addition, the report provides an overview summary of actual expenditures both by implementing units and by component visa-vis their respective budgetary allocations in the work plan. Finally, the report examines the major challenges and lessons learnt and provide recommendations for addressing the challenges.

1.5 Institutional and implementation structure

The project has an institutional and implementation structure which consists of the following:

- i) Project Steering Committee (PSC) is charged with the responsibility of providing policy guidance
- ii) The Project Technical Committee (PTC) is charged with the responsibility of providing overall technical oversight
- iii) The PMU is charged with the responsibility of overall management and coordination. It is assisted by the IFA which oversees the fiduciary aspects (procurement and financial management) of the project
- iv) The implementing units which consists of Judiciary Directorates and Agencies are as follows: the Judiciary Service Commission (JSC), Judiciary Training Institute (JTI), Kenya Law (KL) formerly the National Council for Law Reporting (NCLR), National Council on the Administration of Justice (NCAJ), the Office of the Attorney General

(OAG), Judiciary Directorates and Registrars. Their role is implement respective activities.

2.0 IMPLEMENTATION PROGRESS

This Chapter provides summary analysis and narrative description of the progress realized under each of the four components as well as by the implementing units. More details are captured in annex IV.

The 2014/15 JPIP annual work-plan provides a basis for implementation of activities. The plan shows a causal linkage between the objectives, outputs, output indicators, activities and inputs including the estimated budget. The plan also provides clear timelines in which the activities are expected to be delivered. Cumulative and consistent of implementation of the activities within the specified timelines were expected to realise certain outputs, outcomes, results and thereby deliver on the project objectives.

The foregoing highlights the activities, expected key results and achievements under each component.

2.1 Component 1: Court administration and Case Management

This component has two sub-components, Court Administration and Case Management. The Court Administration sub-component aims at improving the organizational structure, functions, and culture of the Judiciary for optimum performance and accountability. The Case Management sub-component aims at promoting access to and the expeditious delivery of judicial services, and is geared to assist the Judiciary in reducing case delays and hence contribute to the effective delivery of justice.

2.1.1 Sub-Component 1a: Court Administration

The key activities targeted for implementation under this component as highlighted in the PAD include:

- a) Development of an organization review of the Judiciary that takes into account the structure, capacity, and roles of the Judiciary staff.
- b) Development and implementation of an Integrated Performance Management and Accountability System (IPMAS).
- c) Change management efforts to help transition Judiciary staff to the institution's new vision, culture, structure, and processes.

- d) Data collection and analysis, including the publication of regular court user survey results (for the first time in Kenya) as a key transparency and accountability tool;
- e) Support to CUCs, including implementation of their court improvement plans;
- f) Development and implementation of a Governance and Anti-Corruption (GAC) strategy for the Judiciary;
- g) Support for court services innovation, research and testing;
- h) Capacity building for the Judiciary's Directorates, the JSC, the NCAJ, the KL; and
- i) Support for the extension of GoK's Integrated Financial Management Information System (IFMIS) to court stations in project areas.

2.1.2 Sub-component Component 1b: Case Management

The main activities planned for implementation under this subcomponent as highlighted in the PAD include:

- (a) The design, installation and commissioning of ICT hardware and connectivity infrastructure in court stations, and provide relevant staff training;
- (b) Implementing a Case Management Information System
- (c) Provision of container data centres to centralize all data belonging to the Judiciary;
- (d) Assess and pilot the establishment of court-annexed mediation in year 1 and roll out in project intervention courts.
- (e) Establish Customer Care Desk operations and Court Counsel services, including transparency tools to allow users to better understand court processes in project area court stations

The aim of these range of ICT related activities is to foster the development of competencies and ICT-enabled systems that permit more effective use of court time and greater reliance on court-annexed mediation and information systems as a means for reducing the proportion of cases that need to go to trial or appeal.

2.1.3 Key results expected under component 1

The implementation of activities under court administration and case management was aimed at achieving the following results:

- a) Use of IPMAS is assessing staff performance.
- b) Reduction in the backlog of cases.
- c) Improved user satisfaction with the delivery of court services in project courts.

d) Reduction in the average time it takes to dispose of cases in project courts adopting new case management.

e) Improved user satisfaction with the delivery of court services in project courts.

The process of engaging a consultant to determine this indicator has commenced.

2.1.4 Achievements under sub-component 1a

i) Two Judicial officers trained on legislative drafting.

ii) Benchmarking study tour conducted by the JSC in jurisdictions with best practices (USA and Germany).

iii) Financial Procedures and Guidelines Manual for the Judiciary developed.

iv) 28 staff trained as trainers of trainers on finance policy and procedures manual.

v) Judiciary work plans (for all directorates and court stations) aligned to the annual budget projections for 2015/16 developed.

vi) Four Internal Auditors trained in Risk Management and Internal Auditing.

vii) Three (3) SCM staff trained on international public procurement.

viii) Automated Judiciary HR management system developed.

ix) Draft Judiciary Corporate Strategic Plan developed.

x) Draft JSC Strategic Plan developed

xi) 27 top level managers trained on Strategic Leadership Development Program (SLDP) course at the Kenya School of Government (KSG).

xii) 33 middle level managers attended Senior Management Course at the KSG.

xiii) Performance review workshop for staff of Court of Appeal conducted with participation of 137 officers and staff.

xiv) Performance review workshop for 30 staff of the Office of the Chief Registrar of the Judiciary conducted.

xv) Performance Management and Measurement report prepared and stakeholder consultative, sensitization workshops conducted. The report was launched and performance management and measurements understanding signed on pilot basis.

xvi) Special benches 'Justice At Last Initiative' was established and managed to resolve 14990 cases.

xvii) The court case delay: impact diagnostic study report was finalized, published and launched in February 2015. The report shows on average it takes 3 months and 18

days to finalise a case in the Magistrate Courts. A civil case takes 190 days on average, from filing to first hearing compared to 63 days in criminal cases.

- xviii) The Judiciary case audit and institutional capacity survey report was finalized and published . The total pending cases were 426,508 of which 311,852 or 73% of total pending cases were backlog. A case was classified as backlog if it had not been concluded within 12 months. The report showed that 13 per cent of cases are between 12-23 months, 29 per cent between 24-59 months and 31 per cent more than 60 months. It is evident that the large proportions of backlog cases were older than 60 months implying existence of dormant cases in the courts system.
- xix) 262 officers and staff in five courts (Civil, commercial, Land and Environment, Judicial Review Constitutional and Human Rights and Meru courts) were trained on the registry operational manual.
- xx) Daily Court Return Template (DCRT) developed and rolled out.

2.1.5 Achievements under Subcomponent 1b

- i) Fact finding mission/site visits for court stations to guide ICT designs and specifications for Local Area Network (LAN) and Wide Area Network (WAN) were conducted and report developed.
- ii) Draft ICT policy developed.

2.2 Component 2: Judiciary Training and Staff Development

This component aims at strengthening the administrative and training capacity of the JTI. It also aims at supporting the delivery of training in support of the Judiciary's transformation agenda and its expanding workforce.

The main activities planned for implementation as highlighted in the PAD include:

- a) Strengthening the capacity of the JTI to carry out its education and training mandate and conduct impact evaluation of selected training programmes.
- b) Provide a structure for defining the critical competencies of Judiciary officers and for their ongoing training toward those competencies;
- c) Establish a Legal Research Resource Centre concerned with developing online training and legal information services for Judges, Magistrates and Judiciary staff; and

d) Support capacity building efforts for the legal personnel at the Office of the Attorney General, especially in areas that support the performance of the Judiciary, e.g. on representation roles, drafting, negotiation, project financing, etc.

2.2.1 Key results for component 2:

- a) Increased number of Judiciary staff who are satisfied with the knowledge and skills acquired from training.
- b) Improved impact of training on personnel trained (to be assessed through impact evaluation of two programs).
- c) Direct project beneficiaries (number), of which disaggregated by gender (percentage).

2.2.2 Achievements under component two

- i) Draft M&E framework for JTI developed.
- ii) 558 Judicial staff (298 male and 260 female staff) were trained on various courses including Continuous Judicial Education (CJE).
- iii) 71 Trainers of Trainees (ToTs) were trained to facilitate cascaded training.

2.3 Component 3: Court Infrastructure

The project supports the construction of eight High Court and two magistrate courts buildings, the refurbishment of approximately 30 magistrates courts. The courts earmarked for support were prioritized from the indicative list in the PAD and in accordance with the agreed criteria. Focus on refurbishing courts was aimed at providing an early capacity to accommodate Kenya's rapidly growing number of serving magistrates and the need to extend services to areas that are presently under-served. The project's funding were planned and directed to courts that are most likely to produce early and significant improvements in services and improved physical access to courts in those localities that are far from public transport. The project also aimed to support establishment of a Building Services Unit responsible for design, supervision, maintenance and management of Judiciary buildings.

2.3.1 Key results for component 3:

- a) Reduction in the average distance to courts as a result of constructing new courts.
- b) Construction of new courts to improve access to courts
- c) Renovation of existing courts to improve quality and access to judicial services.

Achievements for component 3

- i) Rehabilitation of Kangema phase 1 completed. However awaiting ICT connectivity and furniture.
- ii) Construction of Kitui Court completed.
The completion of Kitui High Court saved 99 km being the distance by customers to travel to Machakos High Court. The average distance to be saved as a result of constructing new courts and upgrading magistrate courts into High Courts is 1540km. This distance was obtained by calculating the difference between the the furthest point in the county to the old courts and the furthest point in the county to proposed courts in kilometers. (Computation table in annex III).

2.4 Component 4: Project Management

This component aims at assisting the Judiciary in managing and coordinating project activities, including environmental and social impacts of the project. It is also aims at building the capacity of Judiciary personnel in procurement, managing financial resources, and monitoring and evaluation.

The main activities planned to be implemented include:

- a) Support the Project Management Unit (PMU) operations;
- b) Finance an Integrated Fiduciary Agent (IFA) responsible for the financial management and procurement functions of the project during the initial two years of project implementation;
- c) Support M&E and the collection of data to facilitate impact evaluation;
- d) Implement environmental and social safeguard requirements;
- e) Support development and implementation of an information, education, and communications strategy for the project.

2.4.1 Achievements under component 4

- i) Communication Baseline Survey Report for Kangema and Kitui Law courts was finalized.
- ii) Project Technical Committee and Project Steering Committee meetings held.
The project management unit assisted implementing units in drafting their TORs and specifications. In some cases meetings/discussions were held to assist the IU comprehend and articulate the World Bank Group policies and procedures.

2.5 Analysis of implementation

The total number of activities in the work plan were 239. Of the total activities, 122 had been initiated, 44 were under implementation and 21 activities had been completed.

However 22 activities had not been initiated. The table below shows percentages of activities in the various stages of implementation. ¹

Figure 1: Percentage of activities initiated, underway and completed

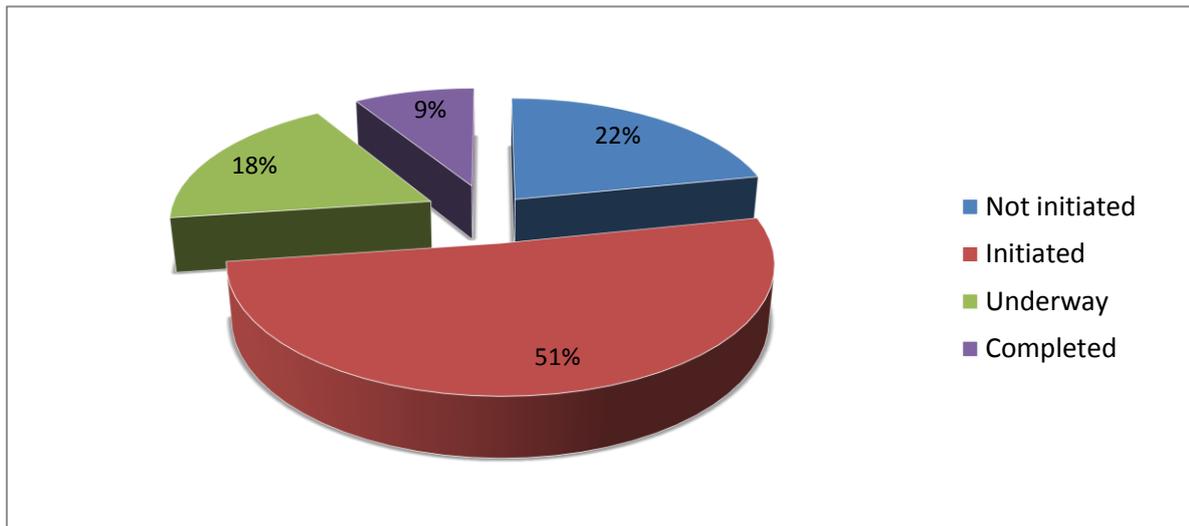


Figure 1 shows that as at the reporting period, 51% of the activities had been initiated, 18% were under implementation 9% had been completed however 22% had not been initiated.

Figure 2: A Comparison of activities initiated, underway and completed

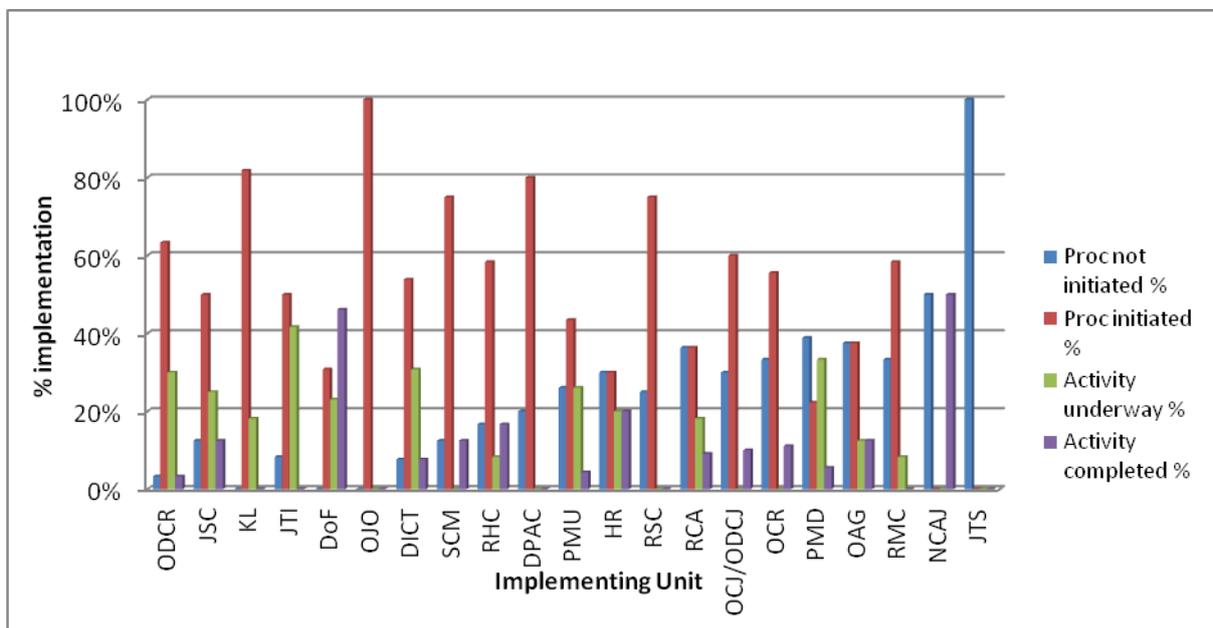


Figure 2 is a bar graph showing different stages of implementation of activities. The Directorate of Finance did well in terms of completion of its activities and completed 46% (i.e six out of 13) of its activities. In terms of activities underway, the implementing units that did well include the Judicial

¹ Annex I provides the status of implementation of activities that have not been initiated, have been initiated, are underway and those that have been completed in terms of number and percentages of activities.

Training Institute which had 42% (5 of its 12) activities underway and Performance Management Directorate 33% (6 of its 18) activities underway. The units that had implemented the least number of activities include the NCAJ and JTS which had not initiated 50% of its activities and none of its activities respectively. Details of number and percentages of activities in the various stages of implementation is provided in annex I.

3.0 FINANCIAL ANALYSIS

This chapter provides descriptive analysis of the expenditure by the project. Comparisons are made between the actual expenditure both by components and by implementing units vis a vis the total budget allocations.

The total budget for the JPIP project is US\$ 120million (Kshs 10.4 billion). The 2014/15 JPIP work plan budget was approximately Kshs. 2.8 billion (US\$ 34million). This was revised downwards during the period under review to Kshs. 1.58 billion (US\$16.9 million) as a result of slow absorption.

Table 1: Expenditure by components

Component	Total Actual as at Q3 Kshs'000	Actual Budget Kshs'000	Prorated budget as at Quarter 3 Kshs'000	Revised Budget Kshs'000	Percentage exp against prorated budget	Percentage exp of Annual budget	Percentage exp of Revised budget
Court Administration	183,040.3	811,651	608,738.25	684,191	30%	23%	27%
Case Management	8,793.2	331,200	248,400	43,800	4%	3%	20%
Judiciary Training and Staff Development	102,849	662,368	496,776	390,463	21%	16%	26%
Court Infrastructure	45,866.4	885,400	664,050	286,500	7%	5%	16%
Project Management	74,412.6	199,742	149,806.5	184,442	50%	37%	40%
Total	414,961.4	2,890,361	2,167,770.75	1,589,396	19%	14%	26%

The expenditure of all the component as at the end of third quarter was Kshs. 414.9 million as illustrated in Table 1. This was about 19% based on the total prorated budget for the first 3 quarters, 14% of the original budget or 26% of the revised budget. Court administration component expended Kshs. 184 million. It was followed by the Judiciary Training and Staff Development which utilized Kshs. 102.8 million. The least spending component was case management which spent Kshs. 8.7 million.

Figure 3: Expenditure comparison by components

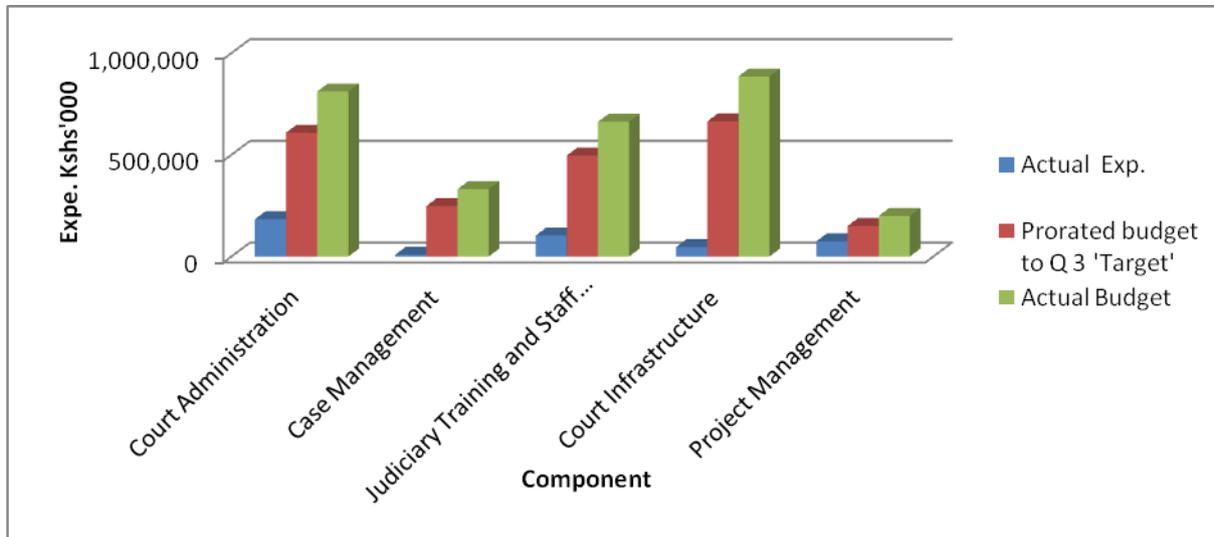


Figure 3 shows an analysis of expenditure by components. It is observed that the expenditure across all the components was very minimal compared to the total planned budget. Expenditure under the case management sub-component was dismal compared to other components.

Figure 4: Quarterly Expenditure 2013/14 to 2014/15

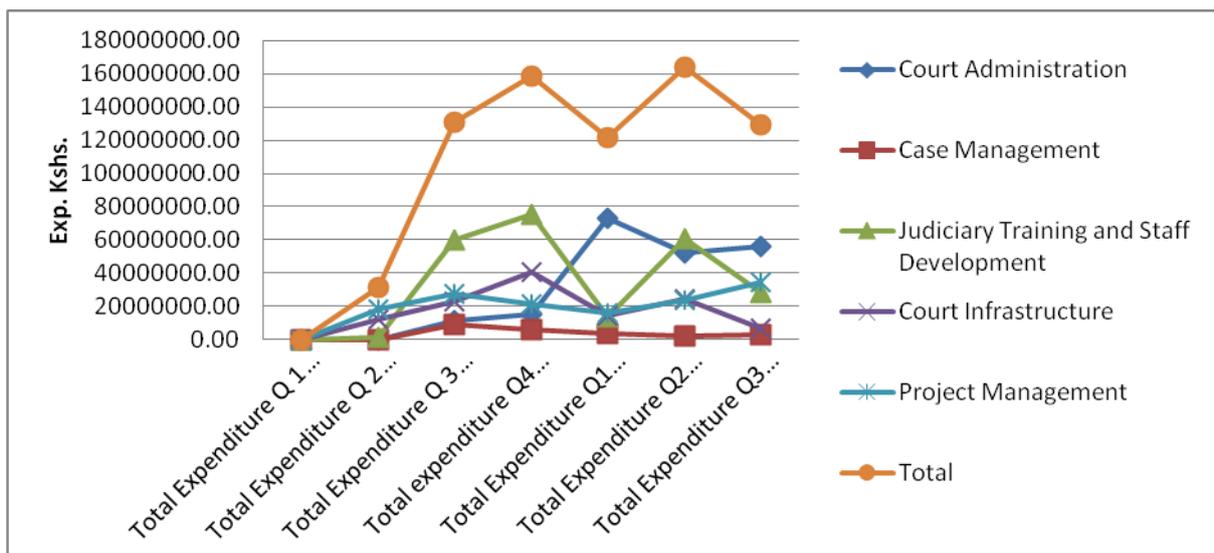


Figure 4 shows the quarterly expenditure trend from 2013/14 to the the third quarter of 2014/15 financial year. A slight improvement in expenditure was observed in the third quarter of 2014/15 compared to the same period in 2013/14. It is also noted that the expenditure for court infrastructure and for the Judiciary training and staff development declined in the third quarter. This could be attributed to the moratorium by the JSC on infrastructural development and on training towards the end of the second quarter of 2014/15. Generally there was a decline in overall absorption in the third quarter. The figure also shows that the case management component has performed dismally all through the quarters.

3.1 Expenditure by the implementing units

The implementing units that are doing well in terms of utilization of the allocated resources are; the Directorate of Finance, JSC and AoG which spent 46%, 46% and 42% respectively. The implementing units that have not utilized their allocated resources are; Judiciary Transformation Secretariat and the National Council on the Administration of Justice.

Figure 5: Rate of Absorption by Implementing Units

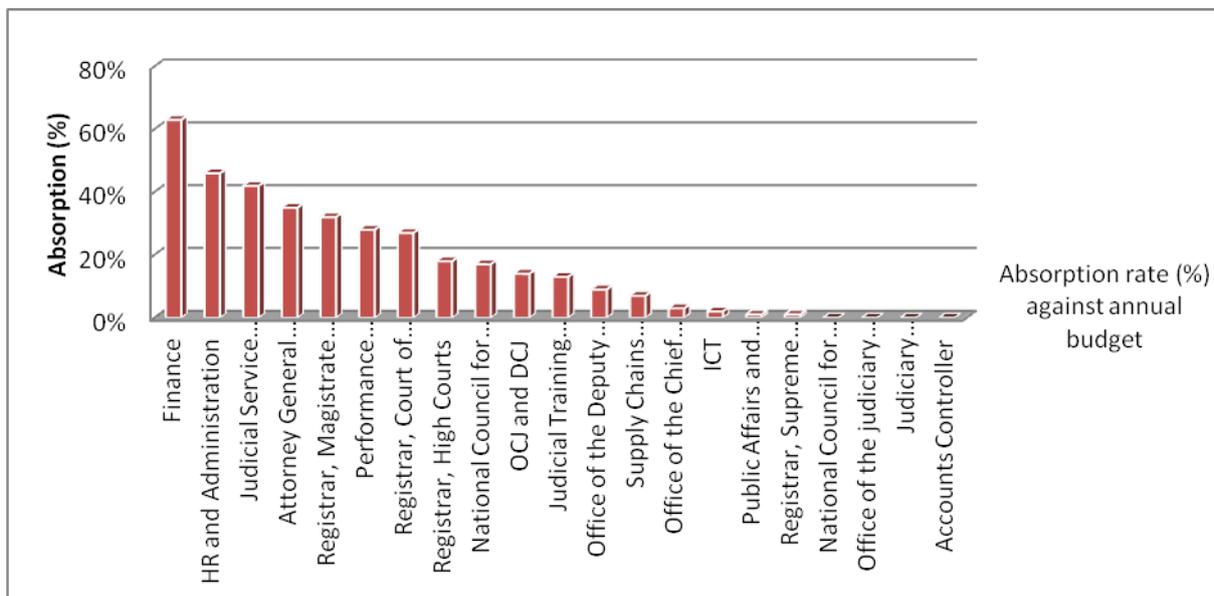


Figure 5 depicts the rate of absorption by the implementing units. Seven implementing units have spent more than 25% of their allocated budget, 10 units have spent between 1% and 20% while three units have not spent any of their allocated budget. Details of absorption by implementing units is provided in annex II.

3.2 Findings

The analysis of expenditure shows that:

- a) Expenditure under court administration has remarkably improved compared to the fourth quarter of 2013/14 FY. However, the expenditure for judiciary training and staff development, for court infrastructure and for case management had declined in comparison to the fourth quarter of 2013/14FY.
- b) The rate of absorption by the project during the reporting period was 14% of the total original budget estimates for the 2014/15 JPIP work plan.
- c) The slow implementation and low expenditure by most of the implementing units could lead to delays in realization of key deliverables such as adopting new case management, use of IPMAS is assessing staff performance, among others.

4.0 MAJOR IMPLEMENTATION CHALLENGES AND LESSONS LEARNT

Some of the challenges highlighted here below and thereby recommendations in the subsequent section are still outstanding since the commencement of implementation of the activities.

a) Delays by implementing units to initiate their activities on time

Some implementing units continued to submit their requests, specifications, and TORs to procurement late. Despite constant reminders and capacity building on the project service standards, compliance was still below expectation. However regular follow up by PMU somewhat resulted into some improvements.

b) Delays in the procurement processes

There were delays in processing requests from the implementing units including sourcing for venues for workshops. There were also time lags in completion of evaluations of tenders and therefore preparations of evaluation reports. One factor that contributed to delays in completing evaluation reports is postponement of holding evaluation due to lack of quorum.

c) Capacity constraints within IFA

Lack of adequate capacity within IFA hindered the speed in undertaking some of the activities..

d) Inadequate or constrained capacity within some implementing units

Capacity challenges in some implementing units resulted into delays in preparation of and submission of ToRs, preparation of request or preparation of specifications. Some of the implementing units had planned to engage program officers to address th gaps however JSC had stopped the process. .

e) Response to reviews, clearances/approvals of activities by the WB

No objection from the WB some times took time, making it difficult for some activities to live up to the timelines on the work plan and the procurement plan. Numerous suggestions or extensive comments and clarifications required sometimes makes the whole process lengthy leading to weariness by implementing units to continue with an activity or even looking for funding elsewhere.

f) Objection of activities originally approved in the workplan mid-way

This has resulted into into fatigue and demotivation of some implementing units to continue implementation of their activities.

5.0 RECOMMENDATIONS

- a) In order to address Delays by implementing units to initiate their activities on time, the PMU to be more aggressive in sustaining follow-ups on activities on the work plans. Implementing units will be expected to be submitting their implementation reports (targets vs actual implementation) to the management monthly and will be accountable for their progress. During the Project Technical Committee quarterly meetings, implementing units should account for their implementation progress.
- b) In order to address delays in the procurement process efficiency and effectiveness in the procurement processes should be enhanced. This could be through enhance capacity of the IFA either through secondment of more staff on procurement. In addition, IFA should ensure the team appointed to conduct evaluations are informed and confirm availability to participate in the evaluation. The PMU and IFA to prepare a schedule/chart setting targets of activities to be delivered fortnightly, implement and evaluate its performance on monthly basis.
- c) In order to address capacity constraints within some implementing units a needs assessment ought to be done and where constraints exist such units should be permitted to recruit personnel on contract basis on the areas of need. In addition training should be enhanced in areas where skills are inadequate such as on ToR development, costing, service standards and bank financial and procurement requirements. This could ensure improvement and speed in ToRs development, proper costing of activities and adherence to service standards.
- d) There is need to fast track the process of providing clearance/approvals or no objection of activities by the WB. The Bank could also assist in building capacity and knowledge on technical issues especially with regard to procurement requirements to forestall misunderstanding of procurement procedures by IFA.
- e) All the activities approved work plan at the beginning of the year should not be objected mid-way. In order to address the issues of objection mid-way of activities originally approved in the workplan, the validation of the work plan should be done at the beginning of the financial year. This could be done by holding a stakeholders workshop with representatives from the World Bank Group, JSC, Judiciary leadership

and representatives from Judiciary agencies and directorates. The work shop should be used to vet and prioritise activities based on the project development objectives.

6.0 CONCLUSIONS

This progress report provided an assessment of the status of implementation of the JPIP 2014/15 work plan activities as at March, 2015. A comparison of the activities that were implemented against planned was done. It was noted that though a significant number of activities had been initiated most of them are in the formative stages of initiation, few activities were underway and even fewer had been completed. It was also noted that most of the uncompleted activities are key in the delivery of the project objectives.

Actual expenditure by the project has been low in comparison to the budget that was planned thus resulting into low rate of absorption. The slow rate of implementation is therefore likely to delay the delivery of the project development objectives. As was noted this situation was attributed to various challenges pinpointed in the report. In order to address the challenges, some immediate solutions have been suggested. It would therefore be critical to ensure that the proposed solutions are implemented comprehensively.

Annex I

Number and percentages of activities under various stages of implementation

Implementing Unit	Proc. not initiated		Proc. initiated		Activity underway		Activity completed		Total
	%	no	%	no.	%	no.	%	no.	
ODCR	3%	1	63%	19	30%	9	3%	1	30
JSC	13%	1	50%	4	25%	2	13%	1	8
KL	0%	0	82%	9	18%	2	0%	0	11
JTI	8%	1	50%	6	42%	5	0%	0	12
DoF	0%	0	31%	4	23%	3	46%	6	13
OJO	0%	0	100%	4	0%	0	0%	0	4
DICT	8%	1	54%	7	31%	4	8%	1	13
SCM	13%	1	75%	6	0%	0	13%	1	8
RHC	17%	2	58%	7	8%	1	17%	2	12
DPAC	20%	2	80%	8	0%	0	0%	0	10
PMU	26%	6	43%	10	26%	6	4%	1	23
HR	30%	3	30%	3	20%	2	20%	2	10
RSC	25%	2	75%	6	0%	0	0%	0	8
RCA	36%	4	36%	4	18%	2	9%	1	11
OCJ/ODCJ	30%	3	60%	6	0%	0	10%	1	10
OCR	33%	3	56%	5	0%	0	11%	1	9
PMD	39%	7	22%	4	33%	6	6%	1	18
OAG	38%	3	38%	3	13%	1	13%	1	8
RMC	33%	4	58%	7	8%	1	0%	0	12
NCAJ	50%	1	0%	0	0%	0	50%	1	2
JTS	100%	7	0%	0	0%	0	0%	0	7
Total		52		122		44		21	239

Annex II

Expenditure by Implementing Units

S/No.	Implementing Unit	Annual Budget Estimate (Kshs 000')	Budget Estimate (Prorated) (Kshs 000')	Actual Expenditure (Kshs)	Absorption rate (%) against 3 quarters budget	Absorption rate (%) against total annual budget
1.	Finance	89,675	67,256	56,416	84%	63%
2.	HR and Administration	62,200	46,650	28,372	61%	46%
3.	Judicial Service Commission (JSC)	74,900	56,175	31,770	57%	42%
4.	Attorney General (AG's) Office	57,000	42,750	19,939	47%	35%
5.	Registrar, Magistrate Courts	32,820	24,615	10,341	42%	32%
6.	Performance Management	127,550	95,663	35,941	38%	28%
7.	Registrar, Court of Appeal	64,341	48,256	17,390	36%	27%
8.	Registrar, High Courts	110,800	83,100	20,123	24%	18%
9.	National Council for Law Reporting (NCLR)	123,255	92,441	20,815	23%	17%
10.	OCJ and DCJ	58,425	43,819	7,964	18%	14%
11.	Judicial Training Institute (JTI)	378,200	283,650	51,036	18%	13%
12.	Office of the Deputy Chief Registrar	1,079,280	809,460	101,806	13%	9%
13.	Supply Chains Management	19,755	14,816	1,385	9%	7%
14.	Office of the Chief Registrar	85,100	63,825	2,933	5%	3%
15.	ICT	384,250	288,188	8,340	3%	2%
16.	Public Affairs and Communication	22,820	17,115	115	1%	1%
17.	Registrar, Supreme Court	68,960	51,720	276	1%	1%
18.	National Council for Administration of Justice (NCAJ)	14,500	10,875	-	0%	0%
19.	Office of the judiciary Ombudsperson	11,030	8,273	-	0%	0%
20.	Judiciary Transformation Secretariat	25,500	19,125	0	0%	0%
21.	Accounts Controller	0	0	-	-	-
	Total	2,890,361	2,167,771	414,961.34	19%	14%

Annex III: Distance (km) saved through construction of new courts and upgrading of existing courts

	Proposed New /Upgrade Court	County [B]containing the proposed court	Closest Existing Court (i.e. to the proposed court)	County [A] containing the closest existing Court	Distance between the furthest point in the county to the old court (d1)	Distance between the furthest point in the county to proposed court (d2)	Travel distance saved (d1-d2) by construction of new/upgrading of court	Distance reduced associated with construction/upgrading of court	Remarks
1.	Nanyuki HC	Laikipia	Nyeri HC	Nyeri	123.4	63.4	60	48.62	
2.	Kabete (Children's Court)	Kiambu	Nairobi Children Court	Nairobi	52.5	40	12.5	23.80	
3.	Ol'Kalou HC	Nyandarua	Nyahururu Court	Laikipia	77.5	51.3	26.2	33.80	
4.	Siaya MC	Siaya	Kisumu HC	Kisumu	106	30	76	71.69	
5.	Wajir HC	Wajir	Garissa HC	Garissa	530	225	305	57.54	
6.	Kajiado HC	Kajiado	Milimani HC	Nairobi	224	149	75	33.48	
7.	Garissa HC	Garissa	Garissa	Garissa			0		No change in distance – court being expanded in the same location.
8.	Kakamega HC	Kakamega	Kakamega	Kakamega			0		No change in distance – court being expanded in the same location.
9.	Mombasa HC	Mombasa	Mombasa	Mombasa			0		No change in distance – court being expanded in the same location.
10.	Nakuru HC	Nakuru	Nakuru	Nakuru			0		No change in distance – court being expanded in the same location.
11.	Kitui	Kitui	Machakos HC	Machakos	219	120	99	45.2%	
12.	Chuka	Tharaka Nithi	Meru HC	Meru	70	60	10	14.28%	
13.	Vihiga	Vihiga	Kakamega HC	Kakamega	50	25	25	50%	
14.	Nyamira	Nyamira	Kisumu HC	Kisumu	60	34	24	40%	
15.	Makueni	Makueni	Machakos HC	Machakos	240	116	124	51.66%	
16.	Isiolo	Isiolo	Nyeri HC	Nyeri	386	250	136	35.23%	
17.	Kapenguria	West Pokot	Eldoret HC	Eldoret	212	103	109	51.41%	
18.	Kapsabet	Kapsabet	Eldoret HC	Eldoret	96	50	46	47.9%	
19.	Kwale	Kwale	Mombasa HC	Mombasa	136	100	36	26.47%	
20.	Maralal	Samburu	Nakuru HC	Nakuru	352	130	222	63%	
21.	Voi	Taita Taveta	Mombasa HC	Mombasa	265	110	155	58.49%	
	Total				3199.4	1656.7	1542.7		

Annex IV: Activities Progress

	Activity	Progress	Remarks
1.	Organization review of the Judiciary	The Evaluation Team met on 11 Mar and 16 Mar to evaluate the proposals. Report was expected to be ready by 26 Mar, new date is 22 April	Submission of evaluation report to Bank for No Objection - 18 Mar , Bank No Objection - 3 Apr, opening of financial proposals - 13 Apr, contract negotiations - 27 Apr, JTC approval - 11 May , Issue of notification letter - 18 May , contract preparation and signature by consultant and CRJ - 29 May
2.	Development and implementation IPMAS	Evaluation of Technical Proposals was done between 11 - 12 Feb and a moderation meeting held on 24 February. Report submitted to World Bank Group for no objection on 13 March. WB gave comments, to be addressed and re-submitted by 24 April	Submission of evaluation report to Bank for No Objection - 11 Mar, Bank No Objection - 23 Mar, opening of financial proposals - 31 Mar, contract negotiations - 9 Apr, JTC approval - 23 Apr, Issue of notification letter- 30 Apr, contract preparation and signature by consultant and CRJ - 15 May
3.	Change management supporting the efforts to transition all personnel to the institution's new vision, culture, structure and processes	Not started	The achievement of this activity is depends mainly on the development of curriculum on change management, finalization of organizational structure and rolling out of IPMAS.
4.	Data collection and analysis including publication of regular court user survey results	Customer and Employee Baseline Survey: JTC awarded the tender on 3 Mar and letters of notification issued to bidders on 18 Mar. Contract finalised and signed by both parties on 7 April	Contract ongoing
5.	Roll out the setting up and supporting of CUCs implementation plans in project intervention courts (months 3-72)	Request to train 22 groups of CUC each comprising of 40 members was submitted to the IFA on November 5 th 2014	Awaiting approval
6.	Develop and implement a GAC strategy for the Judiciary	Technical Evaluation Report submitted to the Bank for No Objection on 27 Feb and No Objection issued by the Bank on 10 Mar. Financial proposals opened on 24 Mar submitted to JTC on 26 Mar and approved on 2 April. Negotiations	Bank No Objection - 13 Mar (10 Mar), opening of financial proposals - 23 Mar (24 Mar), JTC award - 1 Apr, Contract negotiations - 8 Apr, Issue of notification letter- 23 Apr, contract preparation and signature by consultant and CRJ - 7 May

		scheduled, contract initialing and submission to WB for clearance by WB	
7.	Support a court services' innovation, research and testing program	Assessment forms were sent to court stations. The concept note and research instruments were developed but yet to be submitted to IFA	

Progress on strengthening the capacities of the Judiciary's Directorates

Implementing Unit	Activity	Progress	Remarks
OCJ & ODCJ	Provide Legislative drafting and policy development training for 2 OCJ staff	-Two staff under the OCJ underwent training on Legislative Drafting - Procurement process for the supply of 3000 copies of Bench Book (Civil) for the Library /Resource center is in bid preparation stage.	Completed.
	Consultant to design and draw illustrations (cartoons) for PLAC materials	-CVs received. -Evaluation Committee appointed by CRJ to evaluate the CVs. Evaluation meeting scheduled for 10 April	Planned: Appointment of evaluation team by CRJ - 19 Mar, Evaluation of CVs- 26 Mar, contract negotiations - 2 Apr, JTC approval - 16 Apr, contract preparation and signature by consultants and CRJ - 30 April
OCRJ	Purchase of Library Books	Tender closed on 5 Jan 15. Bid document submitted to the Bank on 3 Mar and comments received on 6 Mar and responded to on 17 Mar. WB submitted additional comments on 2 April, to be addressed followed by resubmission of revised set of bidding documents for no objection	Planned: Submission of clarifications to the Bank - 16 Mar, Bank clearance - 24 Mar, Evaluation committee evaluate tenders - 7 Apr, Submission of evaluation report to Bank for clearance - 21 Apr, Receipt of Bank clearance - 5 May, JTC award - 19 May, Notification of award - 26 May, provision of performance bond by successful bidders - 9 Jun , contracts preparation and signature by suppliers and CRJ - 23 Jun
Directorate of Finance	Financial Procedures and Guidelines Manual	-Draft was developed and validated on 17 th October, 2014.	Completed
	Development and aligning work plans with budgets for all the Judiciary	Work plans for 2015/16 aligned to budgets developed	Completed

Implementing Unit	Activity	Progress	Remarks
	Directorates was done		
SCM Directorate:	Develop a Judiciary Procurement Manual	Shortlisting of firms finalised. To issue RfP by 2 Apr	Planned: issue RfPs to firms - 11 Mar, Receipt of proposals - 11 Apr, Evaluation of technical proposals - 25 Apr, financial opening - 3 May, contract negotiations - 11 May, JTC approval - 25 May, contract preparation and signature by consultants and CRJ - 8 Jun
HR & Administration	25 middle level managers and supervisors trained	27 top level managers trained on Strategic Leadership Development Programme (SLDP) course at the KSG	An additional 15 secured admissions with the KSG> the training is on - going in two groups from 15 th march and 4 th May 2015
		33 middle level managers trained on senior management course at the KSG	-An additional 13 admitted for training to be conducted between April and June 2015 -38 supervisory level staff admitted for supervisory course at the KSG. Training scheduled for April - 26 th June 2015
	Sensitize staff on Judiciary's HR manual and other administrative policies	-Training modules developed -Regional HR Assistant Directors trained from 31 st -1 st April 2015 - funds allocated to Regional HR Assistant Directors to facilitate them in cascading the policies in their regions	
		Workshop for development of training modules (from the HR manual, workplan/budget and other HR policies) held and training modules developed	
		PAS tool developed and presented to the management for approval	-PAS Models for different cadres in the Judiciary developed -PAS tool presented to the management for approval -TOT scheduled to take place in April 2015
			Proposal for development of the Judiciary Records Management policy approved

Implementing Unit	Activity	Progress	Remarks
	Develop an automated Judiciary HR management system	-Automated HR system developed with support from the ICT Directorate -Regional Assistant Directors and ICT officers trained on how the system operates -Data verification exercise is in progress	ICT Directorate helping to develop the system D
RSC	Draft Supreme court staff practice and procedure handbook and Information handbook	- Draft developed -Evaluation for technical assistance completed and report submitted to JTC for approval. JTC met on 19 Mar and approved the award. Communication from JTC received. To prepare notification letters by 15 April	- Workshop was held for 2 nd to 4 th October and draft prepared -JTC approval - 11 Mar, Issue of notification letter - 19 Mar, contract preparation and signature by consultant and CRJ - 3 Apr 15
	Draft of the Supreme Court Rules 2012 and court practice directions	-Zero draft developed internally -Bids for consultancy services to undertake legislative drafting were evaluated and submitted to JTC to award.	-Request had been submitted to the Judiciary Procurement Committee (JPC) which was later disbanded.
	Technical Assistance in the form of 2 Legal Programme Officers	- Advertised in the media on 3 rd November, 2014	Process stopped
	Supreme Court Digest	-1000 copies of delivered.	Completed.
	200 copies of relevant legal books and law reports`	-The request resubmitted to the current JPC and tendering process commenced.	Ongoing.
	Fire proof cabinets	-Specifications submitted to IFA	
RCA	Technical Assistance in the form of 2 Legal Programme Officers	- Advertised in the media on 3 rd November, 2014	Process stopped
	Performance review workshop	- 137 staff of Court of Appeal participated in the performance review	Completed
	Technical Assistance to develop Court of Appeal Strategic Plan	-CVs received. -Evaluation Committee appointed by CRJ to evaluate the CVs. Evaluation commenced on 9 April. To finalise by 15 April	Appointment of evaluation team by CRJ - 19 Mar, Evaluation of CVs- 26 Mar, contract negotiations - 2 Apr, JTC approval - 16 Apr, contract preparation and signature by consultant and CRJ - 30 April
	Practitioner-Academia Roundtable on the "Court of Appeal We Want"	Interim Committee set up	Meeting scheduled for May 2015.

Implementing Unit	Activity	Progress	Remarks
RHC	Technical Assistance in the form of 2 Legal Programme Officers	- Vacancies advertised in the media on 3 rd November, 2014	Process stopped
	Procurement of furniture for the Office of the Registrar	--Detailed specifications were to be prepared and submitted to IFA	Ongoing
	Supply Chain bulk filers, steel cabinets and fire proof cabinets	Quotation analysis submitted to JTC for award. JTC meeting held on 19 March but deferred decision pending market survey report. Market survey report was to be submitted on 7 April.	-Awaiting JTC approval. -The plan was for JTC to award on 18 Mar, Preparation of Purchase Order - 25 Mar
RMC	Recruiting 2 Programme Officers	- Vacancies were advertised in the media on 3 rd November, 2014.	Put on hold
PMD	PMSC stakeholder consultative, sensitization and dissemination workshops	Conducted across the country for Judges of the Supreme Court, Judges Court of Appeal, Judges of the High Court, Magistrates, Registrars, Directors, KJSA Officials, Executive Officers, and Court Clerks between August-October 2014. -The PMSC draft report was prepared and disseminated to all judicial officers and comments/inputs were received.	-Completed
	Facilitate development of QMS/ISO standards and procedures	-Senior management (5 Registrars and 7 Directors) were sensitized on ISO/QMS by the Kenya Bureau of Standards (KEBS) on 21st August 2014	Ongoing.
	The draft corporate plan for the Judiciary	-Draft developed and internal validation done.	Launch scheduled for April 2015.
	Daily statistics template manual, piloting, sensitization and training 400 judicial officers	Piloting, sensitization and training completed.	Piloting ongoing and returns being received
DPAC	Communication policy, strategic handbook, training curriculum development and Video Producer consultancies	-CVs received -The Evaluation Committee was appointed and were initially scheduled to meet on 10 Mar. Due to lack of quorum rescheduled to 8 April	Evaluation of CVs- 10 Mar, contract negotiations - 20 Mar, JTC approval - 3 Apr, contract preparation and signature by consultants and CRJ - 17 April
	Sub editor consultancy	-CVs received. -Evaluation Committee	Appointment of evaluation team by CRJ - 19 Mar,

Implementing Unit	Activity	Progress	Remarks
		appointed by CRJ. Evaluation committee was to meet on 8 to 13 April.	Evaluation of CVs- 26 Mar, contract negotiations - 2 Apr, JTC approval - 16 Apr, contract preparation and signature by consultants and CRJ - 30 April
Goods:			
Various directorates	#13 -4x4 vehicles	The vehicles were shipped in the country.	Awaiting payment of duty.
JTI, KL, and RSC	Vehicles - 3 vans	The Ministry of Transport and Infrastructure completed the technical evaluation and submitted their report. Members of the evaluation Committee were appointment on 24 Feb. Due to lack of quorum meeting rescheduled to 14 April.	Evaluation committee meeting to conclude commercial/financial aspects of the tender - 5 Mar, JTC award - 19 Mar, Notification of award - 26 Mar, provision of performance bond by successful bidders - 2 Apr, contracts preparation and signature by contractors and CRJ - 16 Apr
	Vehicles for BSU - Three 4x4s and two saloon cars	-Ministry of Transport and Infrastructure completed the technical evaluation and submitted their report. -Evaluation Committee members appointment on 24 Feb. Evaluation scheduled for 14 April.	
RHC	File Trolleys	Quotation analysis submitted to JTC for award . JTC meeting was held on 19 March but deferred decision pending market survey report. Market survey report was to be submitted on 7 April.	JTC was to award on 18 Mar, Preparation of Purchase Order - 25 Mar However was awaiting JTC approval.

Progress on strengthening the Judicial Service Commission's capacity

	Activity	Progress	Remarks
1.	Study tours to jurisdictions with best practices (USA and Germany)	Conducted.	Report for the study tour to be submitted.
2.	Development of JSC strategic plan	-Draft developed and validation process was being planned -	Ongoing.
3.	E-board for JSC	Request received from JSC for readvertisement. Advert prepared and approved.	Advertisement - 23 Mar, receipt of bids - 23 Apr, evaluations - 8 May, JTC approval - 22 May, notification letters - 29 May, provision of performance bond by successful bidders - 15 Jun, contract

			preparation and signature by consultants and CRJ - 29 Jun
4.	Supply office furniture	Specs submitted to JPC for procurement.	To be collectively tendered with other furniture requests.

Progress on support to the National Council on the Administration of Justice

	Activity	Progress	Remarks
1.	Policy Development Training	Staff #1 trained on complete policy maker course	Completed

Progress on support to the National Council of Law Reporting of Kenya

	Activity	Progress	Remarks
1.	Review the Laws of Kenya database to include County Legislation, Treaties, by-laws and any other provision of laws	-The potential consultants were shortlisted.	Ongoing
2.	Technical Assistance to translate into plain language media summaries of landmark judicial opinions and convert/translate public legal materials into Universal accessible formats and Swahili	Advert prepared and approved by CRJ. Advertised by 2 Apr to close on 17 April	Advertisement - 18 Mar, applications - 2 Apr, evaluations - 16 Apr, contract negotiations - 24 Apr, JTC approval - 8 May, contract preparation and signature by consultants and CRJ - 22 May
3.	Technical Assistance for translation of content to Kiswahili, Create of bi-lingual web interface, Upload of content online	ToRs finalized ready for submission to the Bank for no objection.	Ongoing

4.	Technical Assistance to prepare Training Needs Assessment for NCLR staff and Develop a training program	Advertised on 11 Mar and closed 26 Mar 2015. Next step is short listing of firms	Planned: Advertisement - 10 Mar, applications - 24 Mar, evaluations and issue of RfP - 10 Apr, Receipt of proposals - 12 May, Evaluation of proposals - 26 May, Opening of financials - 3 Jun, contract negotiations - 12 Jun, JTC approval - 26 Jun, contract preparation and signature by consultants and CRJ - 10 Jul
5.	Premium Database for Kenya Law	Shortlist and RfP prepared. Draft RfP sent to Kenya Law to address ICT comments on ToR. User to come back by 15 April	Issue of RfPs - 10 Mar, receipt of proposals - 10 Apr, evaluation - 24 Apr, opening of financial proposals - 3 May, contract negotiations - 8 May, JTC award - 22 May, Notification - 29 May, contract preparation and signature by consultant and CRJ - 12 June
	Acquire office space	-11,234 sq ft of office space for KL was under lease	Ongoing
	Furniture, security equipment, board room equipment and other equipment for the new office premises	-Bid evaluation report submitted to the JTC for award on 11 th November 2014.	Ongoing
	Printing and supplying of Constitution of Kenya Booklets and Law Reports (volume 1, 2 &3) 2013,	-1000 copies of Constitution of Kenya Booklets delivered and 2000 copies of the Law Reports.	Completed
	Pocket sized copies of Traffic Act (Cap 403) and County Government Act (No. 17 of 2012)	Bids were issued and to be evaluated in January 2015.	Ongoing
Subcomponent 1b			
	Activity	Progress	Remarks
1.	Design, installation and commissioning of ICT hardware and connectivity infrastructure in court stations, and provide relevant staff	Engagement of ICT Technical Assistants: All 5 ToRs approved by the Bank, awaiting Judicial Service Commission (JSC)	Awaiting JSC decision

	Activity	Progress	Remarks
	training	approval. ICT was to forward Board paper for JSC action.	
		Site surveys for designing LAN and WAN in 9 courts earmarked for rehabilitation and 28 other courts that will undergo ICT connectivity	Completed.
	Networking of Kitui Law Courts	Bidding documents finalised 23 Feb. CRJ approved advert on 12 Mar. Advertised on 19 Mar and closing on 22 Apr	This had been planned: Advertisement - 11 Mar, receipt of bids - 12 Apr, evaluations - 25 Apr, JTC approval - 9 May, notification letters - 17 Apr, provision of performance bond by successful bidder - 25 May, contract preparation and signature by consultants and CRJ - 8 Jun
	ICT Consultancy	Financial proposals opened on 12 Jan 15. Contract negotiations was to be scheduled. ICT Directorate requested to vary ToRs. WB requested we formally initiate the process of termination.	Contract was expected to be signed by 7 April
2.	Implementing a Case Management Information System	-An ICT Case Management Committee was established consisting of 12 members. The team conducted a study tour of case management system used by the Kenyan Parliament and the Eldoret High Court. -Proposal for conducting study tours in Malawi, Rwanda, South Africa, and Ethiopia were developed and under review. -Diagnostic study is being conducted in preparation for the study tour	Process ongoing
3.	Provision of container data centres to centralize all data belonging to the Judiciary	Put on hold.	Awaiting installation of a comprehensive ICT infrastructure including the installation of LAN and WAN in the courts under the project intervention areas.
5.	Establish Customer Care Desk operations and Court Counsel services, including transparency tools to allow users to better	Not commenced.	-

	Activity	Progress	Remarks
	understand court processes in project area court stations		
Goods			
	Particulars	Progress	Remarks
1.	ICT equipment	JTC approved selected awards and notification letters issued for Shs 39 million worth of equipment. Rest of the equipment to be readvertised.	Contract preparation (especially desk tops since it was only one bidder) and signature had been planned for 31 Mar
Component 2			
	Activity	Progress	Remarks
1.	Review and implement a program to strengthen the capacity of the JTI to carry out its education and training mandate	-The draft M&E framework for JTI was prepared and presented to the Technical Committee on 3 rd October 2014.	-Was expected to be implemented within the first two years of the project. The capacity of JTI is yet to be fully strengthened and training programmes for impact evaluation is yet to be identified.
2.	Support operating costs for leasing office premises for the JTI	-Payment could not be effected because lease agreement has not been concluded.	Process ongoing.
3.	Review and implement a program for defining the critical competencies of Judiciary Officers	The technical evaluation complete and financials opened. Contract negotiations held on 24 Mar. Recommendation submitted to JTC for award	This was planned: Contract negotiations - 16 Mar, JTC approval- 30 Mar, Issue of notification letter- 6 Apr, contract preparation and signature by consultant and CRJ - 20 Apr
4.	Develop and deliver the annual training programs for judiciary staff	-71 Training of Trainers (ToTs) were trained to facilitate cascaded training -A total of 504 judicial staff have been trained (272 male and 232 female staff). - 54 Judicial Staff (26 male and 28 female officers) were trained on Continuous Judicial Education (CJE)	The process has stalled due to the moratorium on training. To resume in April
5.	Support capacity building efforts for the legal personnel at the Office of the Attorney General	-10 officers of the OAG were trained on Legislative Drafting, advanced mediation and arbitration, and on oil and gas contract negotiations	Completed.
6.	52-60 seater bus	-Specs for the supply of 52-60 seater was revised and was to be resubmitted to the	-Process ongoing.

Activity	Progress	Remarks
	Ministry of public works for approval.	
Component 3		
Activity	Progress	Remarks
Recruit consulting firm to design and supervise construction of 10 new courts	Consultancies for new court construction - Kakamega /Ol Kalau Contract signed. However needs to revised in line with Bank comments before for clearance. Renegotiation held with consultant. Awaiting revised figures for lumpsum and time based contract. Expected date of re-submission to Bank is 24 Apr 15	Planned: JTC approval - 11 Mar (5 Mar), Clarification to JTC - 16 Mar, Submission of draft contract to bank for clearance - 19 Mar, Bank clearance - 28 Mar, Issue of notification letter - 2 Apr, contract preparation and signature by consultant and CRJ - 18 Apr 15
	Consultancies for new court construction - Mombasa /Wajir Contract awarded by JTC on 12 Feb 15, notification issued on 20 Feb 15. Consultant delayed in returning the contract after initialling. Sumbitted to Bank for clearance on 16 Mar	Submission of draft contract to bank for clearance - 16 Mar, Bank clearance - 23 Mar, Issue of notification letter - 27 Mar, contract preparation and signature by consultant and CRJ - 12 Apr 15
	Consultancies for new court construction - Kabete /Kajiado Contract awarded by JTC on 12 Feb 15, notification issued on 20 Feb 15. Contract submitted to Bank for clearance on 6 Mar. Bank comments received on 21 Mar. Clarifications made with Bank, Renegotiations held with the consultant, consultant has revised/split the contract between design and supervision phase as advised by WB. Contracts was to be prepared and ed to WB by 17 April	Submission of draft contract to bank for clearance - 6 Mar (6 Mar), Bank clearance - 20 Mar, Issue of notification letter - 27 Mar, contract preparation and signature by consultant and CRJ - 10 Apr 15
	-The Garissa, Nanyuki, Nakuru and Siaya were designed.	
	Rehabilitation of Kangema - Phase II Contracts finalised but issues raised that need to be addressed	Referred to Ethics and Anti Corruption Commission (EACC)
	Rehabilitation of 4 courts - procurement of contractors - Muhoroni, Oyugis, Nyamira, Vihiga Awarded by JTC on 5 Mar 15. Notification letters signed and issued to bidders on 16 Mar 15. Winning firms called on 27 Mar to follow up on performance bond. Bidders promised to provide bonds by 8 Apr. Muhoroni contractor submitted PB by 2 April. To prepare contract for signature by 13 April. Awaiting Performance Security from other 3 contractors.	JTC approval - 11 Mar (5 Mar), Issue of notification letters - 18 March (16 Mar), provision of performance bond by successful contractors - 14 Apr, contracts preparation and signature by contractor and CRJ - 28 Apr 15

		<p>Rehabilitation of 5 courts - procurement of contractors - Engineer, Chuka, Kigumo, Molo, Nyando</p> <p>Evaluation reports submitted to JTC on 13 Mar . JTC met but deferred the decision pending provision of Engineering estimates by the Architect. JTC approved on 2 April and immediate communications issued. Notifications to be prepared by 13 April.</p>	<p>Planned: JTC approval - 18 Mar, Issue of notification letters - 25 Mar, provision of performance bond by successful contractors - 8 Apr, contracts preparation and signature by contractor and CRJ - 22 Apr 15</p>
		<p>Recruitment of consultants for Design and Supervision of rehabilitation of 2 Courts - Makueni and Mukurweini</p> <p>ToR submitted to Bank for clearance on 3 Mar and Bank provided clearance on 5 Mar. Shortlist provided submitted to Bank and cleared on 2 April. RfP to be prepare and submit for clearance by 17 April</p>	<p>Planned: Approval of RfP - 31 Mar, Issue of RfP - 7 Apr, Receipt of proposals 7 May , evaluation of proposals - 14 May, contract preparation and signature by consultant and CRJ - 6 Aug 15</p>
		<p>Recruitment of consultants for Design and Supervision of rehabilitation of 9 Courts - Kapsabet, Kilgoris, Sotik, Maseno, Ukwala, Webuye, Kithimani, Kangundo and Kilungu</p> <p>- REOI and a shortlist of qualified consultants prepared. To revise the budget estimate to below US\$ 300,000 equivalent in the procurement plan, submit ToR, then shortlist and finally RfP for clearance.</p>	<p>Phase 2 courts packages have been put on hold till further notice.</p>
		<p>Recruitment of consultants for Design and Supervision of rehabilitation of 6 Courts - Kapenguria, Maralal, Isiolo, Kaloleni, Kwale, Voi</p> <p>The process to be restarted as the budget estimate requires advertisement internationally. To advertise on local papers and UNDB Online.</p>	<p>Phase 2 courts packages have been put on hold till further notice.</p>
		<p>Set up of Building Services Unit</p> <p>Interviews ongoing for 5 positions. 6 positions out of 11 readvertised on 27 Mar</p>	
1.	Furniture for Courts (Kangema & Kitui)	<p>Draft advert prepared and approved on 11 Mar. Specs had deficiencies and were referred to the user for enhancement.</p>	<p>Advertisement - 16 Mar, receipt of bids - 27 Apr, evaluations - 14 May, JTC approval - 15 May, notification letters - 23 May, provision of performance bond by successful bidders - 2 Jun, contract preparation and signature by consultants and CRJ - 16 Jun</p>
2.	Establish and equip a Judiciary Buildings Services Unit (establish within 1 year, and its operating costs	<p>Media advert for recruitment was done on 31st October, 2014.</p>	<p>Procurement initiated.</p> <p>-JSC approved the establishment of the Buildings Services Directorate and will consist of 16 staff.</p>

Activity		Progress	Remarks
for 2 years)			
Component 4			
Activity		Progress	Remarks
1.	Design and Implement a Communication Strategy (design is within first 4 months and implementation is throughout the project)	-JPIP website was hosted on the Judiciary website. -Communication baseline survey report prepared. -Newsletter (third edition) was developed and published on 10 th November, 2014. -The request for procuring IEC materials in procurement process -The request for procurement of JPIP brochure was submitted to the IFA	-Hosting was done using internal resources.
2.	Produce quarterly IFR/FMRs, annual work plans, annual procurement plans, annual progress reports, a mid-term report and a completion report	-The quarterly IFR/FMRs -Preparation of second quarter progress report commenced.	Ongoing
3.	Implement environmental and social safeguard requirements	Recruitment of ESMP consultants - New courts Advertisement for the Request for Expression of Interest prepared and approved by the CRJ on 11 Mar. Advertised in the newspapers on 19 March to close on 2 Apr. Evaluation team appointed to evaluate by 17 April	Planned: Advertisement - 16 Mar, applications - 30 Mar, evaluations - 13 Apr, contract negotiations - 20 Apr, JTC approval - 14 May, contract preparation and signature by consultants and CRJ - 28 May
4.	Procurement of office space	Offer from Kenya Re received and Public Works assessment of rent done but the landlord and the Judiciary yet to agree on terms	Planned: JPC award 18 Mar, Preparation of Purchase Order - 25 Mar
5. Goods:			
6.	Furniture for PMU	Quotation analysis submitted to JPC for award. JPC did not meet as scheduled due to lack of quorum	Planned: JPC award 18 Mar, Preparation of Purchase Order - 25 Mar
7.	Laptops, printers	Quotations obtained and ICT technical evaluation completed. Submitted to JTC for award.	Planned: JTC award - 18 Mar, Preparation of Purchase Order - 25 Mar