



MAGISTRATES & KADHIS COURTS STRATEGIC PLAN

2022 - 2026



Social Transformation
through Access to Justice



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Vision

To be efficient, effective and responsive people-centric courts in delivery of justice.

Mission

To dispense justice to all in accordance with the Constitution and all enabling laws.

Core Values

Rule of law

Impartiality

Efficiency

Integrity

Equity and social justice

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Foreword



The Social Transformation through Access to Justice (STAJ) vision is anchored on five pillars namely accessibility and efficiency; transparency and accountability; inclusiveness and shared leadership; cooperative dialogue; and social justice. The vision is intended to lead to the attainment of a strong independent institution that is accessible, efficient, and protects the rights of all especially the vulnerable; an inspired team of Judges, Judicial Officers, and Judiciary Staff committed to excellence in the delivery of justice; strengthened financial mechanisms that support the independence and integrity of the

Judiciary; deepened partnerships that enhance coordination in the administration of justice; and enhanced public trust and confidence in the judicial system.

Over 90 per cent of the caseload in the Judiciary is handled in the Magistrates and Kadhis' Courts. These courts are therefore key in the actualization of the STAJ vision. The Strategic Plan for Magistrates and Kadhis' Courts is both timely and essential in complementing the STAJ vision.

I commit the support of my office to the full implementation of this Strategic Plan which will include the formulation of appropriate policies as well as championing for the necessary amendments to the regulatory and legislative framework that underpins the work of the subordinate courts.

The Strategic Plan lays out an elaborate plan for the subordinate courts and will ensure continued synergy with the superior courts and maintaining a clear framework for the professional development of magistrates, kadhis and staff; promote the uptake and better utilisation of technology in the administration of justice; enhance skill acquisition, mentorship, job shadowing and knowledge sharing; promote indigenous jurisprudence; strengthen the performance management and accountability mechanisms.

In the spirit of the STAJ, the leadership of the Judiciary is shared across all levels of the organisation so as to promote ownership and implementation of our organisational objectives. The entire Judiciary family is encouraged to implement this Plan with the full confidence that they exercise a clear mandate that is bestowed upon all of us to actualize the principles and dictates of the Constitution of Kenya.

The finalisation of this Strategic Plan has been made possible through a consultative approach with all magistrates, kadhis and staff of the subordinate courts and I appreciate all for the support and commitment. I commend the Chief Registrar of the Judiciary for her continued leadership of the administrative arm of the Judiciary that has sustained our transformation agenda.

Hon. Justice Martha K. Koome, EGH
Chief Justice and President of the Supreme Court of Kenya

Preface



This Strategic Plan lays the institutional framework for an effective and efficient Magistrates and Kadhis' Courts while providing a platform for the full realisation of their aspirations. The Plan sets out specific strategies with detailed interventions to enable the achievement of each strategic theme, goal and objective for the next five years. It also contains a situational analysis including strengths, opportunities, weaknesses and threats as well as an environmental scan.

The strategies and interventions outlined in the Plan will go a long way in enhancing the efficiency of service delivery in the Magistrates and Kadhis' Courts. The focus areas of this Plan include; Enhanced Access to Justice; Expeditious Delivery of Justice; Growth of indigenous Jurisprudence and Knowledge Management; Improved Governance and Transformational Leadership; Improved Human Capital Management and Organisational Development and Enhanced Awareness, Image and Public Confidence. The Plan is aligned with the Judiciary's vision for Social Transformation through Access to Justice (STAJ) with a central focus on expeditious delivery of justice. It builds on the experiences learnt from the establishment and operationalization of the Courts with the aim of improving service delivery.

The Office of the Chief Registrar of the Judiciary (OCRJ) will ensure the strategic deployment of both financial and human resources to mitigate the weaknesses and threats identified in this Strategic Plan and overcome the challenges that are faced by the Office of the Registrar Magistrates Court (ORMC) as well as the Magistrates and Kadhis' Courts. The strengths and opportunities have to be further fortified to reach a point of judicial expediency.

We are committed to ensuring that this Strategic Plan is captured in our annual work plan and budget and therefore we shall be setting Performance Management and Measurement Understanding (PMMU) targets with the ORMC and courts based on the annual work plan.

Anne A. Amadi, CBS

Chief Registrar of the Judiciary

Acknowledgement



The development of the Magistrates and Kadhis' Courts Strategic Plan (2022 - 2026) is a culmination of concerted efforts by various stakeholders within the justice sector led by the Hon. the Chief Justice Martha Koome, whose vision the Social Transformation through Access to Justice (STAJ), provided the much-needed direction in ensuring the Plan meets the aspirations of Kenyans.

I appreciate the Chief Registrar of the Judiciary, Hon. Anne Amadi, for her encouragement, facilitation and support of the Plan's development process.

I commend the members of the Magistrates and Kadhis' Courts Strategic Plan Development Committee; Hon. Caroline Kabucho, Hon. Letizia Wachira, Hon. Ann Asugah, Hon. Charles Ondieki, Hon. Ishaq Abduljabar, Mr. George Balozzi, HSC, Mr. Dominic Nyambane, Mr. Ezan Mwiluki, Mr. Mugo Alex and Mr. James Kyeni for their invaluable contribution to the development of the Strategic Plan, a process which started at the height of the Covid 19 pandemic. The wealth of knowledge and experience shared by each member greatly enriched the Plan. Their dedication and willingness to sit for long hours and ensure completion of the assignment was unmatched and commendable.

Special gratitude goes to all judicial officers, Judiciary staff, and staff from the Office of the Registrar Magistrates Court (ORMC) for their input during the validation process. The following staff of the Office of the Chief Justice (OCJ), Directorate of Planning and Organisational Performance (DPOP) and the Directorate of Public Affairs and Communication (DPAC) cannot go unmentioned - Mr. Long'et Terer, Dr. Joseph Osewe, Mr. Gilbert Kirui, Mr. Victor Lumumba, Ms. Mercy Chemutai, Mr. John Muriuki and Mr. Anthony Sissey. Their contribution in data collection, analysis, editing and design came in handy.

Finally, we are indebted to the United Nations Office on Drugs and Crime (UNODC) for providing financial and technical support in the development and publication of the Strategic Plan.

Peter M. Mulwa, HSC

Registrar, Magistrates and Kadhis' Courts

Abbreviations

ADR	Alternative Dispute Resolution
AJS	Alternative Justice Systems
CMS	Case Management System
CRJ	Chief Registrar of the Judiciary
CRTS	Court Recording and Transcription Service
CUC	Court Users' Committee
DPAC	Directorate of Public Affairs and Communication
DPOP	Directorate of Planning and Organisational Performance
EACC	Ethics and Anti-Corruption Commission
ELC	Environment and Land Court
ELRC	Employment and Labour Relations Court
ERP	Enterprise Resource Planning
HoS	Head of Station
ICT	Information Communication and Technology
JIFMIS	Judiciary Integrated Financial Management Information System
JLT	Judiciary Leadership Team
JO	Judicial Officer
JSC	Judicial Service Commission
M&KC	Magistrates and Kadhis' Courts
NCAJ	National Council on the Administration of Justice
NCLR	National Council for Law Reporting
OCJ	Office of the Chief Justice
OCRJ	Office of the Chief Registrar of the Judiciary
ORMC	Office of the Registrar Magistrates Court
PAS	Performance Appraisal Systems
PESTEL	Political, Economic, Social, Technological, Legal and Environmental
PMMU	Performance Management and Measurement Understanding
RMC	Registrar Magistrates Court
RRI	Rapid Result Initiatives
STAJ	Social Transformation through Access to Justice
SWOT	Strengths, Weaknesses, Opportunities and Threats
SGBV	Specialized Gender-Based Violence



Chapter 1

INTRODUCTION

1.1 Chapter Overview

This chapter outlines the mandate, structure, composition and jurisdiction of the subordinate courts from the pre-colonial period to the current constitutional dispensation. It also discusses the evolution of the subordinate courts over this period.

1.2 Historical Background of Subordinate Courts

The architecture of the current Kenyan Judiciary and judicial systems can be best understood and appreciated from a historical perspective. The history of the subordinate courts can be traced back to the pre-colonial period.

1.2.1 Magistrate Courts

Traditionally, African ethnic groups lived as autonomous nationalities with governance and judicial mechanisms that were unique to each ethnic nation. They involved the use of shared patterns of dispute resolution, conciliatory dialogue, the admission of wrongdoing, and compensatory concessions and ritual social gatherings which marked the end of disputes. These traditional dispute settlement methods were guided by the village elders of each community.

The declaration of a protectorate over much of what is now Kenya in 1895, marked the beginning of British colonial rule which lasted until 1963. The British instituted a legal system that incorporated Native, Muslim, and English law. Among the natives, dispute resolution organs such as the village elders, headmen, and chiefs were empowered and continued to settle many disputes just as was the case in the pre-colonial period.

The traditional dispute settlement organs were accorded official recognition in 1907 when the Native Courts Ordinance was promulgated. The ordinance established Native Tribunals that were intended to serve ethnic groups in Kenya. The Chief Native Commissioner was authorised to set up, control, and administer the tribunals. They authorized the governor to appoint a liwali (administrative official) in the coastal region to adjudicate matters between persons of the Muslim faith.

In 1930, the colonial administration revised the court system relating to indigenous Africans with the lowest courts being a panel of elders whose decisions were appealed to the Native Appeals Tribunal, then thereafter to the District Commissioner, and lastly to the Provincial Commissioner. In 1951, the African Court replaced the Tribunal and the judicial powers of the Provincial Commissioner were transferred to the newly established Courts of Review.

The most prominent trend in the evolution of the colonial judicial setup was the maintenance of an official court system, with appeals lying up to the Privy Council in England, running parallel to a native court system whose jurisdiction was limited to civil matters and dominated by administrative officers.

When Kenya gained self-rule in 1963, it received a new Constitution that was negotiated between political parties and the British Government, called the Westminster Model Constitution. This constitutional order provided a democratic system of government. Some of its salient features were that it contained a Bill of Rights or Civil Rights for the citizens, whose guarantee was to be protected by courts of law. It also provided for an independent Judiciary. This order lasted for only one year and was repealed by the independence Constitution in 1964.

Under the independence Constitution, a Supreme Court was established at the apex of the court hierarchy and clothed with original civil and criminal jurisdiction, with the Chief Justice as its head. It also established the Kenya Court of Appeal and an East African Court of Appeal. At the bottom of the hierarchy were subordinate courts.

In 1967, the Magistrates Courts Act gave District Magistrates power to hear claims under African customary law and thus effectively eliminated all African Courts. District Magistrates had jurisdiction all over Kenya with appeals going to First Class Magistrates Courts. There were two types of magistrates: District Magistrate I who were non-lawyers the last of whom were employed in 1987 and District Magistrate II (Professional) who were qualified advocates. District Magistrate II were phased after the promulgation of the Constitution of Kenya in 2010.

The Constitution of Kenya, 2010 has transformed the legal landscape of Kenya and clearly demarcated the three arms of government while acknowledging that all judicial authority is derived from the people of Kenya.

1.2.2 Kadhis' Courts

The existence of kadhis and their courts along the East African coast dates back to the mid-14th century when Muhammad bin Abdalla bin Battutah (d.1377), a kadhi in India, and later in the Maldives islands, visited Mogadishu, Mombasa, and Kilwa.

In 1832, Seyyid Saïdī bin Sultān (r.1804-1856) established the Būsa īdī Sultanate in Zanzibar and formally appointed kadhis and set up Kadhis' courts across his dominions that stretched from Barawa in Somalia to Mafia Island, south of Zanzibar. From 1887, much of the East African coastal region was under the administration of the Sultanate and the Imperial British East Africa (IBEAA) Company. Sultān Barghash bin Sa īdī (r.1870-1888) had given a concession for a term of 50 years to the Company to administer the Kenyan coastal strip in the name of the Sultan. The concession provided retention of Muslim judicial structures and the power of the Sultan in the appointment of Kadhis.

In October 1963, an agreement was signed by Duncan Sandays, Sayyid Jamshid, Jomo Kenyatta, and Sheikh Muhammad Shamte to surrender the ten-mile coastal strip to Kenya. Among the safeguards included in the agreement was that the freedom of worship to all people living in the strip and more particularly the citizens of

the Sultan and its generations would be protected. It also provided that Kadhis' Courts were given the mandate to take cognizance of all matters affecting the personal status of Muslims (such as marriage, divorce, and inheritance). This paved the way for retention of Kadhis' Courts as a result of constitutional guarantees given to Muslims during the negotiations before independence.

At independence, the Kadhis' Courts were 3. In 1967, the Kadhis' Courts Act was passed which increased the courts to 6. They have subsequently been increased and today they are more than twenty spread across the country.

1.3 Structure of Courts

The Constitution of Kenya 2010, while acknowledging that judicial authority is derived from the people of Kenya, creates a hierarchical structure of courts composed of superior courts and subordinate courts.

Subordinate Courts, which are established under Article 169 of the Constitution, include the Magistrates Courts, Kadhis' Courts, Tribunals, Small Claims Courts and Courts Martial. It also provides that an Act of Parliament may establish any other court or local tribunal as a subordinate court. Article 165(6) of the Constitution grants the High Court supervisory jurisdiction over the subordinate courts. Appeals from the subordinate courts are heard by superior courts. Figure 1 shows the hierarchical structure of courts in Kenya.

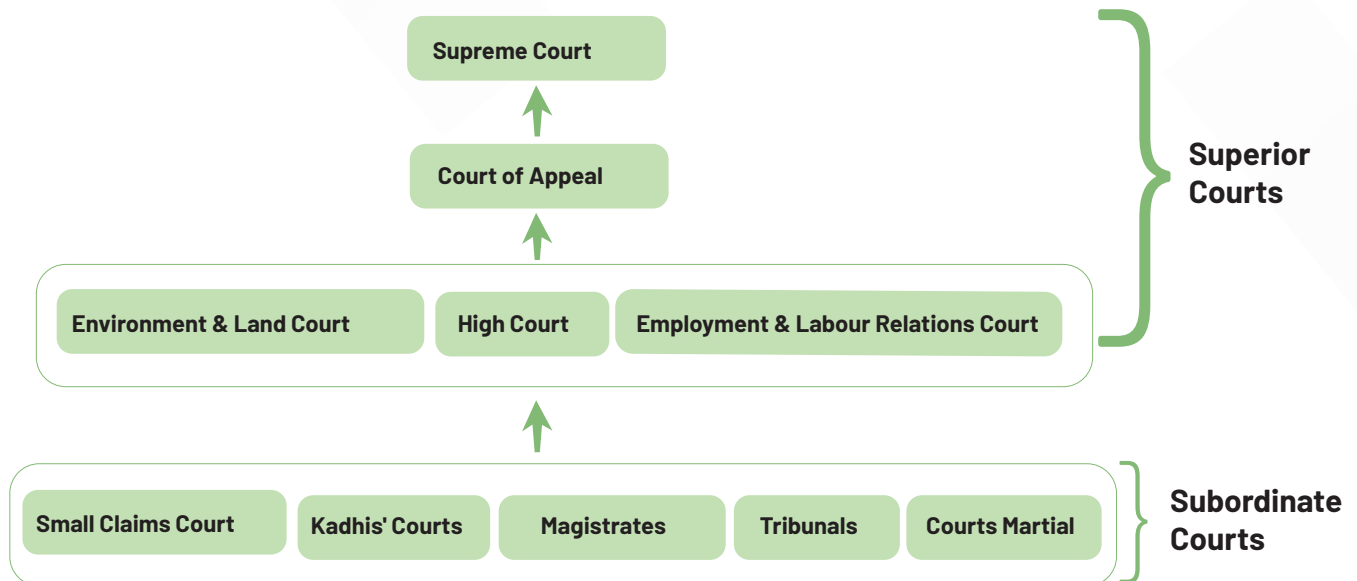


Figure 1: Hierarchical Structure of Courts in Kenya

1.3.1 Magistrates Courts

Magistrates Courts are established under Article 169(1)(a) as one of the subordinate courts. They exercise criminal and civil jurisdiction as may be conferred on them by various statutes. The Magistrates Courts Act (No. 26 of 2015) gives effect to Articles 23(2) and 169(1)(a) and (2) of the Constitution of Kenya by providing for the jurisdiction, procedure, functions, and powers of the Magistrates Courts. The Court has further jurisdiction to

preside over cases involving environment and land matters as conferred upon it by section 26 of the Environment and Land Court Act (No. 19 of 2011); and further jurisdiction to preside over cases involving employment and labour relations as conferred upon it by section 29 of the Employment and Labour Relations Court Act (No 20 of 2011).

The Judiciary has also established specialised magistrates courts to deal with specific areas of law to improve efficiency, ensure higher-quality decisions (especially in complex areas of the law) as well as enhance uniformity of decisions in those specific areas. These specialised magistrates courts include the Children's Court, Anti-corruption and Economic Crimes Court, Court Martial, the Counter-Terrorism Court and Sexual and Gender-Based Violence (SGBV) Court. Further, the Chief Justice is permitted by law to gazette magistrates to hear specific matters such as election petitions as and when the need arises.

1.3.2 The Kadhis' Courts

Kadhis' Courts are established under Article 169 (1)(b) of the Constitution of Kenya and their mandate is limited to the determination of questions of Muslim law relating to personal status, marriage, divorce, or inheritance in proceedings in which all the parties profess the Muslim religion and submit to the jurisdiction of the court. The establishment and set up of these courts is further guided by the Kadhis' Courts Act (Cap 11). There are 43 Kadhis' court stations across the country which are manned by 51 kadhis.

1.3.3 Tribunals

Tribunals are bodies established by different statutes to exercise judicial or quasi-judicial functions. They draw their constitutional mandate from Articles 1(3)(c), 159 (1) and 169 (1) of the Constitution of Kenya and are subordinate courts under the Judiciary. Prior to 2010, tribunals were under the Executive arm of Government housed in different ministries. There are about 60 tribunals in Kenya, with 20 having transited to the Judiciary and are managed under the Tribunals' Secretariat which is headed by a Registrar.

1.3.4 Small Claims Court

The Small Claims Court is established pursuant to Article 169 (1)(d) and 169 (2) of the Constitution. The Small Claims Court Act (Act No. 2 of 2016), further spells out the jurisdiction and the procedures of the small claims court as well as establishes the Office of the Registrar Small Claims Court who is charged with coordinating all the activities of this court. There are 11 small claims courts spread across Kenya.

1.3.5 Courts Martial

The Courts Martial are established under the Kenya Defence Forces Act, 2012 (Act No. 25 of 2012). Section 160 of the Act empowers a courts martial to handle cases involving officers working or serving in the military. The Act further provides that the Chief Justice appoints a Judge Advocate who presides over a Court Martial and who is assisted by officers in the military.

1.3.6 Office of Registrar Subordinate Courts

The Office of the Registrar Subordinate Courts is established under Section 10 of the Judicial Service Act (Act No. 1 of 2011). The core mandate of the Office is to coordinate support services in all the Magistrates and Kadhis' Courts. It is the interface between the judicial and the administrative support functions of the Judiciary with key focus being, the strengthening of the existing governance structures as well as recommending good practices that facilitate access to and expeditious delivery of justice to all.

1.4 Rationale for Preparation of the Strategic Plan

This is the first Strategic Plan for the Magistrates and Kadhis' Courts and covers a period of five years (2022-2026). It provides a roadmap towards the alignment of the courts mandate with aspirations of the Judiciary blueprints, strategic and policy documents. The Plan also seeks to re-position the courts to take advantage of opportunities to respond to emerging issues in its operating environment. Specifically, this Plan is developed to:

1. Undertake analysis of policy and operating environment of the court in relation to its mandate.
2. Coordinate the actualization of the mandate and principles for the Judiciary as set out in the Constitution of Kenya for the subordinate courts.
3. Align the operations of the courts with the provisions of the Magistrates Courts Act (No. 26 of 2015) and the Kadhis' Court Act (Cap 11).
4. Align with the Judiciary's Social Transformation through Access to Justice (STAJ) vision.
5. Align with the Judiciary's Strategic Plan.
6. Provide a framework for mobilising resources towards the achievement of the strategic goals of the subordinate courts.
7. Provide a framework for monitoring and evaluation of the performance of the subordinate courts.



Chapter 2

SITUATIONAL ANALYSIS

2.1 Chapter Overview

This chapter presents an analysis of the internal and external environment in which the Magistrates Courts, Kadhis' Courts, and the Office of the Registrar, Subordinate Courts operate as well as a synopsis of the key policies and legal and procedural documents, which informed the strategic planning process.

It further highlights the achievements and challenges that have been experienced from the year 2012 when the subordinate courts attained autonomy with the establishment of the Office of the Registrar Subordinate Courts.

2.2 Magistrates' and Kadhis' Courts and National Development Goals

The Vision 2030 blueprint provides Kenya's broad development goals anchored on three pillars, economic, social and political. The Vision aims to transform Kenya into a globally competitive, prosperous, middle-income nation with a high quality of life by the year 2030. The goal of the Economic Pillar is to maintain a sustained 10 per cent economic growth over 25 years; the Social Pillar's goal is to realise a just and cohesive society enjoying equitable social development in a clean and secure environment; while the Political Pillar targets to attain an issue-based people-centred, result-oriented and accountable democratic political system. Vision 2030 is implemented through Medium Term Plans (MTPs) that cover 5-year implementation cycles.

The rule of law is a key factor underpinning investment decisions, democratic processes, and day-to-day activities of people and institutions. Courts facilitate economic, social and political development by ensuring rule of law, peace and order. In this regard, magistrates' courts play a pivotal role as the first port of call in a broad variety of disputes including commercial, civil and family disputes as well as criminal cases. Also, Kadhis' Courts play an essential role in determining questions of Muslim law relating to personal status, marriage, divorce or inheritance. Both courts handle the bulk of the disputes filed in Kenya's judicial system and therefore the speed and efficiency with which these courts hear and finalise cases is critical in the administration of justice. This strategic plan proposes interventions that will enhance access to and expeditious delivery of justice.

2.3 Milestones and Challenges

The following are the key milestones and challenges of Magistrates Courts, Kadhis' Courts and the Office of the Registrar Subordinate Courts.

2.3.1 Milestones

i. Establishment of Courts:

A conscious effort has been made to establish and operationalise subordinate courts across the country. The number of Magistrates Courts increased from 113 in 2012 to 127 in 2022; the number of Kadhis' Courts increased from 15 in 2012 to 43 in 2022; and the number of mobile courts increased from 19 in 2012 to 57 in 2022. The establishment of additional subordinate courts has greatly reduced the distance covered by litigants as they seek to access judicial services.

ii. Reduction of Case Backlog:

There are various initiatives that have been undertaken toward the reduction of case backlog. These include, continuous dismissal of old and dormant cases; prioritisation of old cases during cause listing and hearings; regular withdrawal of warrants of arrest in accordance with the traffic guidelines; and, conducting service weeks and other Rapid Result Initiatives (RRIs). From these initiatives, the case backlog that was five years old and above reduced from 73,660 as at June 2017 to 13,819 cases as at June 2022.

iii. Improvement of Court Infrastructure:

Thirteen stand-alone Magistrates Courts were constructed and completed at Nkubu, Makindu, Nyando, Mpeketoni, Molo, Kigumo, Engineer, Vihiga, Oyugis, Hamisi, Tamu, Kangema, and Iten.

Additionally, 12 Magistrates Courts, which share premises with superior courts, were constructed and completed at Bomet, Garsen, Narok, Chuka, Nyamira, Nanyuki, Siaya, Isiolo, Nakuru, Kakamega, Nyeri, and Mombasa.

The construction of prefabricated courts was carried out in seven stand-alone Magistrates Courts at Tawa, Runyenjes, Othaya, Marimanti, Bomet, Garsen, and Wang'uru. There is ongoing construction of Magistrates Courts in 16 stations namely; Port Victoria, Butali, Amagoro, Mbita, Kandara, Habaswein, Githongo, Marsabit, Makadara, Mandera, Kwale, Maralal, Wajir, Kibera, Mukurweini and Ol Kalou.

The Public Health Act (Cap 242) requires that premises should adhere to certain public health standards including the removal and replacement of asbestos sheets. The Judiciary has been progressively removing asbestos sheets and replacing them with galvanised iron sheets and this has been undertaken in 13 courts namely; Winam, Kapsabet, Isiolo, Kerugoya, Maralal, Machakos, Nanyuki, Kikuyu, Kwale, Maua, Kisii, Kaloleni, and Ukwala.

Further, witness protection boxes were installed in 18 court stations i.e Tononoka, Makadara, Lamu, Ogembo, Naivasha, Eldoret, Bungoma, Kilungu, Kitale, Shanzu, Kisumu, Milimani Children's, Kibera, Nakuru, Murang'a, Embu, Meru, and Nyeri.

iv. Recruitment of Magistrates and Kadhis:

The staff complement for magistrates and kadhis has consistently increased over the years. In May 2012, there were 338 magistrates and 15 kadhis. This establishment has since been enhanced to 542 magistrates and 51 kadhis who respectively are serving in 127 Magistrates Courts and 43 Kadhis' Courts across the country.

v. Promotion of Collegiality and Experience Sharing:

The subordinate courts have continued to develop their capacity to promote and enhance judicial decorum, personal growth, leadership, management skills and peer review mechanisms. In this regard, various activities were conducted including five Magistrates' and Kadhis' Colloquia; nine Heads of Stations Forums; and seven Kadhis' retreats

vi. Streamlined Registry Operations and Records Management:

To streamline and ensure standardisation and uniformity in registry operations, a Magistrates and Kadhis' Courts Registry Manual was developed in 2015 and implemented across all courts. This manual introduced the use of colour-coded case file folders which minimised instances of misplaced and lost case files and the use of standardised case registers that has ensured uniformity in data entry in all courts. From 2015, annual appraisal of court records has been conducted across all courts which has resulted in 520,411 records being disposed of or preserved.

vii. Financial Management:

The subordinate courts have streamlined their financial systems by opening separate revenue and deposit accounts. The Judiciary Financial Information Management Integrated System (JFIMIS) was operationalised in all courts. This system has been integrated with the Case Management System (CMS) thus ensuring the continued digitisation of judicial and administrative processes. Currently, all court stations have been assigned court codes for both revenues and deposits and the use of cash transactions has been eliminated.

2.3.2 Challenges

Some of the salient challenges affecting the Magistrates and Kadhis' Courts include:

i. Inadequate Human Resource Capacity:

The approved establishment of judicial officers stands at 1,200 against the in-post of 542 magistrates and 51 kadhis which translates to only 45 per cent of the optimal staffing levels. The effects of this acute understaffing is in the face of rising caseload due to increased filings, the establishment of specialised courts and the expanded jurisdiction of the subordinate courts.

ii. Overlapping Jurisdictions:

There are overlapping jurisdictional areas amongst the Small Claims Courts, Tribunals and Magistrates Courts. This creates uncertainty on where cases should be filed and encourages parties to choose where to file their cases based on the court which is more likely to consider the case more favourably- 'forum shopping'. The filing of cases in multiple fora also clogs the judicial system with multiple similar matters.

iii. Inadequate Infrastructure:

The courts face an acute lack of premises and office space to cater for their needs. Though there has been a concerted effort to improve the current court premises and to construct new court buildings, these development projects have stalled or their progress was inordinately slow due to funding challenges.

Twenty-two courts were established and gazetted in 2020 but are yet to be operationalized due to lack of requisite infrastructure. These are Ol-Kalou, Etago, Madiany, Zombe, Port Victoria, Borabu, Kendu-Bay, Wamunyu, Malaba, Matiliku, Usigu, Kasarani, Masinga, Manga, Tinderet, Kenol, Rumuruti, Garbatulla, Kibiyet,

Marigat, Kikima and Kaptumo. Many kadhis courts including Elwak, Takaba, Ijara, Merti, Garbatula, Eldas, Bute, and Balambala still operate with inadequate infrastructure.

iv. Inadequate ICT Capacity:

The full implementation of ICT solutions is hampered by inadequate or obsolete ICT infrastructure and poor internet connectivity. Inadequate ICT capacity hampers the efficient and effective dispensation of justice especially considering the increased use of technology to facilitate administrative and judicial functions.

v. Lack of Land Ownership Documents:

Historically, courts have been hosted by other government agencies and as such have not possessed their own land or buildings. Most courts therefore lack land ownership documents and this delays the implementation of some infrastructure projects since land ownership documents are a prerequisite for any financial support.

vi. Insufficient Financial Resources:

The lack of adequate financial resources negatively affects Magistrates and Kadhis' Courts operations. Courts lack adequate case registers, file folders, ICT equipment, as well as resources to support related essential expenses. The budgetary allocation for the Judiciary has consistently been less than one per cent of the national budget and this shortfall cascades to and negatively affects the operations of the subordinate courts.

vii. Low Case Clearance Rate and Accumulation of Case Backlog:

Low case clearance rate and build-up of case backlogs due to past structural and capacity challenges continues to deter expedient case management initiatives. Despite efforts to fast-track clearance of cases, the backlog has remained stagnant over the years as shown in Fig. 2.

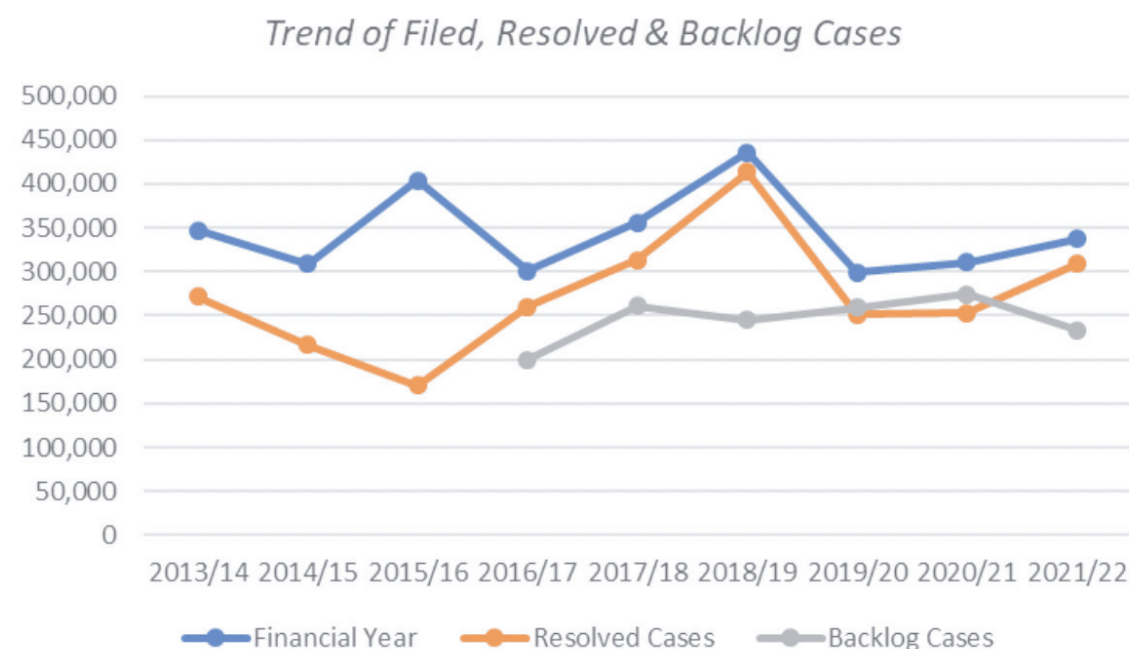


Figure 2: Trend of filed and resolved cases

viii. Inadequate Legal and Policy Framework

There is a need to improve the legal and policy framework so as to ensure that it supports the judicial and administrative functions of the subordinate courts. The Constitution of Kenya states that all subordinate courts are now part of the Judiciary and so the legal framework for establishment of each tribunal should be reviewed to align with this constitutional directive.

In addition, there is a need to have an overarching legal framework for tribunals so that all their mandates and activities are coordinated and aligned to promote the administration of justice. This will also ensure that the jurisdictions of the various tribunals are clarified to eliminate any perceived overlaps in areas of jurisdiction.

There is a need to regularly review and update the policies of subordinate courts so as to respond to emerging issues, lessons learnt and technological changes.

ix. Inadequate Supply of Utilities:

Subordinate courts are housed in premises that require various public utilities for their optimal operation. The subordinate courts especially those in far flung areas experience frequent electricity outages which interrupt court operations. There is a need to provide alternative sources of power so as to ensure the uninterrupted delivery of judicial services especially in view of the heavy reliance on ICT.

Most magistrate courts do not have sufficient water supply thus compromising hygiene and sanitation requirements for their effective operations. Judiciary's Infrastructure Report, 2012, recommends that boreholes be drilled in a majority of the court stations.

2.4 Strength, Weaknesses, Opportunities and Threats (SWOT)

The achievement of the objectives of this Plan will substantially depend on how the Magistrates and Kadhis' Courts augment their strengths, exploit the existing opportunities, and manage the weaknesses in their operations while mitigating factors that pose threats. Table 1 presents a summary of the SWOT analysis.

Table 1: SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • The courts are decentralised and accessible to the users. • Institutionalised performance management systems. • High stakeholder engagement and enhanced collaboration. • Magistrates Courts have enhanced jurisdiction which covers a broad range of litigants. • Entrenched constitutional and statutory legal framework. • Established Kadhis' Courts that deal with Muslim law relating to personal status, marriage, divorce, and inheritance. • Professional and committed judicial officers and staff. • Standardised operating procedures for uniform service delivery. • The courts have embraced technology in their practice. 	<ul style="list-style-type: none"> • Inadequate staffing levels (the court operates at a variance of 55.4% for judicial officers and 31.8% for Judiciary staff). • Insufficient funds to support court operations. • Inadequate physical infrastructure. • Inadequate ICT infrastructure. • Lack of a legal framework and policy for conduct of virtual proceedings. • Lack of media strategy on direct media engagement by stations. • Lack of a policy on mobile courts. • Lack of adequate training on emerging legal issues (SGBV, children matters, green justice, terrorism and cybercrime, technology).
Opportunities	Threats
<ul style="list-style-type: none"> • Goodwill and support from stakeholders and development partners. • Entrenchment of ADR mechanisms in the constitution facilitates easier and more efficient disposal of cases. • Operationalization of specialised courts (SGBV, SCC etc) enhance access to justice. • Leveraging on emerging technology and innovations. • Growing indigenous jurisprudence. • Expanded mandate and jurisdiction to handle various categories of cases which include environment and land, employment and labour relations, succession, divorce, and specialised courts. • Adoption of green justice (affordable and clean energy, open offices, enabling jurisprudence etc). 	<ul style="list-style-type: none"> • Low awareness and understanding of court processes among court users. • Interference with judicial independence. • Unfavourable constitutional and statutory amendments. • Inaccurate reporting of court decisions. • Corrupt practices in the justice sector. • Manipulation and threats to suspects and witnesses. • Inadequate personal security for judicial officers and staff. • National or organisation wide disruptions e.g. pandemics such as COVID-19. • Cyber threats to the Judiciary's ICT systems. • Disobedience of court orders. • Low brand visibility.

2.5 Political Economic Social Technological Legal and Environmental (PESTEL) Analysis

- **Political Factors:** Kenya's politics plays a major role in defining the policies that affect the dispensation of justice. It is also common to find threats, mostly politically instigated, to judicial officers and staff handling sensitive cases often undermining the authority and independence of the courts. To address this, there is a need for enhanced collaboration with all stakeholders so that they can appreciate the mandate of the Judiciary. Judicial officers and staff also need to be continually sensitised on their mandate so that they can maintain their independence, collegiality and continue to affirm their neutrality and independence.
- **Economic Factors:** The country is recovering from the slow economic growth experienced during the COVID-19 pandemic. If this persists, corporate and personal taxes are likely to be relatively high and inflation will skyrocket. These coupled with poor weather patterns occasioned by climate change will lead to high poverty and unemployment levels. The depressed economy will affect disposable incomes and discourage citizens from litigation. Conversely, the reduced revenue collections will have a negative impact on access to justice as the reduced budgetary allocation to the Judiciary will not be able to support all priority programs.
- **Social Factors:** The promulgation of the Constitution of Kenya in 2010 has seen increased demand for the implementation of constitutional rights and in particular, the socio-economic rights of the minorities, special interest groups and marginalised communities. This trend is expected to continue hence the need for courts to deliver decisions that will contribute to social transformation of society.
The exponential increase in unemployment levels, especially among the youth, open disregard of the rule of law and disobedience of court orders, especially by leaders, and the socialisation of criminal activities if not properly harnessed will continue to create a misunderstanding of court processes, procedures and decisions thus leading to low confidence in the courts.
Further, the rising literacy levels will enhance the public participation in decision-making and the ability to participate in governance and agitation for constitutional rights. Increased uptake of informal dispute resolution mechanisms will also enhance access to justice and ensure speedy resolution of cases.
- **Technological Factors:** Rapid technological advances and innovations will require the courts to reorient their systems and processes. This will include accelerating digitization and automation of courts and administrative services. On the other hand, the Judiciary will be prone to cyber threats and will thus need to allocate more resources to increasing cyber security.
- **Environmental Factors:** The effects of climate change continue to negatively affect society and all institutions have an obligation to undertake measures to mitigate their impact on the environment. Courts will have to adopt sustainable business practices in their operations so as to be environmentally friendly and sustainable. This will include having environmentally friendly court premises, proper waste management, use of renewable energy and adoption of paperless offices. Courts will also ensure that their decisions promote a safe, secure, and sustainable environment.
- **Legal Factors:** The transformative nature of the Constitution requires that society adopts its progressive values and principles and adheres to its democratic principles. This process of social engineering where these values and principles percolate to all levels of the Kenyan society requires constant vigilance. Courts will be expected to continue to uphold and protect the Constitution without fear, favour or hesitation.

Courts operate within a legal framework which is prone to statutory amendments that may negatively affect its operations, mandate and scope. In addition, subordinate courts have an obligation to adhere to principles that have been settled by the superior courts and there is need for coherence in these decisions so as to promote certainty in the administration of justice.

2.6 Stakeholder Analysis

Stakeholder	Stakeholders' Expectations from Courts	Courts' Expectations from Stakeholders'
Litigants	<ul style="list-style-type: none"> Fairness and impartiality in decision making. Expeditious delivery of justice. Professionalism. Efficient case management. Transparency and accountability. Create awareness of court procedures and processes. 	<ul style="list-style-type: none"> Compliance with court processes and procedures. Obey orders of the court. Enhance integrity.
Civil Society	<ul style="list-style-type: none"> Interpretation of various laws. Dissemination of information. Dissemination of court decisions. 	<ul style="list-style-type: none"> Abide by orders of courts. Enhance awareness of court procedures and processes.
Public	<ul style="list-style-type: none"> Uphold the rule of law. Create public awareness of court processes and procedures. Transparency and accountability. Improved public confidence. 	<ul style="list-style-type: none"> Informed citizens who hold the Judiciary accountable. Obey orders of the court.
Law Society of Kenya	<ul style="list-style-type: none"> Efficient case management. Strategic partnership. Dissemination of relevant information. Expeditious delivery of justice. 	<ul style="list-style-type: none"> Offer pro-bono services. Provide professional legal service to their clients. Uphold professionalism. Obey and respect court orders. Feedback through bar-bench forums.
National Council on the Administration of Justice	<ul style="list-style-type: none"> Facilitate quarterly Court Users' Committee (CUCs) meetings. File reports on the activities of the CUCs. 	<ul style="list-style-type: none"> Operationalize the CUCs. Policy direction and oversight on cross cutting issues.
Office of the Director of Public Prosecutions	<ul style="list-style-type: none"> Uphold the rule of law. Transparency and accountability. Efficient case management. Professionalism and integrity. Expeditious delivery of justice. 	<ul style="list-style-type: none"> Professionalism, integrity and fairness. Transparency and accountability. Adequate deployment of prosecutors. Compliance with all court orders. Provide feedback through bar-bench forums.
Police	<ul style="list-style-type: none"> Communicate court decisions and orders. Interpret the law and promote administration of justice. Professionalism and integrity. 	<ul style="list-style-type: none"> Perform their role as stipulated in the National Police Service Act. Strengthen adherence to court orders. Collaborate with stakeholders. Sensitise the community and Judicial Officers on their role.

Stakeholder	Stakeholders' Expectations from Courts	Courts' Expectations from Stakeholders'
Prisons	<ul style="list-style-type: none"> • Strategic partnership. • Speedy determination of cases. 	<ul style="list-style-type: none"> • Perform their role as stipulated in the Prisons Act. • Professionalism and integrity. • Collaboration with the courts and other stakeholders. • Compliance with court orders. • Feedback through CUC forums.
Probation	<ul style="list-style-type: none"> • Strategic partnership. • Communication of court decisions and orders. • Professionalism and integrity. 	<ul style="list-style-type: none"> • Perform their role as stipulated in Probation and Offenders Act and Community Service Orders Act. • Strengthen adherence to court orders. • Collaborate with stakeholders. • Sensitise the community and Judicial Officers on their role. • Timely submission of reports. • Compliance with court orders. • Feedback through CUC forums.
Department of Children Services	<ul style="list-style-type: none"> • Strategic partnership. • Speedy determination of children cases. • Protect the best interest of the child in their decisions. 	<ul style="list-style-type: none"> • Perform their role as stipulated in the Children Act and the Constitution. • Collaborate with other stakeholders. • Sensitise the community and Judicial Officers on their role. • Timely submission of reports. • Compliance with court orders. • Feedback through CUC forums.
Witness Protection	<ul style="list-style-type: none"> • Strategic partnership. • Dispense justice while safeguarding the safety of vulnerable witnesses. 	<ul style="list-style-type: none"> • Perform their role as stipulated in the Witness Protection Act and the Constitution. • Collaborate with other stakeholders. • Sensitise the community and Judicial Officers on their role. • Timely submission of reports. • Compliance with court orders. • Feedback through CUC forums.
Expert witnesses	<ul style="list-style-type: none"> • Efficient case management. • Professionalism and integrity. 	<ul style="list-style-type: none"> • Fair, impartial, and well-grounded professional opinion. • Competency. • Professionalism and integrity. • Prompt attendance of court sessions. • Timely submission of reports. • Compliance with court orders.
Development partners	<ul style="list-style-type: none"> • Transparency and accountability. • Implement projects according to the approved work plans. • Timely reporting. 	<ul style="list-style-type: none"> • Technical and financial support. • Regular feedback. • Support, utilise and develop Judiciary systems. • Adhere to courts' priorities. • Participate in joint activities.

Stakeholder	Stakeholders' Expectations from Courts	Courts' Expectations from Stakeholders'
County Governments	<ul style="list-style-type: none"> • Support in the enforcement of laws. • Uphold the rule of law. • Expeditious delivery of Justice. 	<ul style="list-style-type: none"> • Partnerships and collaborations. • Enforcement of court orders. • Obey and respect court orders. • Feedback through CUC forums.
Media	<ul style="list-style-type: none"> • Timely dissemination of information. • Transparency and accountability. 	<ul style="list-style-type: none"> • Professionalism and integrity. • Respect for the courts, its officers and processes. • Accurate reporting.
National Council for Law Reporting	<ul style="list-style-type: none"> • Avail court information promptly this includes but is not limited to decisions, cause lists, submission of judgments, notices. • Collaboration on capacity building. 	<ul style="list-style-type: none"> • Keep the Laws of Kenya updated and current. • Publish and disseminate court decisions promptly. • Publish daily cause lists and notices. • Regular feedback on the 'case-back' platform.
Superior Courts	<ul style="list-style-type: none"> • Comply with and effect judicial principles that have been settled. ("stare decisis") • Issuance of well-reasoned decisions. • Consistency in decision making. • Proper and efficient communication. • Professionalism in decision making. 	<ul style="list-style-type: none"> • Proper supervision and guidance administratively. • Consistency in the interpretation of the law. • Proper guidance in the application of the law. • Professionalism and integrity.
Judicial Service Commission	<ul style="list-style-type: none"> • Fully implement JSC decisions and policies. • Professionalism and integrity. 	<ul style="list-style-type: none"> • Recruit and promote judicial officers and staff. • Promote independence and accountability. • Fair and expeditious resolution of disciplinary cases.
Parliament	<ul style="list-style-type: none"> • Undertake duties as stipulated under the Constitution. • Prudent use and accountability for allocated resources • Convey court decisions. 	<ul style="list-style-type: none"> • Respect the doctrine of separation of powers. • Allocation of adequate resources.
Judicial Officers	<ul style="list-style-type: none"> • Conducive work environment. • Adequate budget and staffing. • Capacity building. 	<ul style="list-style-type: none"> • Professionalism and integrity. • Uphold the rule of law. • Timely, independent and courageous decision making. • Uphold public service values and principles.
Staff	<ul style="list-style-type: none"> • Conducive work environment. • Adequate budget and resources. • Capacity building. 	<ul style="list-style-type: none"> • Professionalism and integrity. • Enhance customer and public relations. • Uphold public service values and principles.



Chapter 3

STRATEGIC FOCUS

3.1 Chapter Overview

This chapter presents areas of focus for the Magistrates and Kadhis' Courts, and the Office of the Registrar Subordinate Courts for the period 2022-2026. These Key Result Areas have broad strategic objectives which the Courts commit themselves to accomplish in the long term. This will be achieved through the strategies that outline the specific modalities by which the Courts will accomplish their objectives.

The vision, mission and core values have been specifically developed as an overarching guide for the courts as they discharge their daily activities and work towards each Key Result Area.

3.2 Key Strategic Areas

The courts shall focus on the following Key Result Areas (KRA) during this period:

KRA 1: Enhanced Access to Justice

KRA 2: Expeditious Delivery of Justice

KRA 3: Growth of Indigenous Jurisprudence and Knowledge Management

KRA 4: Improved Governance and Transformational Leadership

KRA 5: Improved Human Capital Management and Organisational Development

KRA 6: Enhanced Awareness, Image and Public Confidence

3.2.1 KRA 1: Enhanced Access to Justice

The Constitution under Article 6(3) obligates government organs to ensure reasonable access to services in all parts of the country. Courts, as the custodians of justice, must take deliberate steps to reduce the obstacles that hinder public access to information, ensure proximity and physical access to courts, and simplify their procedures for litigants to understand and effectively participate in court processes.

The Social Transformation through Access to Justice (STAJ) vision provides for the establishment of Magistrates Courts within a radius of 100km to reduce distances travelled to access court services. In line with this, establishment and operationalization of new courts as well as refurbishment and renovation of existing infrastructure will be pursued. Additionally, courts will be made user-friendly by providing rooms for vulnerable witnesses; having disability friendly premises and equipment; and provision of video link services to allow for remote access.

The Judiciary acknowledges the important role of technology as an enabler of justice. Interventions have been undertaken over the years to ensure that necessary ICT infrastructure, tools, equipment and systems are in place. However, these initiatives have not been sufficient in meeting the growing needs of subordinate courts which is the largest constituency in the Judiciary. The focus will be on ensuring improvement of ICT infrastructure and the uptake of technology in courts.

The strategic objectives and key interventions under this KRA are as follows:

Strategic Objective	Key Activities
To improve physical access and proximity to courts.	<ul style="list-style-type: none"> • Mapping out Magistrates Courts whose proximity is more than 100 Kms apart. • Establish and operationalise Magistrates Courts in every sub-county. • Complete ongoing court construction. • Refurbish and renovate existing courts. • Establish and operationalise new Kadhis' Courts. • Establish and operationalize mobile courts. • Develop guidelines for handling county matters.
Leverage technology to enhance access to justice.	<ul style="list-style-type: none"> • Roll out e-filing. • Equip and operationalize virtual courtrooms. • Set up video conferencing facilities. • Provide court stations with ICT equipment and tools. • Increase coverage and network connectivity in courts.
To enhance access to court services and expand options for dispute resolution.	<ul style="list-style-type: none"> • Review the Magistrates and Kadhis' Courts Registry Manual. • Develop and sensitise judicial officers and staff on the pro se Litigants Manual. • Develop and disseminate information on court operations and procedures to the public. • Provide braille, sign language interpreters and translators. • Operationalise additional specialised courts (SGBV, Children Courts etc) • Provide witness protection boxes and children friendly court rooms. • Implement Alternative Justice Systems (AJS) Policy. • Promote Court Annexed Mediation. • Sensitise the public on ADR. • Review statutes with overlapping jurisdiction.

3.2.2 KRA 2: Expedient Delivery of Justice

The Constitution requires courts, in exercise of their judicial authority, to be guided by *inter alia*, the principle that justice shall not be delayed. The Courts, however, have not been able to cope with the ever-rising workload due to the slower corresponding rise in the number of judicial officers to handle the ever-surgening number of cases. Further, the automation of court processes has been hampered by the slow uptake of digital technology due to inadequate human resource, limited technical capacity and lack of an enabling legal framework.

The advent of COVID-19 pandemic compelled the Judiciary and other actors in the justice chain to hasten deployment of ICT in delivery of justice. This Strategic Plan proposes strengthening the capacity of courts to utilise technology in case processing.

The Judiciary desires that records in the registry are maintained in both electronic and manual forms. Inactive records are regularly archived, appraised and disposed in accordance with the Records Disposal Act (Cap 14). In order to improve efficiency, ease traceability and ensure regulatory compliance, registry operations will be automated and judicial officers and staff trained on various aspects of automation and records management. This will ensure better records management and enhanced integrity for all case files.

The strategic objectives and key interventions under this KRA are as follows:

Strategic Objective	Key Activities
To enhance,develop and motivate the human capacity of courts.	<ul style="list-style-type: none"> • Recruit magistrates and kadhis. • Recruit court assistants, interpreters and transcribers. • Implement the scheme of service for Registrars.
To enhance the uptake of technology in court processes.	<ul style="list-style-type: none"> • Operationalise Court Recording and Transcription System (CRTS) for judicial officers. • Acquire speech-to-text solution for all judicial officers. • Full implementation of CMS, ERP and JFIMIS in Courts. • Develop guidelines on conduct of virtual courts.
To adopt effective information, records and archives management practices.	<ul style="list-style-type: none"> • Sensitise judicial officers and staff on information and records management practices. • Sensitise record officers on record disposal guidelines. • Train registry staff on records management. • Carry out record surveys and disposal in the courts. • Digitise and automate records in courts. • Embrace ISO standards on records management.

3.2.3 KRA 3: Growth of Indigenous Jurisprudence and Knowledge Management

This Plan seeks to support the growth of jurisprudence and institutionalise knowledge management so as to tap into both implicit and explicit knowledge among its human capital and stakeholders. It will build on the gains made in the landmark decisions delivered by courts through the promotion of skills acquisition, mentorship, peer review, and experience sharing among judicial officers. To promote collegiality, this Plan proposes to hold annual colloquia for judicial officers; to have annual Heads of Stations fora; to hold annual Kadhis retreats; and, to facilitate judicial exchanges to tap into the knowledge of contemporary speakers on topical and emerging areas of law. Exemplary case management strategies will be incubated and promoted for adoption by all Courts.

The strategic objectives and key interventions under this KRA are as follows:

The strategic objectives and key interventions under this KRA are as follows:

Strategic Objective	Key Activities
To promote research on emerging areas of jurisprudence and judicial practices.	<ul style="list-style-type: none"> • Develop a specialised training curriculum for judicial officers. • Conduct sensitization fora for judicial officers on emerging areas of jurisprudence. • Publish select court decisions through NCLR and Judiciary website. • Develop case digests for select Magistrates Courts decisions. • Hold colloquia for judicial officers and annual Kadhis retreats. • Hold annual conferences between High Court, ELC, ELRC and subordinate courts to discuss emerging jurisprudence. • Hold meetings between tribunals and subordinate courts to discuss concurrent jurisdiction. • Hold expert-speaker fora on topical issues. • Conduct exchange visits with other jurisdictions on emerging areas of jurisprudence and judicial practice.
To promote knowledge management and research.	<ul style="list-style-type: none"> • Map areas for knowledge management. • Develop knowledge management guidelines. • Establish knowledge management portal and populate it with knowledge from judicial officers and members of staff with expertise. • Document the history of Magistrates and Kadhis' Courts. • Establish partnerships and linkages with development partners and research Institutions. • Facilitate judicial officers to undertake research. • Furnish court libraries with equipment and reference materials.

3.2.4 KRA 4: Improved Governance and Transformational Leadership

Courts continue to implement best practices in their governance and leadership to ensure transparency, accountability and integrity. This is achieved through various programs and activities that are meant to eradicate corruption and unethical practices in courts. This Plan seeks to continue to deepen partnerships with investigative agencies to eliminate incidences of corruption and unethical practices. A culture of high performance at the individual and organisational level will be institutionalised by ensuring transformative leadership, change management and promotion of team synergies.

To attain efficiency and effectiveness at a corporate and individual level, this Plan seeks to enhance the implementation of Performance Management and Measurement Understanding (PMMU) in all Courts. Performance measures and indicators will be reviewed and rationalised to improve the standards of service delivery and to align to international benchmarks and best practices. Individual accountability and collective responsibility will be enhanced through annual setting of realistic targets commensurate with resources and operational contexts of each court.

The strategic objectives and key interventions under this KRA are as follows:

Strategic Objective	Key Activities
To enhance the administrative capacity of judicial officers and court administrators.	<ul style="list-style-type: none"> • Develop HOS Handbook. • Develop and conduct leadership and management programmes for HOS. • Develop tools and mechanisms for monitoring and evaluation of leadership roles. • Conduct induction for new HOS. • Conduct annual fora for court administrators. • Conduct management training programme for court administrators.
To strengthen mechanisms for preventing corruption and other malpractices.	<ul style="list-style-type: none"> • Conduct corruption mapping and implement recommendations. • Implement the Whistle Blowing Policy. • Develop mechanism for receiving and processing of complaints at the station level. • Hold annual collaborative meetings with Ombudsman, EACC and NCAJ in the fight against corruption. • Streamline reporting and processing of corruption cases in courts. • Audit and continuously track the processing of corruption cases. • Continuous training of judicial officers and court administrators on corruption prevention.
To enhance performance management and accountability mechanisms.	<ul style="list-style-type: none"> • Cascade Magistrates and Kadhis' Courts Strategic Plan to all courts. • Align PMMUs and PAS in all courts to the M&KC Strategic Plan. • Develop and align service charters with the M&KC Strategic Plan. • Implement active case management. • Conduct monitoring and evaluation of projects and programmes.
To strengthen stakeholder collaboration.	<ul style="list-style-type: none"> • Conduct stakeholder mapping to establish their expectations and level of influence. • Develop and implement a stakeholder engagement framework. • Hold quarterly CUC meetings.

3.2.5 KRA 5: Improved Human Capital Management and Organisational Development

The approved establishment for judicial officers stands at 1,200 against the in-post of 542 magistrates and 51 kadhis and therefore the current human resource capacity stands at 45 per cent. This acute understaffing in the face of the ever-rising caseload, establishment of specialised courts and expanded jurisdiction of magistrates, has hampered expeditious delivery of justice. This Plan proposes strategies that will ensure continued growth and enhanced capacity of human resource as well as an improved work environment. In addition it seeks to establish optimal staffing levels across all other cadres, foster discipline at the workplace, enhance capacity of staff through training and employee wellness programs.

The Office of the Registrar will ensure a safe and conducive work environment by implementing recommendations of the employee satisfaction survey reports. Further, it will implement policy guidelines on the disposal of exhibits as one of the measures to create a safe and conducive work environment.

A framework for mobilisation of resources at the court station level and empower court stations to develop comprehensive work plans and concept notes for seeking support from development partners will be developed.

The strategic objectives and key interventions under this KRA are as follows:

Strategic Objective	Key Activities
To establish optimal staffing levels for magistrates, kadhis and staff.	<ul style="list-style-type: none"> • Review the staffing levels in all courts. • Increase the number of judicial staff from 68% to 82% of the approved establishment. • Increase the number of judicial officers from 45% to 75% of the approved establishment. • Conduct succession management and replace exited judicial officers and staff.
Provide vehicles, working tools, equipment and furniture	<ul style="list-style-type: none"> • Establish the infrastructure and transport needs of all stations. • Procure and maintain vehicles as well as adequate working tools, equipment and furniture for all courts. • Develop Exhibits Disposal Guidelines. • Conduct work environment and employee satisfaction surveys and implement recommendations. • Deploy security officers and wardens in all courts. • Secure court premises by building perimeter walls. • Install CCTV in all courts. • Develop a security policy. • Sensitization of judicial officers and staff on security. • Introduce clinic/nurse/infirmary in busy stations. • Sensitize judicial officers and staff on sexual harassment policy.
To enhance funding and technical support.	<ul style="list-style-type: none"> • Develop a framework for resource mobilisation. • Conduct a mapping of development partners. • Engage Judiciary leadership and management on allocation of resources to M&KC and Office of the Registrar. • Develop concept notes and proposals for funding and technical support. • Establish and maintain partnerships and linkages.

3.2.6 KRA 6: Enhanced Awareness, Image and Public Confidence

The Constitution of Kenya demands that courts exercise their judicial authority in a manner that demonstrates fairness, impartiality, transparency, and promotes public participation. Subsequently, this calls for courts to promote openness and accountability to court users and stakeholders in their area of jurisdiction.

Channels for dissemination of court performance reports are not adequate especially at the courts level. Further, the lack of a documented communication policy and strategy, as well as stakeholder engagement strategy, poses a challenge to courts when required to address and respond to issues of public interest.

Public outreach programmes are conducted in an ad hoc manner without properly documented guidelines. The success of these initiatives depends on the goodwill of the leadership at court stations and is rarely a collective responsibility of all stakeholders. The influx of non-standardized social media presence and engagements has often led to miscommunication and information overload. Non-functional customer care desks, with some being manned by unskilled staff, further limits the dissemination of requisite information to the public.

To address these identified gaps, guidelines on open days will be developed and comprehensive communication, public engagement and media strategies employed. These will be aligned to the Judiciary's corporate communication and media engagement strategies.

To enhance the dissemination of information and public confidence, model customer care desks will be set up in all courts. Additionally, this Plan seeks to develop and implement a brand manual for courts to standardise the branding of courts.

The strategic objectives and key interventions under this KRA are as follows;

Strategic Objective	Activities
To promote public awareness and information sharing.	<ul style="list-style-type: none"> • Develop and implement communication media and public engagement strategy for courts. • Develop social media guidelines. • Engage a media/communication liaison officer at ORMC. • Develop guidelines on outreach programmes. • Implement outreach programmes. • Develop, translate and disseminate targeted IEC materials. • Conduct media training forums on court reporting. • Provide infrastructure and staff for customer care centres/desks. • Train customer care staff. • Monitor implementation of Court Users' Satisfaction Survey recommendations at each station.
Strategic Objective	Activities
Promote the brand visibility of the Judiciary through the Magistrates and Kadhis' Courts	<ul style="list-style-type: none"> • Develop a brand manual. • Develop branded merchandise for courts and the ORMC. • Brand courts in Judiciary corporate colours. • Develop and disseminate standard directional signage for courts. • Develop guidelines on outreach programs and service weeks. • Conduct public outreach programs.



Chapter 4

IMPLEMENTATION AND COORDINATION FRAMEWORK

4.1 Chapter Overview

This chapter presents the optimal financial, human and other enabling resources required to effectively implement this Strategic Plan. It also presents the monitoring and evaluation framework and an analysis of the risks that may derail its implementation.

4.2 Organisational Structure

Courts' organisational structure was revised and strengthened by the launch of the Judiciary's Organisational Review Report in November 2018. For successful implementation of this Strategic Plan, the courts, whilst implementing the revised structures, will constantly make proposals to the Judiciary Leadership Team on areas for review of their structures, operations, and processes to ensure clarity in responsibilities and functions. The Office of the Registrar's structure is aimed at ensuring that its leadership and administration are well aligned to deliver the desired coordination and facilitation of the courts.

4.3 Staffing

Effective implementation of this Plan will require optimal staffing for courts as well as the Registrar's office. Requisite skills and competencies will also be critical factors. Hence, implementation of the Organisational Review recommendations will be fast-tracked to provide guidance and accountability for effective and efficient service delivery.

Magistrates and Kadhis' Courts have an approved establishment of 4,112 composed of 1,200 judicial officers (29.2%) and 2,912 staff (70.8%). The overall in-post is 2,587 representing (62.9%) of the approved establishment. However, there are inadequate staffing levels, with the courts operating at a variance of 55.4 per cent for judicial officers and 31.8 per cent for Judiciary staff. To address staffing needs the courts will review, harmonise and rationalise staffing levels; increase Judiciary staff from 68 per cent to 82 per cent; and that of judicial officers from 45 per cent to 75 per cent of the approved establishment.

4.4 Coordination Framework

Effective implementation of the plan will require concerted efforts by both the headquarters, led by the Registrar, and courts, led by heads of stations.

4.4.1 Role of the Office of the Registrar

- a. Administratively facilitate and supervise the magistrates and kadhis.
- b. Oversee the establishment and operationalization of new Magistrates and Kadhis' Courts as well as mobile courts.
- c. Prepare reports and proposals on administrative issues touching on courts as may be required from time to time by the Chief Registrar and the Judicial Service Commission.
- d. Coordinate resource mobilisation and utilisation.
- e. In collaboration with stakeholders, monitor infrastructural projects of the courts.

- f. Participate in the procurement, distribution and disposal of assets.
- g. Strengthen the existing governance structures by collating and sharing good practices that facilitate access to and expeditious delivery of justice to all.
- h. Disseminate this Plan to all courts.

4.4.2 Role of the Heads of Stations

- a. Prepare annual work plans that are aligned to this Strategic Plan.
- b. Ensure the Performance Management and Measurement Understanding (PMMU) and Performance Appraisal Systems (PAS) targets are aligned to the work plans.
- c. Inspire implementation teams and track, monitor and advise on challenges facing the projects.
- d. Have a mechanism for collecting, analysing and disseminating stakeholders' views.
- e. Collaborate with the ORMC in ensuring the successful implementation of this Strategic Plan.

4.5 Financial Requirements

The projected financial resources required for the implementation of this Strategic Plan are KES 9,000,000,000.

4.6 Resource Mobilisation

To facilitate the implementation of this Strategic Plan, the following strategies for resources mobilisation will be pursued:

- a. Continuous lobbying for increased budgetary allocation.
- b. Development of a stakeholder engagement framework for resource mobilisation.
- c. Efficient utilisation of available resources.
- d. Leveraging ICT towards improving administrative efficiency.

4.7 Risk Management

Several uncertain events or conditions may affect the implementation of this Plan. An analysis of the risks and a mitigation plan is presented in Table 2.

Class	Risk	Risk Mitigation
Strategic	Failure to fully implement this Strategic Plan.	<ul style="list-style-type: none"> • Leadership and ownership of the Plan. • Sensitization of all judicial officers and staff. • Lobby for adequate resources to implement and monitor the Plan.
Organisational/ Operational	Inadequate human resource capacity and business disruption due to a disaster.	<ul style="list-style-type: none"> • Timely recruitment of judicial officers and staff. • Succession planning and management. • Implementation of the Disaster Recovery Plan and Business Continuity Plan (DRBCP).

Class	Risk	Risk Mitigation
Financial	Inadequate budgetary allocation and misappropriation of resources.	<ul style="list-style-type: none"> • Resource mobilisation. • Prudent financial management. • Enhancing accountability and strengthening internal controls.
Technological	Rapid changes in technology and low utilisation.	<ul style="list-style-type: none"> • Continuous acquisition and training on new technology. • Sensitization on the benefits of utilising technology.

4.8 Monitoring, Evaluation and Reporting

Effective monitoring, evaluation and reporting will ensure that activities are undertaken according to schedule and in the event of any deviation, appropriate and timely intervention will be taken. The Courts, and the Registrar will be required to develop annual work plans and budgets aligned to this Strategic Plan, and ensure the Performance Management & Measurement Understanding (PMMU) and Performance Appraisal Systems (PAS) targets are aligned to the work plans. Periodic field visits, annual colloquiums and performance review workshops will be undertaken to establish whether the planned activities are on track.

The following reports are expected:

Type of Report	Frequency	Responsibility	Consumer
Court specific reports	Regular	Heads of Stations	Registrar
Management Reports	Monthly	Registrar	JLT
	Quarterly, Annual	Registrar	CRJ, JSC
Field Visits	As per work plans	Registrar	CRJ, JSC
			Heads of Station
Annual court performance reports	Annual	Heads of Stations	Registrar, CRJ
	Annual	Registrar	CRJ
Mid-term evaluation reports		Registrar	CRJ
End-term evaluation reports		Registrar	CRJ



Appendix:
IMPLEMENTATION MATRIX

APPENDIX: IMPLEMENTATION MATRIX

KRA 1: Enhanced Access to Justice

Strategy	Activity	Output	Key Indicator	Baseline 2021/22	5 year Target	Annual Target					Estimated Cost (Ksh. Millions)	Role
						22/23	23/24	24/25	25/26	26/27		
Strategic Objective 1: To Improve Physical Access and Proximity to Courts												
Improve physical access and proximity to courts	Map courts whose proximity is more than 100 KM apart	Mapping done	Mapping report	0	1	1	0	0	0	0	15	RMC
	Establish and operationalize mobile courts	New courts stations established	No. of courts established	0	20	4	4	4	4	4	200	RMC
	Complete ongoing court construction	Mobile courts established	No. of mobile courts established	57	25	5	5	5	5	5	30	RMC
	Refurbish and renovate existing courts	Ongoing Magistrates' Courts completed	No. of Magistrates' Courts completed	10	10	2	2	2	2	2	200	RMC
	Establish and operationalise magistrates courts in every sub-county	Refurbished and renovated Magistrates' Courts	No. of Magistrates' courts	127	20	4	4	4	4	4	100	RMC
	Establish and operationalise new Kadhis courts	Magistrates' Court stations established	No. of Magistrates' courts established	120	50	10	10	10	10	10	100	RMC
	Develop guidelines for handling county matters	Kadhis' Courts stations established	No. of Kadhis' courts stations established	43	5	1	1	1	1	1	10	RMC
		Guidelines developed	Guidelines developed	0	1	1	0	0	0	0	3	RMC

Strategy	Activity	Output	Key Indicator	Baseline 2021/22	5 year Target	Annual Target				Estimated Cost (Ksh. Millions)	Role	
Strategic Objective 2: Leverage on Technology to Enhance Access to Justice												
Leverage on technology to enhance access to justice	Roll out e-filing	e-filing rolled out	% of Courts with e filing	4	70	10	15	15	15	15	100	RMC
	Equip and Operationalize virtual courtrooms	Equipped and Operationalised Virtual Courtrooms	No. of courtrooms	8	50	10	10	10	10	10	250	RMC
	Set-up Video Conferencing facilities	Video conferencing kits installed	Video conferencing facility installed	0	1	0	1	0	0	0	5	RMC
	Provide court stations with ICT equipment and tools	ICT equipment and tools provided	No. of court stations with ICT equipment and tools	-	50	10	10	10	10	10	150	RMC
	Increase coverage and network connectivity in courts	Install LAN and WAN all Courts	No. courts covered	21	110	10	10	30	30	30	200	RMC
Strategic Objective 3: To Enhance Access to Court Services and Expand options for Dispute Resolution												
Standardisation of service delivery	Review Magistrates and Kadhis courts registry manual	Reviewed Registry Manual	Approved manual	1	1	1	0	0	0	0	5	RMC
	Develop <i>pro se</i> manual	<i>Pro se</i> Manual developed	Approved manual	-	1	1	0	0	0	0	5	RMC
	Sensitise judicial officers and staff on the <i>pro se</i> litigant manual	Sensitised judicial officers and staff on the <i>pro se</i> manual	% of registry staff sensitised	-	100	0	0	35	35	30	60	RMC
	Develop and disseminate basic information materials targeting the public	Information materials developed and disseminated	% of courts targeted	-	100	20	20	20	20	20	20	RMC
	Develop service weeks guidelines	Service weeks guidelines developed	Guidelines developed	-	1	1	0	0	0	0	5	RMC

Strategy	Activity	Output	Key Indicator	Baseline 2021/22	5 year Target	Annual Target				Estimated Cost (Ksh. Millions)	Role
Enhance access and protection for the vulnerable and people living with disability	Provide braille, sign language interpreters and translators	Braille, sign language interpreters and translators provided	No. of courts targeted	0	50	10	10	10	10	20	RMC
	Operationalize Specialised courts	Mapping of courts for prioritisation done	Mapping Report	0	1	1	0	0	0	10	RMC
	Provide Witness boxes in courts	Operationalized SGBV courts	No. of operationalized SGBV courts	1	15	3	3	3	3	50	RMC
	Establish child-friendly courtrooms	Witness boxes	No. of courts	33	50	10	10	10	10	50	RMC
Promote alternative forms of dispute resolution	Implement Alternative Justice Systems (AJS) Policy	Established child friendly courtrooms	No. of established child-friendly court-rooms	2	50	10	10	10	10	50	RMC
	Promote Court Annexed Mediation	Courts which have implemented AJS Policy	% of courts which have implemented AJS	-	100	20	20	20	20	65	RMC
	Sensitise the public on ADR	CAM implemented in courts	% of courts with CAM	-	50	30	5	5	5	65	RMC
	Review of statutes with overlapping jurisdiction	Public sensitised on ADR	No. of public sensitization fora	40	60	20	10	10	10	20	RMC
		Proposals for legislative amendments	Report on reviewed statutes	-	1	0	1	0	0	5	RMC

KRA 2: Expeditious Delivery of Justice

Strategy	Activity	Output	Key Indicator	Baseline 2021/22	5 Year Target	Annual Target				Estimated Cost (Ksh. Millions)	Role	
						22/23	23/24	24/25	25/26			26/27
Strategic Objective 1: To Enhance the Human Capacity of Courts for Timely Resolution of Cases												
Enhance human resource capacity of courts	Recruit Magistrates	Magistrates recruited	No. of magistrates recruited	542	701	140	140	140	140	141	300	RMC
	Recruit Kadhis	Kadhis recruited	No. of Kadhis recruited	51	5	0	5	0	0	0	2	RMC
	Recruit Court assistants /Interpreters/ Transcribers	Court Assistants/ interpreter/ Transcriber Recruited	No. of Transcribers Recruited	3,087	2,000	0	1,000	0	1,000	0	500	RMC
Strategic Objective 2: To Enhance the uptake of Technology in Court Processes												
Utilise technology to accelerate court processes	Operationalise Court Recording and Transcription System (CRTS) for judicial officers	CRTS installed and operationalized	No. of judicial officers with Transcription solution	3	660	32	157	157	157	157	1,650	RMC
	Acquire Speech To Text Solution for all judicial officers	All JOs equipped with speech-to-text solution	% Judicial officers equipped	3	100	20	20	20	20	20	150	RMC
	Implement all modules of CMS in all courts	CMS implemented	% of courts Implementing CMS	-	100	0	10	25	25	40	20	RMC
	Fully implement JFIMIS in all courts	JFIMIS implemented	% of courts Implementing JFIMIS	-	100	0	10	25	25	40	5	RMC
	Implement ERP	ERP implemented	% of courts Implementing ERP	-	100	0	0	10	50	40	5	RMC
	Develop virtual court guidelines	Virtual court guidelines developed	Guidelines developed	-	1	1	0	0	0	0	5	RMC

Strategy	Activity	Output	Key Indicator	Baseline 2021/22	5 Year Target	Annual Target					Estimated Cost (Ksh. Millions)	Role
Strategic Objective 3: To Adopt effective Information, Records, and Archives Management Practices												
Institutionalise best practices in information and records management	Sensitise judicial officers and staff on information and records management practices	Judicial officers and staff Sensitised	% of judicial officers and staff sensitised	-	100	10	10	20	20	40	10	RMC
	Sensitise Records officers on the Guide on Records Disposal	Records officers Sensitised	% of officers Sensitised	0	100	10	10	20	20	40	10	RMC
	Train Registry Staff on Records Management	Staff trained	% of Staff trained	100%	-	25	25	25	25	0	50	RMC
	Carry out record census in the magistrates/ Kadhi courts	Record census carried out	Report	0	1	-	-	-	-	-	20	RMC
	Carry out record disposal in the magistrates/ Kadhi courts	Record disposal carried out in the magistrates/ Kadhi courts	Report	0	1	-	-	-	-	-	20	RMC
	Digitise and automate records in the magistrates/ Kadhi courts	Digitization and automation done	% of courts with digitised and automated records	100%	-	25	25	25	25	0	5	RMC
	Embrace ISO clause on records management	Procedure for control of records and management	% of courts with ISO practices	0	50	5	5	5	5	5	10	DRMC

KRA 3: Growth of Indigenous Jurisprudence and Knowledge Management

Strategy	Activity	Output	Key Indicator	Baseline 2021/22	5 Year Target	Annual Target				Est. Cost (sh. Millions)	Role	
						22/23	23/24	24/25	25/26			26/27
Strategic Objective 1: To Promote Research on Emerging Areas of Jurisprudence and Judicial Practices												
Undertake training and continuous learning for Judicial Officers	Develop specialised training curriculum for Judicial Officers	Specialised curriculum developed and approved	Specialised curriculum	0	1	0	1	0	0	0	10	RMC
	Conduct sensitization fora for Judicial Officers on emerging areas of jurisprudence	Fora on emerging areas held	No. of fora held	0	15	3	3	3	3	3	25	RMC
Improve accessibility to court decisions	Publish select court decisions through NCLR and Judiciary website	Published decisions	% of decisions published	0	10	2	2	2	2	2	0	RMC
	Develop case digests for select magistrates courts decisions (incl. AJS/CAM emerging areas)	Case Digest developed	Case Digest	0	5	1	1	1	1	1	20	RMC
Promote judicial collegiality	Hold annual colloquia for Judicial Officers	Colloquia held	No. of colloquia	6	5	1	1	1	1	1	500	RMC
	Annual Kadhis Retreat	Retreat held	No. of retreats	7	5	1	1	1	1	1	30	RMC
	Hold bi-annual conferences between High Court, ELC, ELRC and Subordinate Courts to discuss emerging jurisprudence	bi-annual conferences held	No. of conferences held	0	2	0	1	0	1	0	10	RMC
	Hold meetings between Subordinate Courts to discuss concurrent jurisdiction	Meetings held	No. of meetings	0	2	0	1	0	2	0	4	RMC

Strategy	Activity	Output	Key Indicator	Baseline 2021/22	5 Year Target	Annual Target				Est. Cost (Ksh. Millions)	Role	
Engage Justice Sector experts and undertake exchange visits	Hold expert speaker fora on topical issues	Expert speaker fora held	No. of fora	0	5	1	1	1	1	1	10	RMC
	Conduct exchange visits with other jurisdictions on emerging areas of jurisprudence and judicial practice	Visits to other jurisdictions held	No. of visits	0	5	1	1	1	1	1	50	RMC
		Visits from other jurisdictions	No. of visits	0	5	1	1	1	1	1	50	RMC
Strategic Objective 2: To Promote Knowledge Management and Research												
Promote Knowledge Management	Map areas for knowledge management	Mapping of Knowledge areas undertaken	Mapping report	0	1	0	1	0	0	0	5	RMC
	Develop knowledge management guidelines	Knowledge Management Guidelines developed	Knowledge Management Guidelines	0	1	0	1	0	0	0	5	RMC
		Knowledge Management Guidelines implemented	Implementation report	0	1	0	0	1	0	0	3	RMC
	Establish Knowledge Management portal for explicit knowledge	Knowledge Management portal established	Knowledge Management portal	0	1	0	1	0	0	0	2	RMC
Promote research	Harness and store implicit knowledge from Judicial Officers and members of staff	Knowledge harnessed and stored	No. of status reports	0	5	1	1	1	1	1	10	RMC
	Document individual Courts history	Individual Courts history documented	Reports on Courts history	0	2	0	1	0	0	1	10	RMC
	Establish MOUs with development partners and research Institutions	MOUs developed	No. of MOUs signed	0	1	0	0	0	0	0	0	RMC
Strengthen library services	Facilitate Judicial Officers to undertake research	Research Undertaken	% of judicial officers facilitated	0	10	2	2	2	2	2	20	RMC
	Furnish court libraries with equipment and reference materials	All courts furnished	% of libraries equipped	0	5	1	1	1	1	1	10	RMC

KRA 4: Improved Governance and Transformational Leadership

Strategy	Activity	Output	Key Output Indicator	Baseline 2021/22	5 Year Target	Annual Targets					Est. Cost (Ksh. millions)	Role
						22/23	23/24	24/25	25/26	26/27		
Strategic Objective 1. To Enhance the Administrative Capacity of Judicial Officers and Court Administrators												
Streamline the roles of HOSs and Court Administrators	Develop HOS Handbook	HOS Handbook developed	Approved Handbook	0	1	1	0	0	0	0	5	RMC
	Develop and conduct leadership and management programmes for HOS	Trained HOS in leadership and management	% of HOSs Trained in leadership and management	0	100	20	20	20	20	20	20	RMC
	Develop tools and mechanisms for monitoring and evaluation of leadership roles	Approved monitoring and evaluation tools developed	Monitoring and Evaluation reports	0	1	1	0	0	0	0	5	RMC
	Conduct induction for new HOS	Induction training conducted	Report	1	5	1	1	1	1	1	10	RMC
	Conduct Annual fora for HOS	Annual Forums conducted	No. of fora conducted	9	5	1	1	1	1	1	200	RMC
	Conduct management training programme for Court Administrators	Trained Court Administrators management training programme	% of Court Administrators trained	0	100	20	20	20	20	20	20	RMC
	Conduct Annual fora for Court Administrators	Annual fora conducted	No. of fora conducted	0	5	1	1	1	1	1	100	RMC

Strategy	Activity	Output	Key Output Indicator	Baseline 2021/22	5 Year Target	Annual Targets					Est. Cost (Ksh. millions)	Role
						22/23	23/24	24/25	25/26	26/27		
Strategic Objective 2: To Strengthen Mechanisms for Preventing Corruption and Malpractices												
To combat corruption and unethical practices	Conduct corruption mapping and implement recommendations	Mapping done	Report	-	1	0	1	0	0	0	10	RMC/HOS
	Develop mechanism for receiving and processing of complaints at the station level	Recommendations implemented	Annual progress reports	-	4	-	1	1	1	1	5	RMC
	Hold annual collaborative meetings with Ombudsman, EACC and NCAJ in the fight against the corruption	Complaints receiving and processing mechanisms developed	% of Courts with complaints processing mechanisms	-	100	20	20	20	20	20	100	RMC/HOS
	Streamline reporting and processing of corruption cases in Courts	Collaborative meetings held	No. of meetings	-	5	1	1	1	1	1	10	RMC
	Sensitize Judicial Officers and court administrators on corruption prevention	Streamlined processes of reporting corruption cases	Report on streamlining	-	1	1	0	0	0	0	10	RMC
Strategic Objective 3: To Enhance Performance Management and Accountability Mechanisms												
Strengthen Performance Management Systems	Cascade Magistrates' and Kadhis Courts Strategic Plan to all Courts for implementation	Strategic Plan implemented in all courts	% of Courts implementing the plan	-	100	100	100	100	100	100	50	RMC
		Aligned Annual Work plans to M&KC Strategic Plan	% of courts with annual work plans aligned		100	100	100	100	100	100	0	HOS
	Align PMMUs and PAS in all courts to the Strategic Plan	PMMUs and PAS in aligned to the Strategic Plan	% of courts with aligned PMMUs and PAS		100	100	100	100	100	100	0	HOS
	Develop and align service Charters with Strategic Plan	Courts Service Charters aligned to the Strategic Plan	% of courts with aligned Service Charters		100	10	100	100	100	100	30	HOS

Strategy	Activity	Output	Key Output Indicator	Baseline 2021/22	5 Year Target	Annual Targets					Est. Cost (Ksh. millions)	Role
						22/23	23/24	24/25	25/26	26/27		
Mainstream monitoring and evaluation	Conduct Monitoring and Evaluation of Projects and Programmes	Monitoring and Evaluation conducted	Reports		5	1	1	1	1	1	50	RMC
	Conduct Monitoring and Evaluation of the Strategic Plan	Monitoring and evaluation conducted	Reports		5	1	1	1	1	1	50	RMC
Strategic Objective 4: To Strengthen Stakeholders Collaboration												
Establish framework for stakeholder engagement	Conduct stakeholder mapping to establish their expectations and level of influence	Stakeholder mapping conducted	Report	-	1	1	0	0	0	0	10	RMC
	Develop and implement stakeholder engagement framework	Stakeholder engagement framework developed	Framework	-	1	0	1	0	0	0	5	RMC
Conduct CUC engagements	Hold quarterly CUC meetings in all courts	CUC meetings held	No. of CUC meetings held	-	20	4	4	4	4	4	100	HOS

KRA 5: Improved Human Capital Management and Organisational Development

Strategy	Activity	Output	Key Output Indicator	Baseline 2021/22	5 Year Target	Annual Targets					Est. Cost (Kshs' millions)	Role	
						22/23	23/24	24/25	25/26	26/27			
Strategic Objective 1: To Establish Optimal Staffing Levels for Magistrates, Kadhis and Staff													
Establish optimal staffing levels	Review and implement the staffing levels in the Court	Review the staffing levels in the court	Report	-	1	1	0	0	0	0	0	2	RMC
	Increase the number of judicial staff from 68% to 82% of the approved establishment	Approved staff establishment	% of Courts with approved staff establishment	-	100	100	100	100	100	100	100	3	RMC
	Increase the number of judicial officers from 45% to 75% of the approved establishment	Staff recruited	% of Staff recruited	-	16	-	4	4	4	4	4	200	RMC
	Conduct and implement succession management plans	Judicial officers recruited	% of Judicial officers recruited	-	31	6	6	7	6	6	6	150	RMC
	Implement recommendations of the report	Annual Succession management Report	Report	-	5	1	1	1	1	1	1	10	RMC
			% recommendations implemented	-	100	100	100	100	100	100	100	30	RMC

Strategy	Activity	Output	Key Output Indicator	Baseline 2021/22	5 Year Target	Annual Targets					Est. Cost (Kshs' millions)	Role	
						22/23	23/24	24/25	25/26	26/27			
Strategic Objective 2: To Provide a Safe and Conducive Work Environment													
Provide vehicles, working tools, equipment and furniture	Establish the infrastructure/transport needs of all stations	Optimal infrastructure/transport needs identified	Annual infrastructure/transport plans	-	5	1	1	1	1	1	10	RMC	
	Procure vehicles for all courts	Vehicles procured for existing courts	No. of existing courts with functional vehicles	100	50	0	10	10	15	15	300	RMC	
		Vehicles procured for new courts	No. of new courts with vehicles	-	50	10	10	10	10	10	300	RMC	
		Procure adequate working tools, equipment and furniture for all courts	Working tools, equipment, furniture and purchased	% of courts equipped	-	100	20	20	20	20	700	RMC	
		Maintain vehicles, buildings, equipment, and furniture for all courts	Well-maintained vehicles, buildings, equipment, and furniture	% of courts with functional vehicles and well buildings and furniture	-	100	100	100	100	100	100	HOS	
		Develop Exhibits Disposal Guidelines	Guidelines developed	Approved Guidelines	-	1	-	1	-	-	3	RMC	
			Guidelines implemented	% of Courts using Guidelines	-	100	-	100	100	100	0	RMC/HOS	
		Conduct work environment and employee satisfaction surveys and implement recommendations	Surveys conducted in all courts	% of courts covered by the survey	2	100	0	100	0	100	25	RMC	
			Implement recommendations of the survey	% of recommendations implemented	-	100	0	100	100	100	100	100	RMC


Strategy	Activity	Output	Key Output Indicator	Baseline 2021/22	5 Year Target	Annual Targets					Est. Cost (Kshs' millions)	Role
						22/23	23/24	24/25	25/26	26/27		
Enhance security in the Courts	Deploy security officers and wardens in all courts	Security officers/ wardens deployed in all courts	% of courts with security officers/ wardens	-	100	100	100	100	100	100	0	RMC
	Secure Court premises with perimeter walls	Courts secured with Perimeter walls	% of courts with perimeter walls	-	50	10	10	10	10	10	250	RMC
	Install CCTV in court Stations	CCTV installed in courts stations	% of courts stations with CCTV installed	-	50	10	10	10	10	10	300	RMC
	Sensitise all Judicial officers and staff on Security	Sensitisation conducted	% of Judicial and Staff Sensitised	-	100	25	25	25	25	0	10	DRMC
	Develop Security Policy	Security Policy Developed	Approved Security Policy		1	0	1	0	0	0	5	RMC
		Implement Security policy	% of courts implementing policy		100	0	25	25	25	25	0	RMC
		Business continuity plan and database recovery policy implemented	% of courts implementing policy		100	0	25	25	25	25	0	RMC
		SLAs implemented	% of courts implementing SLAs		100	10	20	20	25	25	0	RMC
		Infirmaries established in busy stations	No. of Courts with infirmary		8	0	2	2	2	2	80	RMC
		Officers and staff sensitised	% of officers and Staff sensitised		100%	25%	25%	25%	25%	0	10	RMC

Strategy	Activity	Output	Key Output Indicator	Baseline 2021/22	5 Year Target	Annual Targets					Est. Cost (Kshs' millions)	Role
						22/ 23	23/ 24	24/ 25	25/ 26	26/ 27		
Strategic Objective 3: To Enhance Funding and Technical Support												
Streamline Resource Mobilisation processes	Develop a framework for mobilisation of resources	Framework developed	Approved Framework	-	1	-	1	-	-	-	2	RMC
	Conduct a mapping of development partners	Mapping conducted	Report Database	-	1	-	1	-	-	-	2	RMC
	Engage Judiciary Leadership and Management on allocation of adequate resources	Engaged leadership and management	No of engagement reports	-	5	1	1	1	1	1	2	RMC
	Develop proposals for funding and technical support	Proposals developed	Number of proposals developed	-	5	1	1	1	1	1	2	RMC
	Conduct round-table meetings with development partners for funding and technical support	Round-table meetings with development partners conducted	No. of meetings	-	5	1	1	1	1	1	5	RMC

KRA 6: Enhanced Awareness, Image and Public Confidence

Strategy	Activity	Output	Key Output Indicator	Baseline 2021/22	5 year Target	Annual Targets					Est. Cost (Kshs' millions)	Role
						22/ 23	23/ 24	24/ 25	25/ 26	26/ 27		
Strategic Objective 1: To Promote Public Awareness and Information Sharing												
Streamline communication management, media and public engagement	Develop and implement communication and public engagement strategy for Courts	Engagement strategy developed	Strategy document	-	1	-	1	-	-	-	5	RMC
		Engagement strategy implemented	Annual Reports	-	3	-	-	1	1	1	3	RMC
	Develop social media guidelines	Social media guidelines	Guidelines document	-	1	1	-	-	-	-	2	RMC
	Implement social media guidelines	Social media guidelines	Biannual Reports	-	8	-	2	2	2	2	3	HOSs
	Engage a media/communication liaison person at Registrar's office	Media/communication liaison person engaged	No. of liaison persons	-	1	1	-	-	-	-	0	RMC
Enhance public outreach programmes	Develop guidelines on outreach programmes	Guidelines developed	Guidelines document	-	1	-	1	-	-	-	3	RMC
	Implement outreach programmes	Outreach programmes implemented	No of reports	-	20	4	4	4	4	4	100	HOSs
	Develop, translate and disseminate targeted IEC materials	Assorted materials developed, translated and disseminated	No. of status reports	-	5	1	1	1	1	1	30	RMC
	Conduct media training forums on court reporting	Media forums conducted	No. of forums	-	5	1	1	1	1	1	10	RMC

Strategy	Activity	Output	Key Output Indicator	Baseline 2021/22	5 year Target	Annual Targets					Est. Cost (Kshs' millions)	Role
						22/ 23	23/ 24	24/ 25	25/ 26	26/ 27		
Operationalize model customer care centres/desks	Provide infrastructure for customer care centres/desks	Infrastructure provided	No. of Courts	-	50	-	10	10	15	15	20	RMC
	Provide staffing for all customer care centres	All customer care centres/desks manned	% of centres/desks manned	-	100	100	100	100	100	100	0	HOSs
	Train customer care staff	All customer care staff trained	% of staff trained	-	100	100	100	100	100	100	10	RMC
	Disseminate information resource materials	Material disseminated	No. of dissemination reports	-	5	1	1	1	1	1	5	RMC
	Monitor implementation of Court Users' Satisfaction survey recommendations at each station level	Survey reports implemented	No. of status reports	-	2	-	1	-	1	-	10	RMC
Strategic Objective 3: To Promote the Magistrates and Kadhis Courts Brand												
Promote the Magistrates and Kadhis Courts brand	Develop a Brand Manual	Brand Manual developed	Manual	-	1	-	-	-	1	-	5	RMC
	Brand Courts in Judiciary corporate colours	All Courts branded	% of Courts	-	100%	-	20%	40%	70%	100%	100	RMC
	Develop and disseminate standard directional signage for Magistrates and Kadhis Courts	Directional signage developed and disseminated	% of Courts	-	100%	-	20%	40%	70%	100%	20	RMC



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