



THE JUDICIARY

HIGH COURT OF KENYA

STRATEGIC PLAN

2021-2025

September, 2021



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The Constitution reflects the desire of Kenyans for a Judiciary that provides equal access to justice, administers justice without undue delay, promotes alternative dispute resolution and more importantly, protects and promotes its purpose and principles. The burden of interpreting the Constitution is placed on the High Court which has original jurisdiction in all matters as well as appellate and supervisory jurisdiction over Subordinate Courts. The Court is thus uniquely positioned to address challenges that litigants face in their quest to access justice.

The Plan gives prominence to vulnerable segments of our population and lays out interventions that are aimed at bridging the physical and procedural gap that has limited their access to justice. This aligns well with my long term vision for the Judiciary which is to achieve *Social Transformation through Access to Justice (STAJ)*. Indeed, the motto **Justice for All** is a reflection of the STAJ commitment to overcome exclusion.

This being the inaugural Plan for the Court, it draws from cumulative lessons learnt over 120 years of its existence to craft a compelling vision. It also borrows heavily from other Judiciary blueprints that include the Sustaining Judiciary Transformation Agenda (SJT) and the Judiciary Strategic Plan 2019 - 2024

Being a product of wide internal and external stakeholder consultation, it underpins our commitment to concerted delivery of justice to all. Going forward, the support of the stakeholders will be critical in implementing the goals articulated in this Plan. I call upon Judges, Judicial officers and staff, NCAJ members and the public, to support the Court's leadership in implementation of this Plan.

I am committed to working with the leadership of the High Court to ensure that the necessary, human, financial and physical resources required for implementation of the Plan are availed. I have no doubt that successful implementation of this Strategic Plan will expand the doorways of justice for all.

Hon. Justice Martha Koome, EBS

Chief Justice & President of the Supreme Court of Kenya

PREFACE



I am pleased to present the first ever Strategic Plan for the High Court for the period 2021–2025. The Plan articulates a comprehensive roadmap for the next five years and outlines strategies of the Court. It consolidates the vision, mission and values that drive the work of the High Court and sets out the strategic issues, objectives, strategies and priority activities for the period.

This Plan takes cognisance of the internal and external environment that the High Court operates in. It articulates six Key Result Areas (KRAs) that are operationalised through a comprehensive implementation matrix which outlines key initiatives, deliverables, targets, timeliness and budgetary provisions.

I am glad that given the consultative process involved in the development of this Strategic Plan, there is assurance of common understanding, ownership and commitment to its implementation. I commit to remain the primary custodian and driver of the implementation process and will endeavour to work with the Judiciary and High Court leadership to provide an enabling environment for its success.

Going forward, our performance and resource allocation will be based on this Plan. The activities will be prioritised during work planning and budgeting at court, division and station level. Performance management and measurement instruments at both institutional and individual levels will be centered on the annual targets outlined in the Strategic Plan.

I am confident that implementation of this Strategic Plan will stimulate development of the High Court and culminate in efficient and effective delivery of service. This is important in the attainment of our vision ***“A model court in dispute resolution and protection of rights and liberties.”***

Hon. Lady Justice Lydia Achode
Principal Judge, High Court of Kenya

ACKNOWLEDGEMENT



Development of this Strategic Plan is a culmination of concerted efforts by various stakeholders within the justice sector led by the Hon. Chief Justice Martha Koome, whose vision **‘Social Transformation through Access to Justice,’** provided direction. Her overall leadership and stewardship of the process was critical in ensuring the Plan meets the aspirations of Kenyans.

On behalf of the Technical Team, I extend gratitude to the Principal Judge, Hon. Lady Justice Lydia Achode and High Court Judges, who provided guidance and counsel to the team. I appreciate the Chief Registrar of the Judiciary, Hon. Anne Amadi, for her facilitation and support. Further, I commend the Registrars, Directors, Deputy Registrars, and Judicial staff for their invaluable contributions to the Plan, without which, its development would not have been successfully completed.

In the same vein, I express gratitude to the Tribunals, the Law Society of Kenya (LSK), Kenya Prisons Service, Director of Children Services, Vision 2030, Court Users Committees (CUCs) and members of the public who participated in various interactive sessions which shaped the Plan. In addition, my office is indebted to IDLO for providing financial support towards the development of this Plan.

I acknowledge members of the Technical Team and secretariat comprising of Hon. Georgina Opakasi, Hon. Caroline Kendagor, Hon. Pauline Wangari Mbulikah, Mr Bernard Kimondo, Ms Eunice Mutie, Ms Joslyne Kathure, Ms Leah Kinyanjui and Ms Evelyn Mbetera for their efforts in data collection, analysis and report writing as well as their insightful deliberations. The wealth of knowledge and experience shared by each member greatly enriched the Plan while their willingness to sit for long hours and dedication to ensure completion of this assignment, was unmatched.

Last but not least, I acknowledge the Directorate of Planning and Organisational Development (DPOP) through Mr. Gilbert Kirui and Mr. Dominic Nyambane for their technical assistance that saw the document meet the internationally accepted standards.

Hon. Judy Omange

Registrar of the High Court and Chair of the Technical Team

ABBREVIATIONS AND ACRONYMS

ADR	Alternative Dispute Resolution
AJS	Alternative Justice System
CAM	Court Annexed Mediation
CCTV	Closed Circuit Television
CMS	Case Management System
CR	Criminal Cases
CRJ	Chief Registrar of the Judiciary
CRTS	Court Recording and Transcription System
CTS	Case Tracking System
CUCs	Court Users Committees
CV	Civil Cases
DMS	Document Management System
DRs	Deputy Registrars
ELC	Environmental and Land Court
ELRC	Employment and Labour Relations Court
ERP	Enterprise Resource Planning
FY	Financial Year
HCAC	High Court Advisory Committee
ICT	Information and Communication Technology
IDLO	International Development Law Organisation
IEC	Information, Education and Communication
IFMS	Integrated Financial Management System
IPMAS	Integrated Performance Management and Accountability System
JFMIS	Judiciary Financial Management System
JLMIS	Judiciary Library Management Information System
JSC	Judicial Service Commission
KRA	Key Result Area
MTEF	Medium Term Expenditure Framework
NCAJ	National Council on the Administration of Justice
NCLR	National Council for Law Reporting
P&A	Probate and Administration
PAS	Performance Appraisal System
PESTEL	Political, Economic, Social, Technological, Environmental, and Legal
PJ	Principal Judge
PLWD	Persons Living with Disabilities
PMMU	Performance Measurement and Management Understanding
QMS	Queue Management System
SJT	Sustaining Judiciary Transformation
SOJAR	State of the Judiciary and the Administration of Justice Annual Report
STAJ	Social Transformation through Access to Justice

SWOT

Strength Weaknesses Opportunities and Threats

VC

Video Conferencing

WAN

Wide Area Network

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Chapter 1

Introduction

1.1 Chapter Overview

This chapter traces the development of the High Court from the pre-independent Kenya to the present-day. It discusses the mandate, guiding principles and structure of the Court, rationale for developing the Strategic Plan and methodology. A shared vision, mission and set of core values setting a code of expected behaviour and conduct in the delivery of service, is set forth.

1.2 Historical Background

The history of the High Court of Kenya is entwined with the development of the judicial chronicle in the country. The High Court was first established in Zanzibar, as the High Court of East Africa, under the East African Order in Council of 1897 and the Crown Regulations. It was then referred to as Her Majesty's High Court of East Africa. The Court was moved to Mombasa within the Kenyan protectorate in 1902.

It comprised of a Chief Justice and a number of Puisne Judges appointed by the Governor. Her Majesty, the Queen of England, made the judicial appointments upon advice of the Colonial Office. Tenure in office was at her pleasure. The Council made provision for a distinguishing title of Principal Judge for protectorates that had more than one Judge. The Court exercised jurisdiction over civil and criminal matters. Judges of the Court held circuits in various places within the protectorate upon gazettelement.

In 1905, the headquarters of the British East Africa Protectorate was moved to Nairobi from Mombasa. Six years later, District Registries of the High Court were set up in Nairobi, Nakuru, Kisumu and Lamu vide Rules of the Court No. 6 of 1911. The District Registries were empowered to hear appeals from Subordinate Courts and Subordinate Native Courts emanating from their areas of jurisdiction. The first courthouse in Nairobi was located at the District Commissioner's Office in Upper Hill, near the present day Nairobi Club, and was later moved to Town Hall within the City Centre. In 1923, the Theatre Royal, present day Cameo Cinema building, served as the seat of the High Court to allow for construction of a new Town Hall building.

The East Africa Order in Council of 1921 established the Supreme Court within the Kenyan protectorate that was the equivalent of the High Court of East Africa. The Order also made provision for constitution of courts subordinate to Supreme Court and courts of special jurisdiction. In addition to civil and criminal jurisdiction, the Supreme Court had full powers of revision, confirmation and appeal over resident magistrates' courts, district courts and native courts as well as being a court of admiralty. In districts that were not covered, extended jurisdiction was sometimes conferred on magistrates.

The Supreme Court relocated to the present-day Supreme Court building in 1931. The building was officially opened in May 1935 during the British Silver Jubilee coronation celebrations. In 1962, an Order in Council provided for appeals to lie with Her Majesty in Council direct from the Supreme Court of Kenya in matters involving interpretation of the Constitution. Other decisions were appealed in the Court of Appeal for Eastern Africa Court circuits, subject to the Governor's assent and directions.

When Kenya became a republic in 1964, the Supreme Court was renamed the High Court with unlimited original criminal and civil jurisdiction. There were seven judges with a statutory limit of 11, including the Chief Justice. Appeals from the High Court were heard and determined by the East Africa Court of

Appeal until the establishment of the Court of Appeal of Kenya in 1977.

In the period 1964-1999, the High Court had three main registries; the Civil Registry then commonly referred to as the Central Registry, Criminal Appeals Registry and the Probate Registry. The Civil Registry registered all cases of civil nature including land matters, labour disputes, judicial review cases and civil appeals. The Probate Registry handled all inheritance causes, divorce matters, matrimonial property disputes and adoption cases currently filed in the Family Division. The Criminal Appeal Registry handled criminal appeals, applications and revisions. Murder cases were registered in the Subordinate Court registries.

By 1992, the statutory number of the judges of the High Court had been raised to 30. There were 29 judges (including the Chief Justice who then sat in the High Court) serving in nine stations namely Eldoret, Kisii, Kisumu, Machakos, Meru, Mombasa, Nairobi, Nakuru and Nyeri. The Chief Justice constituted and presided over benches made up of High Court judges to hear appeals from the Court.

In 2005, there were 15 High Court stations in the country. The six new stations were Bungoma, Embu, Kakamega, Kitale, Malindi and Milimani (Commercial) with sub-registries in Busia and Kericho. The High Court in Nairobi had five specialised divisions, namely; Family Division, Criminal Division, Civil Division, Commercial, Tax and Admiralty Division and Judicial Review Division. The Land and Environment Law Division of the High Court at Nairobi was established in 2007.

The Principal Judge who was an appointee of the Chief Justice, was the head of the High Court while the Registrar of the High Court, who was the accounting officer, was responsible for the overall administration of the Court as well as the entire Judiciary.

1.3 The High Court under the Constitution 2010

Article 162 of the Constitution provides that the superior courts are the Supreme Court, Court of Appeal and the High Court. Sub-section 2 of the same Article establishes the Environment and Land Court (ELC) and Employment and Labour Relations Court (ELRC), as courts of equal status to the High Court. The High Court is established under Article 165 of the Constitution which provides for organisation of the Court and outlines its jurisdiction which includes supervisory jurisdiction and the power to hear appeals emanating from Subordinate Courts established under Article 169.

Structure of Courts in Kenya

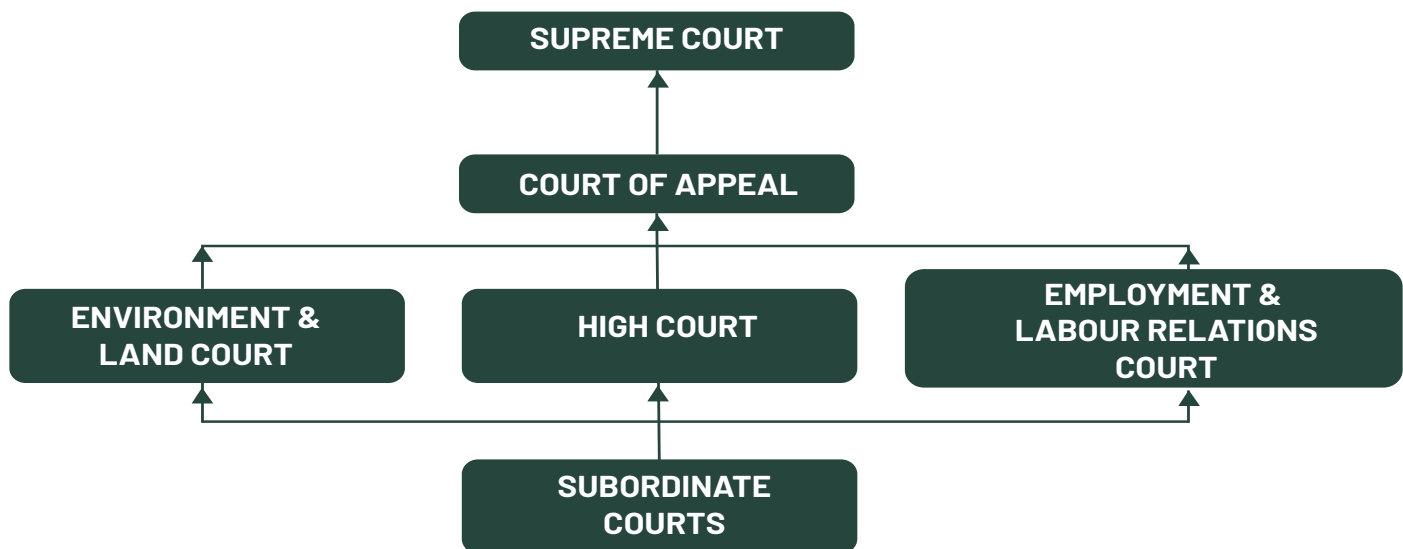


Figure 1: Judicial Structure of Courts (Source: Organisation Review Report)

1.4 Mandate of the Court

The Court has unlimited original jurisdiction to determine all criminal and civil matters, cases concerning violation and or infringement of the Bill of Rights, appeals emanating from Subordinate Courts, interpretation of the Constitution; and exercises supervisory jurisdiction over the Subordinate Courts and over any person, body or authority exercising judicial or quasi-judicial function.

1.5 Guiding Principles

In exercise of its judicial authority, the High Court is guided by national values and principles of governance set out in Article 10 of the Constitution; the principles of judicial authority as set out in Article 159 together with the values and principles of public service, as set out in Article 232.

The Court discharges its mandate independently and is subject only to the Constitution and the law. The Court, has over time developed jurisprudence that is in line with the Constitution and responds to Kenya's social, economic and political needs.

1.6 Establishment of High Court Stations and Divisions

There are currently 41 High Court stations and four sub-registries of the Court as listed in Annex 1. In order to realise efficient case management and effective adjudication of disputes, the Court has established divisions which are operationalised in various court stations on need basis. These divisions are;

- i. Admiralty Division
- ii. Anti-Corruption and Economics Crimes Division
- iii. Civil Division
- iv. Constitutional and Human Rights Division
- v. Commercial and Tax Division

- vi. Criminal Division
- vii. Family Division
- viii. Judicial Review Division

1.7 Organisation and Administration of the Court

The Court is organised and administered as prescribed by the High Court (Organisation and Administration) Act No. 27 of 2015. Section 8 (1 and 2) of the Act sets out the order of precedence as follows;

- i. The Principal Judge;
- ii. Presiding judges of the Court, according to the date of appointment; and
- iii. Judges according to the date of appointment.

Where two judges or presiding judges were appointed on the same day, their precedence shall be determined according to the order in which their names appeared in the instrument of appointment.

1.8 High Court Leadership

The overall administration and management of the Court is vested on the Principal Judge who is responsible for ensuring orderly and prompt conduct of its business, constitution of benches of two or more judges in consultation with the Chief Justice and undertaking such other duties as may be assigned by the Chief Justice. The position of Principal Judge is an elective position in accordance with Article 165(2) of the Constitution. In discharging duties, the Principal Judge is assisted by a Chief Officer together with other members of staff.

The Principal Judge works in consultation with the High Court Advisory Committee (HCAC) which is established under Section 23 of the High Court (Organisation and Administration) Act. The Committee is responsible for making recommendations to the Judicial Service Commission (JSC) in respect of judicial policy, practice, training and capacity building programmes.

1.9 Administration and Management of the High Court

The position of the Registrar of the High Court is established under Section 18 of the High Court (Organisation and Administration) Act. The Registrar is the administrator of the Court and works in consultation with the Chief Registrar of the Judiciary and the Principal Judge in the day-to-day administration and management of the Court. The Registrar facilitates the enforcement of judicial decisions, plans, prepares and implements the budget of the Court, oversees support services in the Court including the planning, development and the organisation of staff. In addition, the Registrar monitors administration and office procedures to ensure efficiency and effective delivery of quality service.

The office of the Registrar is structured with key sections and offices as shown in Figure 2.

Structure of the Office of the Registrar, High Court

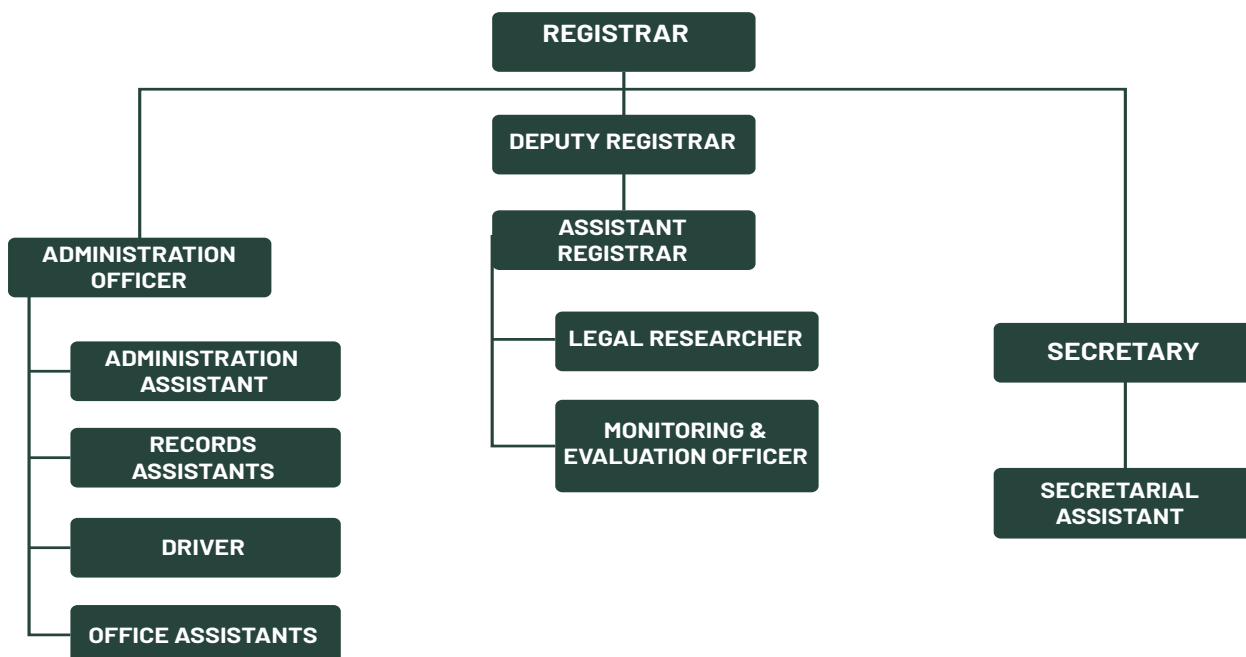


Figure 2: Structure of the Office of the Registrar High Court (Source: Organisation Review Report)

1.10 Administration of High Court Stations and Divisions

A High Court station or division comprises Judges, Deputy Registrars (DRs) and various cadre of staff. Presiding judges are responsible to the Chief Justice and Principal Judge for the administration of a High Court station or division. They are responsible for implementation of strategic and policy guidelines at station level, chairing and convening Court Users Committee (CUCs) and Bar Bench committee meetings and supervision of Subordinate Courts, tribunals and other bodies falling within the regions designated to be under the station or division. They are also responsible for the coordination of public relations and promotion of goodwill of the station/division.

Further, apart from performing judicial functions, the DRs support the judges through supervision and coordination of the registry operations.

Figure 3 shows a diagrammatic relationship between key offices within a typical High Court station.

Structure of a High Court Station

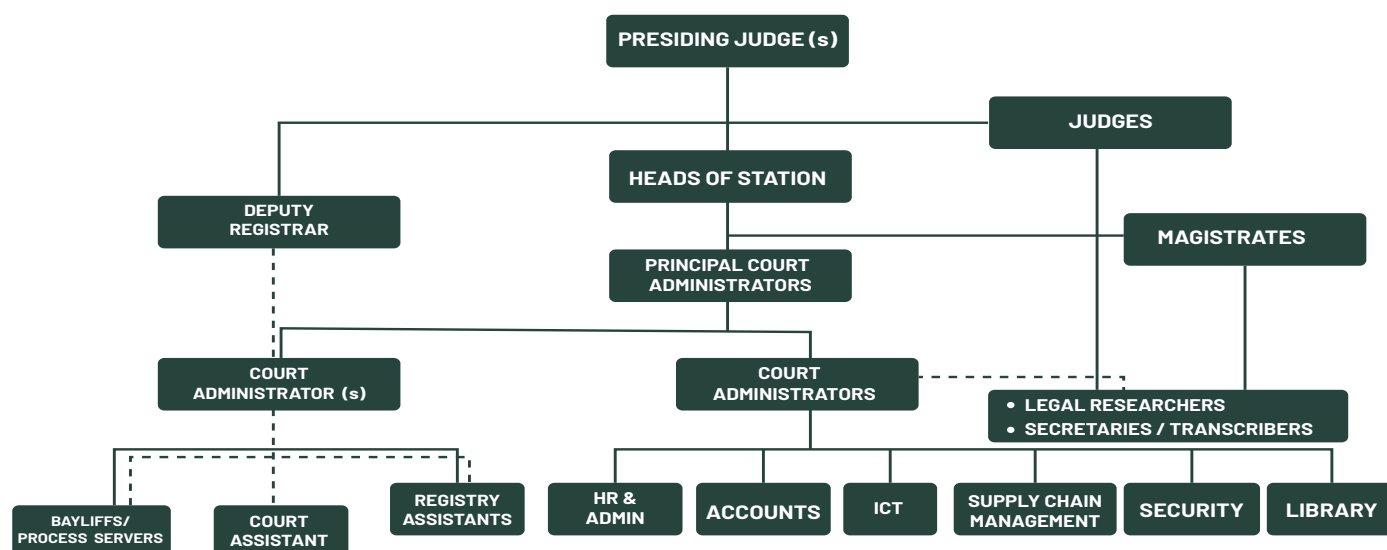


Figure 3: Structure of a High Court Station (Source: Organisation Review Report)

Court stations and divisions have Leadership and Management Teams (LMTs) established in line with section 14 of the Act to support their administration. The LMT is chaired by the Presiding Judge and oversees implementation of policy, practice and management matters in the station/division.

Court Users Committees (CUCs), comprising representatives of the station/division and key institutions in the justice chain, are also established to ensure a coordinated, efficient, effective and consultative approach in the administration of justice at the station.

Bar-Bench Committees are established in all stations to provide a forum to address practice issues affecting the Court, any complaints between the bar and the bench, as well as general issues affecting service delivery at specific courts.

1.11 Rationale for Preparing the Strategic Plan

This is the first Strategic Plan for the High Court of Kenya and covers a period of five years. It aims at providing strategic direction that will enable the Court achieve optimal performance. The Plan also seeks to re-position the Court to respond to new challenges and opportunities. This Strategic Plan has been developed to:

- i. Align the operations of the Court with the vision of the Judiciary;
- ii. Strengthen the Court's capacity for service delivery;
- iii. Provide a framework for mobilising resources towards achievement of the strategic objectives of the Court;
- iv. Provide a framework for monitoring and evaluation of the performance of the Court, and;
- v. Communicate the Court's vision to stakeholders.

1.12 Methodology

The preparation of the Strategic Plan commenced with the appointment of a Committee to spearhead the process. A steering committee chaired by the Principal Judge provided overall guidance to the technical team led by the Registrar. The team reviewed existing legal and policy documents that provided the context for preparing the Plan. The statutes reviewed include the Constitution of Kenya, the High Court (Administration & Organisation) Act 2015 and the Judicial Service Act. Policy documents reviewed include the Judiciary Strategic Plan 2019-2024, Sustaining Judiciary Transformation 2017-2021, Social Transformation through Access to Justice and the Judiciary Organisational Review Report, among others. In addition, reference was made to various Kenya gazette notices.

The Strategic Plan was subjected to intensive internal and external stakeholders' engagements including public participation to seek input and consensus.

1.13 Vision, Mission and Core Values

Towards achieving the set strategic objectives, the Court will be guided by a vision, mission statements and core values. The set of core values underpin a code of expected behaviour and conduct in the delivery of service at all times.

Vision

A model court in dispute resolution and protection of rights and liberties

Mission

To administer justice in a fair, accessible and responsive manner by promoting the rule of law and enhancing jurisprudence.

Core Values

- i. Professionalism:** We shall exhibit the highest levels of competence, efficiency and excellence in executing our tasks.
- ii. Integrity:** We shall uphold the highest ideals of honesty, openness and veracity in service delivery.
- iii. Diligence:** We shall be innovative, committed, dedicated and selfless to our duty.

iv. Transparency and Accountability: We shall be open to public scrutiny, exercise good governance and take responsibility for our actions.

v. Respect: We shall treat everyone with dignity, courtesy and understanding.

vi. Courage: We shall discharge our duties without fear or favour, ill will or affection.

vii. Fairness: We shall be impartial in our actions, decisions and treatment of others.

Motto:

Justice for All

Chapter 2

Situational Analysis

2.1 Chapter Overview

This chapter presents key milestones and challenges faced by the Court including an assessment of its operating environment using Strengths, Weaknesses, Opportunities and Threats (SWOT) and Political, Economic, Social, Technological, Environmental, and Legal factors (PESTEL) analyses tools. In addition, it presents the stakeholders' analysis which identifies interests, relationships and expectations. These analyses formed the basis for the formulation of key priorities, strategic goals, objectives and strategies.

2.2 Key Milestones of the High Court Since 2010

i. Contribution to the development of jurisprudence

The High Court has original jurisdiction in all criminal and civil matters. This is the only court that has, at first instance, the mandate to interpret the Constitution of Kenya. Notably, even the most progressive jurisprudence can be destroyed by a stroke of the judicial pen. As such, the burden of interpreting the provisions of the Constitution fall squarely on the High Court. The Court has adopted a purposive interpretation that has breathed life into the nascent Constitution.

ii. Significant reduction of barriers litigants face in their quest for justice

In 2010, the High Court had a presence in 16 counties. Litigants travelled long distances in their quest for justice. For instance, Mandera was served by Meru High Court which is located over 700 Kms away. In the last decade, the number of High Court stations increased to 41 across 39 Counties (Annex 1). Four sub-registries were established in Eldama Ravine, Isiolo, Kapsabet and Kilgoris. In addition, three mobile courts were established and operationalised in Kakuma, Loitokitok and Ngong.

There was a concomitant heavy investment in physical infrastructure to match the expanded footprint of the Court. As at end of June 2021, a total of 20 courts had been built and were in use, construction of 12 others was ongoing, while 11 courts were rehabilitated to make them more functional.

Complex court processes are a major barrier to litigants in their quest for access to justice. The Court demystified court processes by reviewing its procedures, disseminating relevant Information, developing Education and Communication (IEC) materials and intensifying public engagements to resolve concerns and misunderstandings that tend to arise due to unavailability of information.

iii. Significant reduction of case backlog

Backlog is a major problem for all courts in the Judiciary. However, it is particularly acute in the High Court which has both original and appellate jurisdiction. A case audit carried out in 2013 revealed that the High Court had 172,772 pending cases. The Court embarked on initiatives such as service weeks and Rapid Results Initiatives dubbed *Justice @Last*, to reduce the case backlog in the court system. The number of pending cases as at June 2021 was 90,901.

Further, in a bid to enhance the capacity of the Court to determine matters, the number of judges increased from 42 in 2010 to 75, as at end of June 2021. Efforts have been made to increase the output of the judges by providing them with Legal Researchers as well as designating Deputy Registrars to render administrative support.

iv. Prioritising registry reengineering

Over the years, the Judiciary faced intense criticism owing to the unfriendly courtrooms and inefficiencies in the registries. There were incidents of missing files, poor records and non-responsiveness to complaints. In spite of the important role of the registry in enhancing efficiency, the registry had largely been left out of any initiatives. A Registry Operation Manual, which for the first time ever, outlined the standards for Registry Operations, was developed and implemented. A model registry design was piloted in the Family Division of the High Court and subsequently incorporated in the design meant to guide construction of registries in the Judiciary.

Additionally, IEC materials aimed at simplifying and demystifying court processes were developed, translated to Swahili and disseminated. A Customer Service Centre was established at Milimani Law Courts to serve as a one-stop-shop for customer services and assist the general public to understand court procedures. The concept will eventually be rolled out to stations across the country. The Court has also set up an e-service centre to aid vulnerable groups to access virtual court services.

v. Promotion of alternative forms of dispute resolution mechanisms

In line with the dictates of the Constitution, the High Court in conjunction with the Kenya Judiciary Academy (KJA) crafted a roadmap for the implementation of Court Annexed Mediation (CAM) in Kenya. The programme was successfully piloted in the Family and Commercial Divisions of the High Court and subsequently replicated in Eldoret, Embu, Garissa, Kakamega, Kisii, Kisumu, Machakos, Malindi, Mombasa, Nairobi, Nakuru, Nyamira, Nyeri, and Tononoka.

vi. Embracing the use of technology to facilitate its operations

The Court pioneered the use of the e-diary in the Judiciary which provided a platform for implementation of the Case Tracking System (CTS) and the e-Filing system. This has facilitated online case registration, assessment, e-payments, e-diary, cause listing, case tracking, audio-visual recording and transcription as well as generation of reports. The CTS is currently in use in all High Court stations while the e-Filing is operational in all Nairobi courts. The Court introduced the Queue Management System (QMS) and Public Information Kiosks in four stations. This is in addition to specific solutions/submodules developed by the Court such as the Principal Registry System Software (PRSS) that prevents double filing of Probate and Administration (P&A) cases. The ICT systems have facilitated speedier trials, enhanced transparency and guaranteed fairness in the adjudication of cases.

vii. Enabling Legislation, Regulations and Policies

The High Court initiated and participated in the development and amendment of various Acts, policies and guidelines to operationalise and regulate various areas of law and practice and address emerging areas. The Acts, policies and guidelines include;

- Amendment of the Law of Succession Act to cover grey areas in succession.
- Constitution of Kenya (Protection of Rights and Fundamental Freedoms) Practice and Procedure Rules, 2013. LN No. 117 of 2013.
- Family and Commercial and Tax Divisions, Nairobi Practice direction on mediation, 2017 to operationalise the mediation pilot project.
- Guidelines relating to active management of criminal cases in Magistrates' Courts and the High Court of Kenya (Gazette Notice No.1340 dated 4th March 2016)
- High Court Organisation and Administration (General) Rules, 2016 to operationalise the High Court Organisation and Administration Act.
- High Court Organisation and Administration Act No. 27 of 2015 to operationalise Article 165 (1) (b) of the Constitution.
- LMT guidelines to streamline administration of the High Court.
- Matrimonial property Act and Marriage Act 2014 to streamline handling of matrimonial property.
- Practice Directions for the Protection of Judges, Judicial Officers, Judiciary Staff, Other Court Users and the General Public from the Risks Associated with the Corona Virus Pandemic.
- Practice Directions relating to case management in Commercial and Admiralty Division of the High Court of Kenya (Gazette Notice No.5179 dated 25th July 2014)
- Service week guidelines to guide operations of the service week.
- Supplementary Practice Directions on Mediation, 2017 to expand the application of Mediation to other divisions and stations.
- The mediation (pilot project) Rules, 2015 to operationalise the mediation pilot project.

viii. Capacity development.

The Court in collaboration with the KJA regularly organised legal trainings on emerging areas of jurisprudence for Judges and Deputy Registrars. In addition, the offices of the Principal Judge and the Registrar regularly sensitised Judges, trained Deputy Registrars and staff on case management, e-Filing, Registry Operations Manual, Court Annexed Mediation, records management, customer service and other areas.

ix. Outreach/ stakeholder engagement

The High Court has constituted LMTs and Bar-bench CUCs and conducted Open Days to create synergy among court users and other stakeholders in the justice chain. These engagements have provided an opportunity for the Court to demystify its operations and at the same time receive feedback on issues affecting members of the public.

x. Innovations

The Court has created a performance culture that acknowledges and celebrates innovation and excellence. Key innovations by the Court which have been replicated countrywide include; formulation of the Registry Operation Manual, the e-Diary, the Public Information Kiosks, the Principal Registry System, the Queue Management System and the Judges' Administrative Support Office.

2.3 Main Challenges Faced by the High Court

i. Gaps in law

Following the promulgation of the Constitution, a number of legislations have been enacted. However, the rules to some of the Acts are yet to be formulated. Some of the statutes include; Contempt of Court Act, the Fair Administrative Action Act, HIV & AIDS Prevention and Control Act, Insolvency Act, Kadhi's Act, Land Act, Marriage Act, Matrimonial Property Act, Protection against domestic violence Act, Referendum laws, Sexual Offences Act, Small Claims Court Act, and Sports Act. The absence of rules impedes access to court. There are legal and policy gaps in the operationalisation of Court Annexed Mediation such as provision for funding, payment of mediators, a scheme of payment of advocates fees in relation to mediation, enforcement and case management.

ii. Inadequate Infrastructure

The High Court has inadequate physical facilities to facilitate service delivery. Though aggressive improvement and construction of court buildings was initiated across the country during the review period, construction was affected by funding challenges and complex procurement processes.

Further, implementation of ICT solutions was hampered by inadequate or obsolete ICT equipment, poor internet connectivity and slow adoption of emerging technology, among others.

iii. Lack of land and ownership documents

The effort to establish a High Court station in every county in line with Section 12 of the High Court (Organisation & Administration) Act No. 27 of 2015, was frustrated by lack of land in some counties. In others, the courts which are historically housed in government quarters lacked land ownership documents. This delayed implementation of infrastructure projects funded by development partners who require proof of land ownership as a prerequisite for infrastructure projects.

iv. Inadequate human resource capacity

There are 75 judges, which is less than half the establishment of 200, serving a population of 52 million Kenyans. The situation has put a lot of pressure on administrative support such as Deputy Registrars who serve the Court, facilitate ELC and ELRC in addition to hearing matters in the Magistrates Courts. Further, the Court is faced with an acute shortage of judicial staff, a situation that affects overall productivity.

v. Insufficient financial resources

The Court has regularly been allocated less than half of its resource requirements. While development partners have significantly bridged the funding gap, there are activities that have not taken place due to funding challenges. Planned activities such as facilitating benches, capacity building programmes and rapid results initiatives which are integral to reduction of case backlog were affected by lack of funding.

vi. Case backlog

In spite of several initiatives to expedite hearing of cases, backlog remains a major challenge for the High Court. Structural and capacity challenges have hindered the expeditious hearing of cases. These include inadequate human resource, equipment and poor and unreliable internet connectivity.

vii. Unethical practices

Despite concerted and relentless efforts to combat corruption and unethical practices in court, the user's satisfaction surveys reveal instances of unethical conduct such as missing files and cannibalised records. Audits also revealed fraudulent practices by some staff such as deliberate underassessment of fees and failure to account for collected monies.

viii. Covid-19 Pandemic

The onset of the novel Coronavirus restricted physical access to and interfered with the operations of the Court. This led to disruption of cause lists and proceedings as well as overall management of caseload.

ix. Security of the court personnel and facilities

The nature of work of judges and judicial officers as well as staff requires high level of security, especially during election petitions. A security policy to comprehensively address security needs is yet to be formulated.

2.4 SWOT Analysis

The internal and external environment impacts directly or indirectly on operations of the court. Achievement of the Plan's objectives will largely depend on how the Court exploits its strengths, addresses weaknesses, leverages existing opportunities, and mitigates threats to its mandate. In developing this Plan, an extensive situational analysis of its Strengths, Weaknesses, Opportunities and Threats (SWOT) was undertaken.

2.4.1 Internal Environment Analysis

Analysis of the internal environment identifies strengths and weaknesses of the Court. Strengths refers to aspects which the court excels in while weaknesses refer to attributes which hinder the court from achieving optimal performance.

Table 1: Analysis of Strengths and Weaknesses

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">• Established court under the Constitution• Automated case and registry processes• Experienced and skilled workforce• Expanded network and countywide presence• Standardised registry processes• Regular engagements forums• Institutionalised performance management• Existence of administrative policies and guidelines• Adoption of virtual courts• Culture of judicial independence	<ul style="list-style-type: none">• Inadequate human capital• Inadequate finances• Infrastructural challenges• Shortage of working tools and equipment• Poor internet connectivity• Weak Monitoring and Evaluation system• Deficient knowledge and records management• Lack of media engagement strategy• Reduced training opportunities• Over reliance on support from development partners

2.4.1.1 Review of Strengths

- ***Establishment of the Court under the Constitution***

The mandate of the High Court is defined by the Constitution which safeguards its independence. The Judges of the Court enjoy security of tenure. These firmly anchor the operations of the High Court and enable it to administer the law without fear, favour or prejudice.

- ***Automated case and registry process***

The Court has been a trailblazer in adoption of technology and modern case management practices in Kenya and across the continent. It has embraced the use of e-Diary, Case Tracking System, as well as virtual courts and registries to enhance efficiency in both its judicial and administrative operations.

- ***Experienced and skilled workforce***

The Court comprises judges of diverse legal and professional backgrounds who provide a wide range of talents, skills, perspectives and experiences that enrich case outcomes. Similarly, the staff possess requisite skills and knowledge to effectively support the core mandate of the Court.

- ***Expanded network and countrywide presence***

Establishment of more courts and sub-registries across the country has enhanced access to judicial services. It has reduced the distance litigants have to travel to access the Court. The sub-registries easily transit to fully-fledged stations.

- ***Standardised registry processes***

The Court's Registry Operations Manual provides a framework for efficient and effective service delivery that ensures registry processes and procedures are predictable, responsive and user friendly.

- ***Regular engagements forums***

Judges and DRs in the Court regularly interact through several judicial and administrative forums such as judges' colloquiums and annual conferences, High Court Leaders Retreat and Annual Deputy Registrars' workshop. The forums give the Court an opportunity to review performance, discuss emerging issues and develop strategies on priority areas.

- ***Institutionalised performance management***

The Court has embraced the use of performance management in improving service delivery by consistently setting annual performance targets for the Court, stations and the administrative offices. These targets are cascaded to all staff through individual performance appraisal tools.

- ***Existence of administrative policies and guidelines***

The Court has developed a number of guidelines and policies such as the LMT, CUC and Virtual Mediation guidelines as well as the service week policy and guidelines on payment of *Pro Bono* claims to streamline administration of the Court.

- ***Adoption of virtual courts***

The effectiveness and efficiency of the Court and registry services have been enhanced by the use of virtual platforms.

- ***Culture of judicial independence***

An independent, impartial and efficient Judiciary is an integral part of our constitutional system. Judges of the Court have upheld the rule of law which has inspired public confidence.

2.4.1.2 Review of Weaknesses

- ***Inadequate human resource capital***

The Court lacks adequate staff to match the existing workload which has hampered delivery of justice and efforts to reduce case backlog.

- ***Inadequate finances***

Budget allocations to the Court have been irregular and inadequate, hence slowing down the day-to-day operations such as case backlog reduction and automation.

- ***Infrastructural challenges***

In spite of efforts made to construct modern court buildings, 25 courts are housed in old court buildings which in many cases are congested and not fit for purpose. Attempts to improve the infrastructure have been slow due to funding challenges.

- ***Shortage of working tools and equipment***

The Court lacks adequate furniture, vehicles and equipment. This affects service delivery and lowers morale of staff.

- ***Weak monitoring and evaluation system***

The Court lacks proper monitoring and evaluation structures to effectively track its programmes, projects and ensure value for money.

- ***Deficiency in knowledge and records management***

The Court has established 30 libraries out of which, only 12 are operational. There is limited investment in e-resources which has limited research and setting up of an information repository. Further, lack of space has contributed to poor storage and archival.

- **Lack of a Media Engagement Strategy**

The Court has often suffered from sensationalised, distorted and biased reporting of its decisions, particularly in the social media. This is exacerbated by the absence of a defined strategy to counter or forestall such occurrences.

- **Reduced training opportunities**

There has been limited training opportunities largely due to inadequate funding to cater for training needs.

- **Over reliance on support from development partners**

Core activities of the Court have been funded by development partners due to limited funding by the government. Given the short-term nature of partner funding, most of these activities may not be sustained in the long term.

2.4.2 External Environment Analysis

External environment scanning involves identification of opportunities and threats within the courts operating environment. Opportunities are external factors that are likely to have a positive influence on the success of the court and also include trends in the environment which the court can take advantage of. Threats refer to aspects that pose risks to the success of the court.

Table 2: Analysis of Opportunities and Threats

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Establishment of the High Court is enshrined in the Constitution • Establishment of courts in counties • Mainstreaming of ADR • Implementation of Judiciary Organisational Review • Strengthened stakeholder collaboration • Emerging technologies • Acceptance of virtual courts by court users • Media and public interest in court decisions • Judiciary transformation agenda 	<ul style="list-style-type: none"> • Insufficient budgetary allocation • Polarised political environment • Disregard of court orders and decisions • Social media influence • Attack on Courts' independence • COVID-19 pandemic • Gaps in statutes

2.4.2.3 Review of Opportunities

i. **Establishment of the High Court is enshrined in the Constitution**

The jurisdiction of the High Court is conferred to it by Article 165(3) and (6) of the Constitution with its organisation and administration spelt out in the High Court Organisation and Administration Act, 2015. This accords the Court an opportunity to develop and shape indigenous jurisprudence independently.

ii. Establishment of courts in counties

Section 12 of the High Court Organisation and Administration Act provides for establishment of a High Court in every county. This presents an opportunity to expand the Court's footprint countrywide.

iii. Mainstreaming of ADR

Implementation of ADR, which includes Court Annexed Mediation and Alternative Justice Systems, presents an opportunity for reducing backlog in the Court.

iv. Implementation of Judiciary Organisational Review

The review offers an opportunity for the High Court to streamline its operations and ensure efficiency and effectiveness in service delivery.

v. Strengthened stakeholder collaboration

Goodwill from internal and external stakeholders presents an opportunity for the Court to develop partnerships and collaborations, mobilise resources, build capacity and share best practices.

vi. Emerging technologies

The Court can leverage on advancements in information and communication technology to enhance access to and efficiency in service delivery.

vii. Acceptance of virtual court by court users

The onset of COVID 19 led to enhanced adoption of virtual platforms at the workplace and the public at large. This presents an opportunity for the Court to accelerate adoption of technology.

viii. Media and public interest in the decisions of the Court

Matters before the Court often attract significant public and media attention which can be harnessed to inform, influence and change public discourse.

2.4.2.4 Review of Threats

i. Insufficient budgetary allocation

Budget cuts and irregular disbursements may affect implementation of planned programs in the Court.

ii. Polarised political environment

Various divides in politics view and interpret court decisions with political expositions that could erode public confidence.

iii. Disregard of court orders and decisions

Disregard of court orders and decisions by highly placed individuals and offices in government set a bad precedent to the general public.

iv. Social media influence

Uncontrolled use of social media may negatively influence perceptions about the Court for political and personal expediency. This may also happen through distortion of facts due to the adversarial nature of litigated cases.

v. Attack on Courts' independence

Attempts to undermine the independence of the Court through personalised attacks on judges may weaken the court.

vi. COVID 19 Pandemic

The unpredictability and lack of cure for COVID 19 and the containment measures may adversely threaten the operations of the Court. Most stations may downscale their operations, close courts and registries to curb the spread of the disease.

vii. Gaps in statutes

May affect operationalisation of key initiatives such as automation.

2.5 PESTEL Analysis

This section presents the effect of major political, economic, social, technological, environmental and legal factors on the operations of the Court.

Table 3: PESTEL Analysis

CATEGORY	ISSUES	EFFECT
Political	<ul style="list-style-type: none">Political influence and interferenceChange in government and resultant policy shifts	<ul style="list-style-type: none">Shift in public confidenceUpsurge in election petitionsChange in government priorities
Economic	<ul style="list-style-type: none">Level of public debtInflation rateEconomic growthCurrency ratesTax evasion	<ul style="list-style-type: none">Resource allocation to the CourtChange in cost of livingIncreased repudiation by borrowers leading to increase in cases filed by banksTax disputes
Social	<ul style="list-style-type: none">Human RightsPoverty levelsCorruptionConflicting justice systemsYouth and unemploymentIncreased populationDrug abuse	<ul style="list-style-type: none">Increased matters filed in courtInflux of agitation of recognition of special interest groups for instance, vulnerable groups and PLWDsAnti-corruption disputes filed in court.Family disputesConflict between traditional and legal justice systems

CATEGORY	ISSUES	EFFECT
Technological	<ul style="list-style-type: none"> • General global technological advancements 	<ul style="list-style-type: none"> • Fast tracking of court processes • Digitisation of court process • Cyber security threat • Increased court connectivity • Obsolescence of equipment and technology
Environmental	<ul style="list-style-type: none"> • Exploitation of natural resources • Pollution and waste management 	<ul style="list-style-type: none"> • Adoption of “green buildings” • Disposal of electronic waste • Environmental degradation • Environmental disputes
Legal	<ul style="list-style-type: none"> • Constitutional and statutory provisions • policies • Precedents 	<ul style="list-style-type: none"> • Structure and mandate of the Court • Data and evidence management • Growth of jurisprudence

2.6 Stakeholder Analysis

An analysis of the stakeholders is undertaken to outline their roles/functions as well the expectations by both stakeholders and the court.

Table 4: Stakeholder Analysis

STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS	HIGH COURT'S EXPECTATIONS
Judges	<ul style="list-style-type: none"> • Conducive working environment • Transparency and accountability • Provision of working tools and resources 	<ul style="list-style-type: none"> • Upholding professional standards and ethics • Dedication and diligence in their work • Integrity. • Independence in decision making • Provide leadership in stations/divisions
Deputy Registrars	<ul style="list-style-type: none"> • Conducive working environment • Transparency • Timely information • Effective facilitation 	<ul style="list-style-type: none"> • Upholding professional standards • Integrity • Efficiency in coordinating all judicial services in the High Court. • Oversee smooth operation of the court registries • Coordinate the administration function of the High Court in their respective stations/divisions. • Support judges in station/division
Staff	<ul style="list-style-type: none"> • Conducive working environment • Provision of working tools and resources • Effective staff representation • Impartiality 	<ul style="list-style-type: none"> • Upholding professional standards • Dedication and diligence in their work • Uphold integrity • Responsibility and accountability • Support of Judicial functions

STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS	HIGH COURT'S EXPECTATIONS
Subordinate Courts including Tribunals	<ul style="list-style-type: none"> • Hearing of appeals • Exercise supervisory jurisdiction • Provide jurisprudence • Mentorship 	<ul style="list-style-type: none"> • Uphold integrity • Abide by precedence of the High Court • Timely typing and submission of proceedings
Judicial Service Commission	<ul style="list-style-type: none"> • Promote judicial independence • Implement JSC decisions and policies • Professionalism • Render timely decisions. • Integrity • Output commensurate to the remuneration 	<ul style="list-style-type: none"> • Transparent appointment of judges • Promote judicial independence and accountability • Play its oversight role in the management of judicial affairs • Maintain facilitative relations with other organs of government • Fair and transparent career progression for staff
Public/Litigants	<ul style="list-style-type: none"> • Independence and impartiality in decision making • Efficient and effective case management • Professionalism • Accessible justice 	<ul style="list-style-type: none"> • Abide by court decisions • Comply with court processes and timelines provided • Uphold integrity
Development Partners	<ul style="list-style-type: none"> • Transparency and accountability • Implement projects according to the agreed work plans • Honour their commitment • Value for money 	<ul style="list-style-type: none"> • Technical and financial support • Timely funding and support • Transparency and accountability
National Council on the Administration of Justice (NCAJ) and its agencies	<ul style="list-style-type: none"> • Establish Court Users Committees at every station • Hold CUC meetings • Promote use of AJS and ADR • Congruence among other stakeholders 	<ul style="list-style-type: none"> • Spearhead legal reforms in areas of administration of justice • Review legal and policy frameworks for the justice sector • Operationalise CUCs • Mobilise resources • Public education and advocacy
National Council for Law Reporting (NCLR)	<ul style="list-style-type: none"> • Avail court decisions in a timely manner. • Strategic Partnership. • Preparation and share cause list 	<ul style="list-style-type: none"> • Publish and disseminate court decisions in a timely manner. • Update the laws of Kenya in a database. • Publish daily cause lists.
Attorney General	<ul style="list-style-type: none"> • Perform role as stipulated in the Constitution • Professionalism 	<ul style="list-style-type: none"> • Professionalism • Play their role as stipulated in the Constitution
Law Society of Kenya/Advocates	<ul style="list-style-type: none"> • Effective and efficient case management. • Effective communication. • Transparency and accountability. • Expeditious disposal of cases and timely processing of appeals 	<ul style="list-style-type: none"> • Perform their role as stipulated in the LSK Act. • Upholding professional standards and ethics. • Offer legal services to litigants. • Adhere to directions by the Court

STAKEHOLDER	STAKEHOLDERS' EXPECTATIONS	HIGH COURT'S EXPECTATIONS
Parliament	<ul style="list-style-type: none"> • Uphold the Constitution • Expeditious disposal of election petitions • Communicate court decisions 	<ul style="list-style-type: none"> • Objective and transparent conduct of their duties. • Allocate adequate funding • Collaboration • Respect the doctrine of separation of powers • Respect court decisions
Police and Prisons	<ul style="list-style-type: none"> • Collaboration and partnership • Provide leadership • Speedy determination of cases 	<ul style="list-style-type: none"> • Professionalism in execution of their duties • Collaboration • Protect Bill of Rights
Probation and Aftercare Services	<ul style="list-style-type: none"> • Provide leadership • Speedy determination of cases • Collaboration and partnership 	<ul style="list-style-type: none"> • Professionalism in execution of their duties • Collaboration • Protect Bill of Rights
Department of Children's Services	<ul style="list-style-type: none"> • Decide cases by considering the welfare of the children. • Speedy determination of cases • Collaboration and partnership 	<ul style="list-style-type: none"> • Professionalism in conduct of their duties • Collaboration • Protect Bill of Rights
Directorate of Public Prosecution	<ul style="list-style-type: none"> • Collaboration and partnership • Speedy determination of cases 	<ul style="list-style-type: none"> • Professionalism and diligence in conduct of their duties • Adherence to the rule of law • Collaboration
National Government	<ul style="list-style-type: none"> • Collaboration and partnership • Speedy determination of cases • Accountability in execution of judicial mandate 	<ul style="list-style-type: none"> • Provision of an enabling environment • Adherence to the rule of law • Respect the doctrine of separation of power • Timely release of funds
County Governments	<ul style="list-style-type: none"> • Collaboration and partnership • Speedy determination of cases • Accountability in execution of judicial mandate 	<ul style="list-style-type: none"> • Allocation of land for building of courts • Provision of an enabling environment • Adherence to the rule of law • Partnership in facilitating administration of justice
Media	<ul style="list-style-type: none"> • Provision of accurate and timely information • Fair rules of engagement 	<ul style="list-style-type: none"> • Fair, accurate and objective reporting • Information dissemination • Collaboration
Academia/ Research Institutions	<ul style="list-style-type: none"> • Collaboration in research • Strategic partnerships 	<ul style="list-style-type: none"> • Conduct scholarly discourse on the Court's decisions • Collaboration in research on issues relating to administration of justice
Private sector	<ul style="list-style-type: none"> • Expeditious settlement of Commercial disputes • Collaboration and partnership • Accessible justice • Effective management of court cases 	<ul style="list-style-type: none"> • Goodwill and support • Abide by court decisions • Comply with court processes and timelines set
Civil Society	<ul style="list-style-type: none"> • Interpret the Constitution • Communicate court decisions • Speedy determination of public interest litigation matters 	<ul style="list-style-type: none"> • Abide by court decisions • Promote rule of law • Engage with the Court about its strengths and weaknesses.

Chapter 3

Strategic Model

3.1 Chapter Overview

This chapter presents areas of focus for the Court in the period 2021–2025. These areas, themed Key Result Areas (KRAs), have broad strategic objectives that the Court commits itself to accomplish in the long term. Strategies outline the specific modalities by which the Court will accomplish the objectives.

3.2 Key Result Areas

The strategic focus has been defined by issues identified in the situational analysis in the previous chapter. It responds to emerging issues and priority areas identified under the national development policy agenda, the Social Transformation through Access to Justice, Strategic Plan 2014–2018 Evaluation Report, Judiciary Strategic Plan 2019–2023, other policy documents as well as the environmental scan. To enable the High Court to effectively achieve its vision and mission, this Strategic Plan identifies six KRAs.

- i. Enhanced access to justice
- ii. Expedited delivery of justice
- iii. Growth of jurisprudence and knowledge management
- iv. Modernised registry operations
- v. Improved governance and institutional capacity
- vi. Enhanced court brand image, awareness and public confidence

To achieve the identified strategic outcomes, ICT is identified as a critical enabler that will be adopted in each Key Result Area. Objectives and key interventions of each KRA are discussed below, while specific timelines and estimated costs are presented in the implementation matrix appended.

3.3 KRA 1: Enhanced Access to Justice

Access to justice is a broad concept that refers to the ability of citizens to seek and obtain effective remedies through institutions of justice. Some of the obstacles faced by litigants in their quest for justice include geographical distance to courts, inadequate human resource in courts, technicalities of procedure, lack of legal representation and information on court processes.

The Constitution of Kenya provided for devolution as a means of enhancing access to government services. Article 6(3) obligates government organs to ensure reasonable access to services in all parts of the country. In line with the Constitution, section 12 of the High Court (Organisation & Administration) Act No. 27 of 2015, requires the Judiciary to establish a High Court in every county. In line with STAJ target of establishing a High Court in every county, the Court will establish seven stations over the Plan period in Elgeyo–Marakwet, Isiolo, Lamu, Mandera, Nandi, Samburu and Wajir counties. Expansive and populous counties would also require more than one station to reduce the geographical distance and decongest some stations. Physical access is enhanced by housing the Court in modern buildings that have special facilities for vulnerable groups.

It is against this backdrop that the Court will implement the Judiciary Infrastructure Master Plan that proposes a comprehensive infrastructural program for the High Court. There will be construction of five

new court buildings in Eldoret, Kiambu, Kisii, Machakos and Meru. In the same period, it is envisaged that the ongoing building projects in Garissa, Homa Bay, Kabarnet, Kapenguria, Kwale, Makueni, Marsabit, Mombasa, Ol Kalou, Siaya and Voi, will be completed. The design of the planned courts incorporates a modern registry design, ramps, mediation suites, children's facilities, lactating rooms and customer service centres.

The High Court will establish a family and children's court to handle disputes relating to family, inheritance, divorce, matrimonial property and children rights with judges designated to handle the disputes related thereto.

Access to justice requires the court to take effective steps to reduce the obstacles that hinder access to information in order to ensure all litigants understand and effectively participate in court processes. Various initiatives geared towards enhancing functional access to court services as well as reducing the cost of accessing justice will be implemented. Service charters will be translated into Kiswahili and other local languages. In addition, translators and interpreters will be engaged to reduce language barriers. The Court will develop a manual on handling of *pro-se* litigants and train registry staff on the same. E-service support centre to support indigent litigants will be set up in all court stations.

The strategic objectives and key interventions under this KRA.

STRATEGIC OBJECTIVES	KEY INTERVENTIONS
To improve physical access to courts	<ul style="list-style-type: none"> • Construct modern court buildings and complete ongoing constructions • Rehabilitate court stations and offices • Establish new court stations, sub-registries and a family and children's court • Facilitate court circuits • Implement Case Tracking System in all courts • Implement e-Filing in all courts • Introduce and sustain virtual courts and registries in all courts
To improve functional and procedural access to court services	<ul style="list-style-type: none"> • Develop Practice and Procedure guidelines for the High Court • Establish and operationalise modern customer service centres • Review the service charter to enhance service delivery timelines • Develop High Court Practice directions • Establish and operationalise modern customer service centres • Review the service charter to enhance service delivery timelines • Integrate ICT systems with stakeholders
To enhance access to justice by indigent and vulnerable groups	<ul style="list-style-type: none"> • Build capacity for translators and interpreters including sign and braille language • Employ translators and interpreters (sign and braille language) • Create and maintain a data base of children cases handled by the court and other agencies • Develop/implement guidelines on handling children cases • Develop a procedure manual for <i>pro-se</i> litigants • Train registry staff on handling <i>pro-se</i> litigants • Set up an ICT booth to support indigent litigants • Collaborate with the county governments to establish e-Filing centres at the Constituency Innovation Hubs (CIH) • Implement the <i>pro-bono</i> guidelines • Facilitate indigent witness expenses during criminal trial

3.4 KRA 2: Expedited Delivery of Justice

While physical access is important, ultimately, court users will rate the quality of judicial services based on expeditious disposal of cases. A comprehensive case backlog reduction strategy will be developed and implemented. This includes a policy to guide service week initiatives and adoption of effective case management practices. The Court will develop and implement a stakeholder engagement plan and conduct regular consultative forums on backlog reduction initiatives towards meeting Social Transformation through Access to Justice target of completing trial cases within three years and appeals within a year.

In order to enhance the capacity of courts for timely resolution of cases, recruitment of 40 High Court judges will be prioritised. The High Court will continue with implementation of the performance management system already in place. This will be sharpened by developing and implementing a performance accountability framework for Judges and Deputy Registrars.

Effective administrative support will be essential to achieving optimal performance of the judges. As such, recruitment of Deputy Registrars, Assistant Registrars and Case Managers will be prioritised. Additionally, the Court will seek to bolster the professional staff capacity to support the judicial function.

Emerging trends in technology and innovations can be harnessed to improve integration and automation of court procedure and practice. The Court will leverage technology to accelerate court proceedings by operationalising the court recording and transcription system as well as installing video-conferencing systems in all courtrooms. There will be continuous training and sensitisation to enhance uptake of technology.

The strategic objectives and key interventions under this KRA.

STRATEGIC OBJECTIVES	KEY INTERVENTIONS
To accelerate hearing and determination of cases	<ul style="list-style-type: none">• Establish court annexed mediation registries• Sensitise Judges, Deputy Registrars and Staff on ADR• Recruit Judges• Recruit Deputy Registrars and Assistant Registrars for effective case management• Recruit case managers• Recruit Legal Researchers• Train Judges, Deputy Registrars and Staff on case management
To mainstream technology and stakeholders participation in case management	<ul style="list-style-type: none">• Operationalise court recording and transcription system in all courts• Install video-conferencing system in court rooms• Develop and implement a stakeholder engagement plan• Conduct regular sensitisation forums on the courts' initiatives• Hold regular stakeholder meetings in all courts

3.5 KRA 3: Growth of Jurisprudence and Knowledge Management

Jurisprudence is important in bridging the gap between law and changing needs of a society. In a bid to maintain a robust, indigenous and patriotic jurisprudence, the Court in collaboration with the KJA, will carry out a Training Needs Analysis (TNA), sensitise judges on emerging areas of law, conduct visits and exchange programs with other jurisdictions, organise *Inns of Courts* forums on emerging areas of law and hold colloquiums for judges. The quality of research and knowledge management will be enhanced by subscribing to relevant online legal resources portals, hiring of legal researchers and development of a research policy.

Further, the Court will promote knowledge management by developing guidelines to govern accumulation, preservation and dissemination of knowledge. Decisions will be published to facilitate wider accessibility. An electronic database of records, presentations and publications will be created. During the period, the Court will strive to institutionalise and deepen linkages with relevant organisations. The Court will develop and implement guidelines for court supervisory visits. In addition, a mentorship program for internal and external stakeholders will be developed and implemented to ensure uniformity in the practice of law.

The strategic objectives and key interventions under this KRA.

STRATEGIC OBJECTIVES	KEY INTERVENTIONS
To promote skills acquisition, mentorship, peer review and exchange programs in judicial functions	<ul style="list-style-type: none">• Carry out a Training Needs Analysis (TNA) in collaboration with KJA• Sensitise judges on emerging areas of jurisprudence• Develop and publish bench books• Develop case compendiums• Hold expert speaker forums on topical issues• Hold annual conferences for High Court leaders, Judges and Deputy Registrars.• Conduct visits and exchange programs with other jurisdictions• Organise Inns of Court• Develop and implement a mentorship program for internal and external stakeholders• Develop and implement guidelines for court supervisory visits• Regular meetings between the Court and Subordinate Courts• Regular meetings between the Court and Court of Appeal
To promote research on emerging areas of jurisprudence and judicial practice	<ul style="list-style-type: none">• Develop a research policy• Create a professional development fund to, among others, support authorship and publication by Judges• Undertake collaborative research with other relevant institutions and courts• Identify and establish linkages with learning and research institutions
To promote knowledge management	<ul style="list-style-type: none">• Subscribe to online resource portals• Establish libraries in court stations• Publish court decisions on emerging jurisprudence• Develop knowledge management guidelines for the Court• Create an online repository database of presentations, research outputs and publications

3.6 KRA 4: Modernised Registry Operations

Registries play a key role in enabling the court to dispense justice efficiently, effectively and expeditiously. The registry is the first stop for people seeking services from the courts. Consequently, the quality of services offered by the court will be measured by the customer experience in the registries.

In order to achieve excellent and uniform customer experience there is need to streamline and standardise records management by reviewing the registry operations manual, sensitising staff and monitoring compliance. The Court will establish customer care centres in all courts to serve as one stop point for assisting the general public to access services and understand court procedures. The centres will be manned by well trained staff who provide courteous, consistent and efficient customer service. Legislative reforms will be initiated to review disposal of court records and provide for digital archival. Roles and responsibilities of all registry staff will be defined to enhance performance and accountability.

Records are critical in the effective management of court operations. In the Plan period, registries will adopt use of safe technology to identify and meet the needs of court users and the public for information, service and access to the Court. Case Management Systems will be rolled out in all stations while existing systems, updated and refined. The registries will adopt the document and archive management system that is being developed under ERP. Further, to control access to records, biometric access systems will be installed in all stations.

The strategic objectives and key interventions under this KRA .

STRATEGIC OBJECTIVES	KEY INTERVENTIONS
To streamline and standardise registry management	<ul style="list-style-type: none">• Review the Registry Operation Manual• Sensitise staff on the reviewed manual• Undertake training on registry management and operations• Monitor compliance with registry operations policies and guidelines• Train registry staff on records management• Initiate legislative reforms for records disposal• Appraise records for disposal• Define registry roles and responsibilities• Develop an ideal registry organogram
To automate registries	<ul style="list-style-type: none">• Develop legislative proposal on adoption of technology in courts• Implement Queue Management System (QMS) in all registries• Operationalise Case Management System (CMS) in all court stations• Establish Post-Judgment Execution Registry• Establish an e-repository for typed proceedings• Adopt biometric access systems to records sections in all stations• Implement a document and archive management system (ERP)

3.7 KRA 5: Improved Governance and Institutional Capacity

Effective leadership is crucial to the administration of justice. Leadership in the High Court must be provided by the Judges, while delegating administrative functions to Deputy Registrars, as envisaged by the High Court Administration Act. The Court plans to develop and implement various strategies to improve governance and administration. The High Court Advisory Committee will be strengthened to

provide leadership to the Court. Capacity of the leaders in every tier will be enhanced through training on leadership and court administration. An administrative handbook will be developed to provide day-to-day guidance on administrative duties. A robust reporting framework will be developed to monitor the performance of Leadership and Management Teams.

The Court will promote integrity and ethics by disseminating and implementing the Judiciary anti-corruption strategy. Corruption risk mapping will be undertaken and the recommendations implemented. In addition, regular sensitisation of judges, judicial officers and staff on respective codes of conduct will be carried out.

The Court recognises the need to ensure continued growth and enhanced capacity of its human capital in line with its workload and emerging trends. To establish optimal staffing levels, the Court will implement recommendations of the Judiciary Organisational Review report on its staff establishment. Staff rationalisation will be carried out in the fourth year of the Strategic Plan to ensure equity in workload distribution. The Court will enhance staff skills and competences by undertaking targeted training and capacity building programs. An incentive framework to foster motivation and improve performance will be developed and implemented in all stations.

Adequate working tools, equipment, furniture, vehicles and appropriate ICT infrastructure will be acquired towards an enabling work environment. In addition, occupational health and safety programmes, including psychosocial support, will be developed and implemented. Safety of personnel and assets will be enhanced through installation of security and screening equipment and CCTVs in all court premises.

A strategy to guide resource mobilisation and partnership engagement will be developed and implemented. Systems for prudent financial management in court stations will be adopted to enhance accountability and budget absorption. Presiding Judges, DRs and Staff will be sensitised on financial and asset management. The Court will sustain the use of electronic payment systems for fees, fines and deposits. Obsolete and unusable assets as well as unclaimed exhibits will be disposed in accordance to laid down procedures.

The strategic objectives and key interventions under this KRA .

STRATEGIC OBJECTIVES	KEY INTERVENTIONS
To promote culture change for transformative leadership and management	<ul style="list-style-type: none"> • Develop an administrative handbook • Implement leadership and management guidelines • Build administrative capacity of High Court leaders • Build capacity of LMTs (Financial Management) • Implement transfer policy • Implement culture and change management strategy • Sensitise and implement Judiciary Gender Policy • Sensitise and implement sexual harassment policy • Sensitise and implement disability policy • Track implementation of national values • Implement Human Resource Policy/Manual

STRATEGIC OBJECTIVES	KEY INTERVENTIONS
To eradicate corruption and unethical practices	<ul style="list-style-type: none"> Disseminate and implement the Judiciary anti-corruption strategy Undertake corruption risk mapping and implement recommendations Sensitise judges, judicial officers and staff on respective codes of conduct
To establish optimal and motivated staffing levels	<ul style="list-style-type: none"> Implement Judiciary Organisational Review report Develop a staff establishment for the High Court Review staffing levels Carryout staff rationalisation Conduct staff skills, competences audit and training needs assessment Undertake staff training and capacity building programs and induction of new staff Develop and implement incentives framework in all stations
To provide an enabling work environment	<ul style="list-style-type: none"> Procure vehicles for judges and court stations Implement Judiciary Transport Policy Construct judges' and staff houses Renovate government houses allocated to judges Procure furniture and other office equipment Install security and screening equipment and CCTV in all court premises Develop and implement occupational health and safety programmes Provide psychosocial support to judges, judicial officers and staff Conduct safety and health audits
To improve financial management	<ul style="list-style-type: none"> Develop and implement resource mobilisation and partnership engagement strategy Sensitise Presiding Judges, DRs and staff on financial management and fees assessment Adopt electronic payment systems Monitor implementation of the gazetted court fees schedule Dispose obsolete and unusable assets and exhibits

3.8 KRA 6: Enhanced Court Brand Image, Awareness and Public Confidence

Public perception is important with respect to confidence of court users in the court, hence the need to control, manage and build a brand and image. In its transformation agenda, the Judiciary introduced corporate branding which includes corporate colours. In the Plan period, the Court will develop and disseminate promotional merchandise and ensure its buildings adhere to corporate colours. The Court will conduct/participate in trade fairs, corporate and Open Days as part of its outreach programme. IEC materials and service delivery charters will be developed/reviewed, translated and disseminated.

In addition, the Court will establish constructive engagements with all stakeholders by developing and implementing a stakeholder engagement framework and a comprehensive communication strategy as well as establishing robust public feedback mechanisms and facilitating Bar-Bench and Court Users Committees. Court user satisfaction levels and feedback will be monitored to maintain high standards of service delivery. A distinct mechanism for reporting and handling of complaints will be established for speedier and effective management. Official social media platforms will be operationalised to promote communication and court branding.

The strategic objectives and key interventions under this KRA.

STRATEGIES	KEY INTERVENTIONS
To enhance awareness and promote court brand	<ul style="list-style-type: none"> • Develop court branded merchandise • Enhance signage and brand stations in corporate colours • Develop and implement High Court communication guidelines • Develop, translate and disseminate IEC materials
To promote participatory engagement with stakeholders	<ul style="list-style-type: none"> • Develop and implement publicity and stakeholder engagement framework for the Court • Establish court user satisfaction levels /feedback and implement recommendations • Engage public through print, electronic and social media, public Barazas and social gatherings • Conduct and participate in trade fairs, corporate and Open Days • Translate service delivery charter into Kiswahili and other local languages • Sensitise public on feedback and complaints handling mechanisms

Chapter 4

Implementation and Coordination

4.1 Chapter Overview

This chapter provides the resources required to implement the High Court's Strategic Plan. This includes organisation structure, human and financial requirements, resource mobilisation and risk mitigation strategies.

4.2 Administrative Structure of the High Court

To successfully implement this Plan, the High Court has adopted an organisational structure that seeks to facilitate effective delegation, management process and information flow. Implementation of this structure will involve strengthening leadership at the headquarters and station level to enhance efficacy. The administrative offices and court stations will be facilitated with optimal human resource capacity. Linkages with other Judiciary units and external stakeholders will be strengthened to ensure synergy towards realisation of broader goals and objectives of the institution.

Office of the Principal Judge

The office of the Principal Judge oversees the administration of all High Courts in the country. The Principal Judge will in consultation with the High Court Advisory Committee provide overall leadership in implementation of the Plan. In order to facilitate the discharge of the functions of the Principal Judge, a Chief Officer will be appointed. The officer will also provide secretarial support to the High Court Advisory Committee as provided for in the High Court Organisation and Administration Act.

The High Court Advisory Committee (HCAC)

The High Court Advisory Committee (HCAC) will play the lead role in the implementation of the plan. The committee will continuously monitor and evaluate all strategies, activities and outcomes with a view of advising on implementation status as well as offer feasible policy and strategy alternatives.

Presiding Judges

The Presiding Judges will provide leadership in implementation of the Strategic Plan at the station/division level. He/she will cascade the vision to internal stakeholders and ensure that the Strategic Plan activities are prioritised in the station's annual work plans as well as undertake monitoring and evaluation. The offices of the Presiding Judges will be facilitated with key staff to strengthen their administrative role. Court Users and Bar-Bench committees will be central in implementation of key interventions.

Office of the Registrar High Court

The Office of the Registrar High Court plays a pivotal role in execution of the Strategic Plan. The Registrar is responsible for the day-to-day administration of the Court through planning, coordination, mobilisation of resources and implementation of its budget. The Registrar will be supported by two Senior Principal Deputy Registrars to oversee judicial and administrative functions at the headquarters and Deputy Registrars, at court stations/divisions.

Deputy Registrars

Deputy Registrars at station level are responsible for administration and management of the Court, efficient financial and human resource management at the station, supervision and coordination of the registries. The Deputy Registrars will play a critical role in implementation of the Strategic Plan. Adequate resources will be availed for effective discharge of their mandate.

High Court Organisation Structure

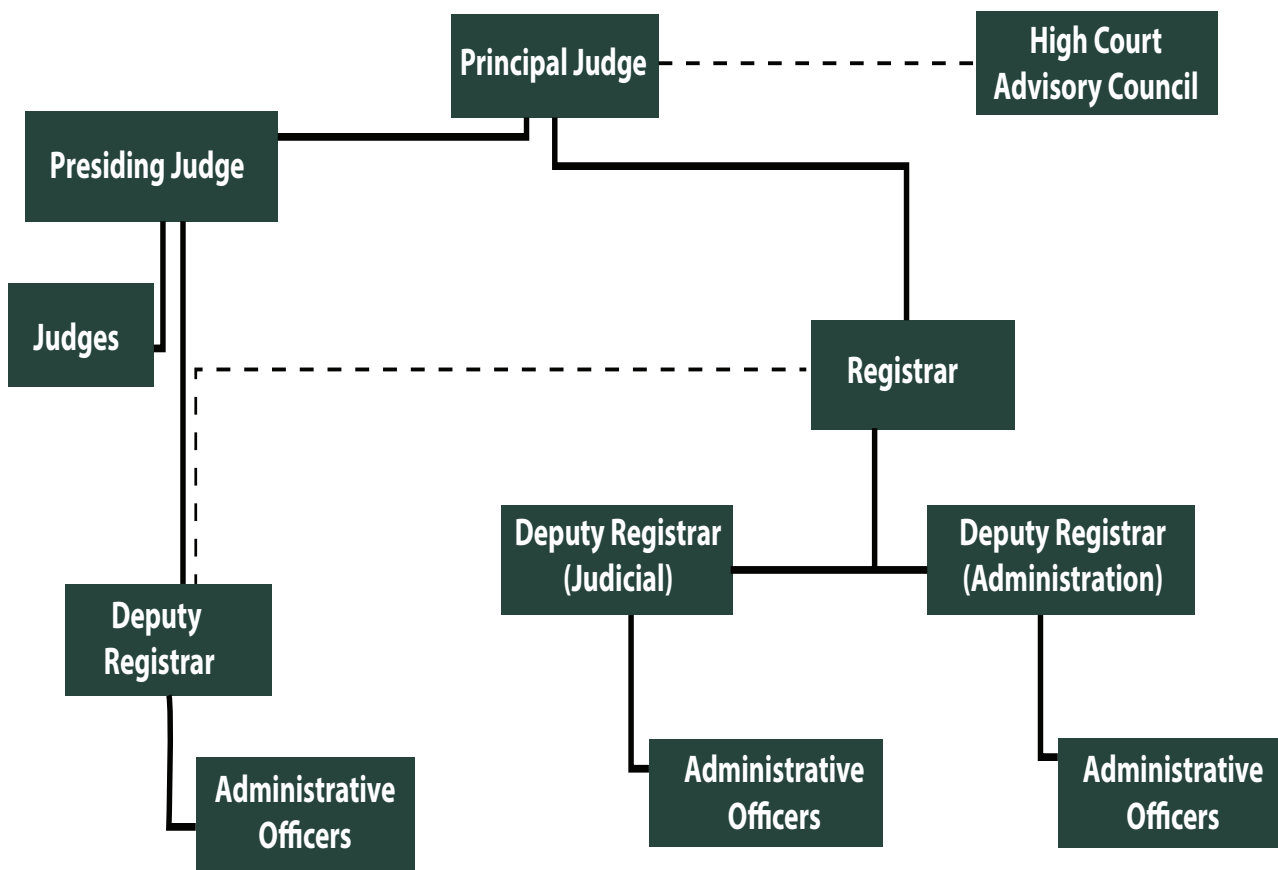


Figure 4: High Court Organisation Structure

4.3 Human Resource Capacity

The total staff establishment of the High Court as at June 30, 2021, was 1,483 comprising 75 judges, 67 deputy registrars and 1,341 staff. In the Plan period, a workload analysis, staff and skills audit will be carried out to achieve optimal number of staff. A robust performance framework will be implemented at all levels.

Table 5 presents the current human resource distribution in the High Court.

Table 5: High Court Staff Establishment

SECTION	DESIGNATION	IN POST
Office of the Principal Judge	Principal Judge	1
	Chief Officer	0
	Deputy Registrar	1
	Court Administrator	0
	Office Administrator	2
	Communication Officer	0
	Legal Researcher	1
	Court Assistant	1
	Office Assistant	1
	Driver	0
Office of the Registrar High Court	Registrar	1
	Senior Principal Deputy Registrar	0
	Deputy Registrar	3
	Assistant Director Court Administration	0
	Court Administrator	3
	Legal Researchers	0
	Office Administrator	1
	Administration Officer	2
	Court Assistant	12
	ICT Officer	1
	Supply Chain Management Officer	0
	Finance Officer	0
	Accountant	1
	Communication Officer	0
	Archivist	0
	Office Assistant	3
	Driver	1

SECTION	DESIGNATION	IN POST
Court Station/ Division	Judges	74
	Deputy Registrars	65
	Artisan	1
	Assistant Director, Court Administration	1
	Assistant Director, Library	0
	Assistant Director, Office Administration	3
	Assistant Director, Public Affairs & Communication	0
	Assistant Director, Records Management	0
	Communication Officer	3
	Court Administrator	26
	Court Assistant	319
	Court Bailiff	12
	Customer Service Assistant	0
	Deputy Director, Public Affairs & Communication	0
	Driver	1
	Human Resource Management and Development Officer	1
	ICT Officer	8
	Legal Researcher	93
	Librarian	7
	Office Administrator	93
	Office Assistant	76
	Process Server	8
	Records Management Officer	17
	Security Officer	2
	Accountant	1
	Senior Customer Service Assistant	47
	Records Management Officer	20
	Supply Chain Management Assistant	3
	TOTAL	1,483

4.4 Human Resource Development Strategies

The Court will employ the following strategies to enhance capacity development and productivity of employees.

- Implement the proposed organisation structure and optimal establishment, at both the Court headquarters and stations, to achieve the desired staffing levels with clear reporting lines.
- Implement the Human Resource Policies and Procedures Manual, and any other policies approved by the JSC from time-to-time.
- Undertake capacity building to create, develop and enhance skills for a productive workforce.
- Provide adequate working tools and equipment.
- Enhance unit and individual performance management framework.
- Implement work environment policy and Occupational Safety and Health Act, 2007, to ensure health and safety of employees for a conducive environment.
- Develop and implement the succession management policy to address staffing gaps.

4.5 Financial Resources

Projected estimates of the financial resources that will be required for implementation of the Strategic Plan during the five years' period is shown in Table 5.

Table 5: Estimated cost of implementing the Plan

KEY RESULT AREA	ESTIMATED BUDGET '000,000					
	Y1	Y2	Y3	Y4	Y5	TOTAL
KRA 1: Enhanced access to justice	1,174.04	6,815.41	4,287.47	4,192.51	7,144.07	23,613.50
KRA 2: Expedited delivery of justice	567.04	2,266.18	1,336.04	1,299.59	744.15	6,213.00
KRA 3: Growth of jurisprudence and knowledge management	300.10	332.60	366.35	350.73	350.73	1,700.50
KRA 4: Modernised registry operations	51.58	62.50	77.21	90.88	93.23	375.40
KRA 5: Improved governance and institutional capacity	672.57	801.90	631.07	625.39	718.56	3,449.50
KRA 6: Enhanced court brand image, awareness and public confidence	24.53	34.28	26.62	28.28	28.28	142.00
Grand Total	2,789.87	10,312.87	6,724.76	6,587.38	9,079.03	35,493.90

4.5.1 Resource Mobilisation Strategies

In order to facilitate implementation of the Plan, the Court will undertake the following strategies:

- Increased subvention from the exchequer
- Develop and implement donor engagement framework
- Optimise resource utilisation and absorption including adoption of electronic payment systems

4.6 Risk Analysis and Mitigation

The implementation of a strategic plan is prone to various risks. Risk management is important to mitigate possibilities of failure and ensure set objectives are accomplished. Table 6 illustrates potential risks, their impact and proposed mitigation measures.

Table 6: Analysis of Opportunities and Threats

RISK	IMPACT	MITIGATION
1. Inadequate funding	Some of the activities may not be accomplished	<ul style="list-style-type: none"> Robust resource mobilisation for adequate support from the exchequer Engage development partners to supplement GOK resources
2. Legal challenges associated with the adoption of ICT such as electronic filing	Continued reliance on manual processes and procedures, hence inefficiency in service delivery	<ul style="list-style-type: none"> Enact enabling legislation
3. Reliance on shared staff in the performance of administrative duties	Inefficiencies in daily administrative operations of the Court	<ul style="list-style-type: none"> Implement court staff establishment. Deploy staff to administrative units

RISK	IMPACT	MITIGATION
4. Rapid changes in technology and low utilisation of the available technology	Obsolete technology leading to operational inefficiencies.	<ul style="list-style-type: none"> • Keep abreast with and adopt new technologies • Continuous training on ICT

Chapter 5

Monitoring, Evaluation and Reporting Framework

5.1 Chapter Overview

Successful implementation of any strategic blueprint largely depends on commitment of the management, discipline and consistency of leadership. It also requires involvement of key stakeholders to ensure they remain committed to their respective roles. Given the size and geographical spread of the Court, a rigorous, comprehensive and carefully implemented monitoring, evaluation and reporting system will be put in place as presented in this chapter.

5.2 High Court Advisory Committee (HCAC)

The High Court Advisory Committee (HCAC) will play the lead role in the implementation of the Plan. The committee will continuously monitor and evaluate all strategies, activities and outcomes with a view of advising on implementation status as well as offer feasible policy and strategy alternatives.

5.3 Monitoring, Evaluation and Reporting Mechanisms

The overall goal of monitoring, evaluation and reporting will be to track and demonstrate realisation of results emanating from implementation of this Strategic Plan. It will also provide feedback to the leadership and stakeholders on the Court's performance. Under this Plan, M&E will be based on a framework consisting of various components: a definition of responsibilities, tracking of indicators, adoption of monitoring and evaluation mechanisms, reporting process, timelines and financing. The following monitoring, evaluation and reporting tools will be used in tracking implementation of the Plan:

- a) Supervision:** The Principal Judge will be responsible for implementation of this Plan through strategic leadership and overall supervisory powers.
- b) Annual Work Plans:** The offices of the Principal Judge, Registrar of the High Court and courts will develop their annual work plans based on the Strategic Plan. The implementation matrix of this Plan will guide annual priority activities.
- c) Performance Management:** This Plan will form the basis for setting Performance Management and Measurement Understandings (PMMUs) and Performance Appraisal Systems (PAS) targets for court's units/stations and staff respectively. These annual targets will be monitored, evaluated and reported.
- d) Monitoring:** The Registrar will develop and implement monitoring tools for this Plan. Quarterly and annual reports will be prepared and submitted to the PJ and CRJ. The reports will outline the achievements, facilitating factors, challenges and lessons learnt, that will enable the leadership institute appropriate remedies to overcome any challenges.
- e) Service Delivery Surveys and Field Visits:** Surveys and field visits to assess the effectiveness and quality of service delivery will be undertaken. The information from the surveys and supervisory visits will be disseminated to relevant stakeholders for appropriate action.

- f) Annual Colloquiums:** Progress on implementation of Strategic Plan's activities and programmes will be shared and discussed with Judges and DRs in their respective colloquia.
- g) Mid-Term Review:** An internal mid-term review will be undertaken to assess the level of implementation of the Strategic Plan. The findings will inform any changes in implementation of the Plan for the remaining period.
- h) Ad Hoc Evaluation:** Ad hoc evaluations will be conducted in case of a fundamental change in the policy and operating environment of the Court, which would require a review of the Plan. The evaluation may also be necessitated by significant deviations between the planned and achieved targets as identified through quarterly and annual reports.
- i) End-Term Review:** Specialists will be engaged to undertake evaluation at the end of the Plan period. The specialists will be expected to provide an un-biased review of the implementation that will enable management re-focus service delivery and administration in line with the best practices.

APPENDIX 1: IMPLEMENTATION MATRIX

KRA 1: ENHANCED ACCESS TO JUSTICE

STRATEGY	ACTIVITY	OUTPUT	KEY INDICATOR	BASELINE	5-YR TARGET	ANNUAL TARGETS				COST (KSH MILLIONS)	
						2021/22	2022/23	2023/24	2024/25	2025/26	
Objective 1.1: To improve access to courts											
Construct, Rehabilitate and establish court stations	Construct new modern Court buildings	Courts constructed	No. of courts constructed	41	5	0	1	1	1	2	25,000
	Complete on-going constructions	On-going constructions completed	No. of constructions completed	23	11	2	3	2	2	2	1,500
	Rehabilitate court station and offices (Ramps, lifts, mediation rooms, waiting areas and lactation rooms)	Courts rehabilitated	No. of courts rehabilitated	15	15	3	3	3	3	3	1,500
	Establish new court stations	Stations established	No. of stations established	41	4	0	4	0	0	0	2,400
	Establish a Family and Children's Court	Court established	No. of courts established	1	5	1	1	1	1	1	1,500
Enhance access to justice through technology	Establish sub-registries	Sub-registries established	No. of sub-registries established	7	6	0	2	2	2	0	115
	Facilitate court circuits	Circuits facilitated	No. of circuits facilitated	5	9	9	9	9	9	9	120
	Implement Case Tracking System in all Courts	CTS Implemented	No of courts using CTS	41	6	0	2	2	2	2	50
	Implement e-Filing in all courts	e-Filing implemented	No of courts using e-Filing	1	12	2	2	4	2	2	200
	Introduce and sustain virtual courts and registries in all courts	Virtual courts and registries implemented	No. of courts implementing	41	47	41	2	2	2	1	100

STRATEGY	ACTIVITY	OUTPUT	KEY INDICATOR	BASELINE	5-YR TARGET	ANNUAL TARGETS				COST (KSH MILLIONS)	
						2021/22	2022/23	2023/24	2024/25	2025/26	
Objective 1.2: To improve procedural access to court services											
Simplify court processes	Develop High Court Practice directions	Practice directions developed	Practice directions developed	0	1	1	0	0	0	0	7.5
	Establish and operationalise modern customer service centres	Modern customer service centres established	No. of Modern customer service centres established	1	46	10	10	10	10	16	460
	Review the service charter to enhance service delivery timelines	Reviewed Charter	Reviewed Charter	1	1	0	1	0	0	0	10
	Integrate ICT systems with stakeholders	ICT systems integrated	No. of systems integrated	1	6	1	1	1	2	1	100
Objective 1.3: To enhance access to justice by indigent and vulnerable groups											
Enhance access by vulnerable groups	Build Capacity for translators and interpreters including sign and braille language	Translators and interpreters capacity built	No. of translators and interpreters facilitated	10	10	0	10	0	0	0	5
	Employ Translators and Interpreter (sign and braille language)	Translator and interpreters employed	No. of Translators and Interpreters employed	2	45	0	0	15	15	15	1
	Create and maintain a data base of children cases handled by the court and other agencies	Data base of children cases created	System in place	0	1	0	0	1	0	0	5
	Develop/ implement guidelines on handling children cases	Guidelines developed	Guidelines in place	0	1	0	0	1	0	0	30
	Develop a procedure manual for pro-se litigants	Manual on pro-se litigants published	Pro-se litigants manual developed	0	1	0	1	0	0	0	50
	Train registry staff on handling pro-se litigants	Staff trained	No of registry staff trained	660	660	0	200	200	260	0	100
	Set Up an ICT booth to support indigent litigants	ICT booth set-up	No. of courts with ICT booth	25	48	10	10	10	10	8	30
	Collaborate with county governments to establish e-Filing centres at the Constituency Innovation Hubs(CIH)	e-Filing centres established	No e-Filing centres established	0	210	0	100	110	0	0	100

STRATEGY	ACTIVITY	OUTPUT	KEY INDICATOR	BASELINE	5-YR TARGET	ANNUAL TARGETS					COST (KSH MILLIONS)	
						2021/22	2022/23	2023/24	2024/25	2025/26		
Make Justice Affordable	Implement the pro-bono guidelines	Pro-bono guidelines implemented	100% of pro-bono guidelines implemented	100%	10%	100%	100%	100%	100%	100%	200	
	Facilitate indigent witness expenses during Criminal Trial	Indigent witness facilitated	No. of Indigent Witness facilitated	300	2500	500	500	500	500	500	30	

KRA 2: EXPEDITED DELIVERY OF JUSTICE

STRATEGY	ACTIVITY	OUTPUT	KEY INDICATOR	BASELINE	5-YR TARGET	ANNUAL TARGETS					COST (KSH MILLIONS)
						2021/22	2022/23	2023/24	2024/25	2025/26	
Objective 2.1: To accelerate hearing and determination of cases											
Promote Alternative Dispute Resolution	Establish Court Annexed Mediation registries	Mediation registries established	No. of mediation registries established	24	48	10	10	10	10	8	0
	Sensitise Judges, Deputy Registrars and Staff on ADR	Judges, DRs and staff sensitised on ADR	No. of Judges, DRs and staff sensitised	500	750	0	200	200	200	150	100
Increase human resource capacity to expedite delivery of justice	Recruit Judges	Judges recruited	No. of Judges recruited	74	40	0	0	20	20	0	1,500
	Recruit Deputy Registrars and Assistant Registrars for effective case management	Deputy Registrars and Assistant Registrars recruited	No. of Deputy Registrars and assistant Registrars recruited	65	40	15	5	5	5	10	20
	Recruit of case managers	Case managers recruited	No. of case managers recruited	0	50	0	20	10	10	10	20
	Recruit Legal Researchers	Legal Researchers recruited	No. of Researchers recruited	109	91	0	41	25	25	0	2,000
	Train Judges, Deputy Registrars and staff on case management	Judges trained DRs trained Staff trained	No. trained No. trained No. trained	74 65 660	200 105 800	0 0 0	75 65 200	75 25 200	50 25 200	0 0 200	25 15 105

STRATEGY	ACTIVITY	OUTPUT	KEY INDICATOR	BASELINE	5-YR TARGET	ANNUAL TARGETS					COST (KSH MILLIONS)
						2021/22	2022/23	2023/24	2024/25	2025/26	
Implement performance management and measurement	Develop and implement performance accountability framework for judges	Framework developed	Approved framework	0	1	0	1	0	0	0	8
		Performance accountability framework for Judges Implemented	Implementation reports	0	1	0	1	1	1	1	0
	Implement performance measurement for DRs and case managers	Performance measurement for DRs and case managers implemented	Implementation reports	1	1	1	1	1	1	1	0
	Monitor and evaluate performance accountability framework	Performance accountability framework evaluated	M&E reports	0	1	0	0	0	0	1	20
	Designate case data officers in each court	Data collection officers designated	No. of courts with designated data officer	0	47	10	10	10	10	7	10
	Conduct case census to establish case status	Case census conducted	Case census reports	1	3	1	0	1	0	1	100
	Develop and implement case backlog reduction strategy framework	Case backlog reduction strategy framework developed and implemented	Implementation framework report	0	1	0	1	0	0	0	50
		Service week implemented in identified courts	% of identified courts implementing service weeks	-	100%	100%	100%	100%	100%	100%	100
	Implement Active Case Management (ACM) guidelines	ACM implemented by all Judges and Judicial Officers	Implementation report	0	1	1	1	1	1	1	20

STRATEGY	ACTIVITY	OUTPUT	KEY INDICATOR	BASELINE	5-YR TARGET	ANNUAL TARGETS					COST (KSH MILLIONS)
						2021/22	2022/23	2023/24	2024/25	2025/26	
Objective 2.2: To mainstream technology and stakeholders participation in case management											
Adopt use of technology in accelerating court proceedings	Operationalise court recording and transcription system in all courts	Court recording and transcription system operationalised	No. of Courtrooms with system	6	200	0	50	50	50	50	500
	Install video-conferencing system in court rooms	Video conferencing system installed	No. of courts with video conferencing system	18	50	5	15	15	15	0	150
	Develop and implement a stakeholder engagement Plan	Stakeholder engagement Plan developed	Stakeholder engagement Plan approved	0	1	0	1	0	0	0	70
Promote active participation of stakeholders in speedy resolution of cases	Conduct regular sensitisation forums on the courts' initiatives	Stakeholders sensitised	No. of fora	100%	100%	100%	100%	100%	100%	100%	100
	Hold regular stakeholder meetings in all courts	Quarterly CUC meetings held	No. of reports	4	20	4	4	4	4	4	200
		Quarterly Bar-Bench meetings held	No. of reports	4	20	4	4	4	4	4	300

KRA 3: GROWTH OF JURISPRUDENCE AND KNOWLEDGE MANAGEMENT

STRATEGY	ACTIVITY	OUTPUT	KEY INDICATOR	BASELINE	5-YR TARGET	ANNUAL TARGETS					COST (KSH MILLIONS)
						2021/22	2022/23	2023/24	2024/25	2025/26	
Objective 3.1: To promote skills acquisition, mentorship, peer review and exchange programs in judicial functions											
Enhance capacity of judges to grow jurisprudence	Carry out a Training Needs Analysis (TNA) in collaboration with KJA	Approved TNA Report	Report	0	1	0	0	0	0	0	5
	Sensitise judges on emerging areas of jurisprudence	Judges sensitised on emerging areas of jurisprudence	No. of sensitisation forum held	2	10	2	2	2	2	2	200
	Develop and publish Bench books	Bench books published	No. of Bench books	-	1	0	1	0	0	0	20
	Develop case compendiums	Compendiums developed	No. of Compendiums published		1	0	1	0	0	0	25

STRATEGY	ACTIVITY	OUTPUT	KEY INDICATOR	BASELINE	5-YR TARGET	ANNUAL TARGETS					COST (KSH MILLIONS)
						2021/22	2022/23	2023/24	2024/25	2025/26	
Enable peer exchange and learning on jurisprudential issues	Hold expert speaker forums (including retired judicial officers) on topical issues	Expert speaker forums held	No. of expert speaker forums held	-	5	1	1	1	1	1	200
	Hold annual judges conference	Annual judges conference held	No. of conferences held	1	5	1	1	1	1	1	200
	Hold annual workshop for High Court leaders	High Court leaders workshop held	No. of workshops held	1	5	1	1	1	1	1	150
	Hold annual workshop for DRs	DRs workshop held	No. of annual workshops held	1	5	1	1	1	1	1	50
	Conduct visits and exchange programs with other jurisdictions	Visits and exchange programs conducted	No. of visits and exchange programs held	0	5	1	1	1	1	1	100
	Organise Inns of Court forums with advocates to discuss emerging issues	Annual forums organised	No. of forums organised	1	20	4	4	4	4	4	200

STRATEGY	ACTIVITY	OUTPUT	KEY INDICATOR	BASELINE	5-YR TARGET	ANNUAL TARGETS					COST (KSH MILLIONS)
						2021/22	2022/23	2023/24	2024/25	2025/26	
Mainstream supervision, mentorship and oversight	Develop and implement a mentorship program for internal and external stakeholders	Mentorship program developed	Guidelines approved	-	5	1	1	1	1	1	5
	Develop and implement guidelines for Court supervisory visits	Guidelines developed	Guidelines developed	0	1	1					10
		Supervisory visits conducted	No. of visits held	41	205	41	41	41	41	41	75
	Regular meetings between the Court and Subordinate Courts	Reports on engagements	No. of forums held	0	5	1	1	1	1	1	50
	Regular meetings between the Court and Court of Appeal	Reports on engagements	No. of forums held	0	5	1	1	1	1	1	50
Objective 3.2: To promote research on emerging areas of jurisprudence and judicial practice											
Strengthen institutional capacity to undertake research	Develop a research policy	Research policy developed	Policy developed	-	1	1	0	0	0	0	10
	Create a professional development fund to, among others, support authorship and publication by Judges	Professional development fund established	Report	-	1	1	1	1	1	1	30

STRATEGY	ACTIVITY	OUTPUT	KEY INDICATOR	BASELINE	5-YR TARGET	ANNUAL TARGETS					COST (KSH MILLIONS)
						2021/22	2022/23	2023/24	2024/25	2025/26	
Establish linkages for research	Undertake collaborative research with other relevant institutions and courts	Research with other relevant institutions and courts established	Memorandums of understanding	-	5	1	1	1	1	1	1
	Identify and establish linkages with learning and research institutions	Partnerships established	Reports	0	5	1	1	1	1	1	2
Objective 2.3: To promote knowledge management											
Strengthen library information services	Subscribe to online resource portals	Online portals subscribed to	No. of portals subscribed to	2	5	7	7	7	7	7	50
	Establish libraries in court stations	Libraries established in court stations	No of libraries established	17	49	0	0	12	10	10	250
Preserve and disseminate knowledge	Publish court decisions on emerging jurisprudence	Decisions on emerging jurisprudence published	Digest on court decisions published	-	1	1	0	0	0	0	5
	Develop knowledge management guidelines for the Court	Knowledge management guidelines implemented	No. of Guidelines developed	-	1	1	0	0	0	0	2.5
	Create an online repository database of presentations, research outputs and publications	Online repository database developed	No. of online repository database	-	1	0	1	0	0	0	10

KRA 4: MODERNISED REGISTRY OPERATIONS

STRATEGY	ACTIVITY	OUTPUT	KEY INDICATOR	BASELINE	5-YR TARGET	ANNUAL TARGETS					COST (KSH MILLIONS)		
Objective 4.1: To streamline and standardise registry management													
Standardise registry operations	Review the Registry Operation Manual	Registry Operation Manual reviewed	Manual reviewed	1	1	0	1	0	0	0	0	3	
	Sensitise staff on the reviewed manual	Staff sensitised	% of staff targeted		100%	0	0	100%	100%	100%		30	
	Undertake training on registry management and operations	Registry management and operations skills built.	% of staff trained	0	100%	20%	40%	60%	80%	100%		25	
	Monitor compliance with Registry Operations policies and guidelines	Registry Operations policies and guidelines monitored	No. of monitoring reports	1	5	1	1	1	1	1	1	80	
Standardise customer care experience	Develop and implement front office guidelines	Guidelines developed	Approved guidelines	-	0	1	0	0	0	0	0	3	
		Guidelines implemented	No. of monitoring reports	-	5	1	1	1	1	1	1	0	
	Establish one-stop-shop customer care centres in all courts	Centres established in all courts	% of courts with centres	-	15	3	3	3	3	3	3	30	

STRATEGY	ACTIVITY	OUTPUT	KEY INDICATOR	BASELINE	5-YR TARGET	ANNUAL TARGETS					COST (KSH MILLIONS)	
						2021/22	2022/23	2023/24	2024/25	2025/26		
Adopt effective information, disposal, records and archives management practices	Train registry staff on records management	Staff trained on records management	% of staff trained	0	100%	100%	100%	100%	100%	100%	25	
	Initiate legislative reforms for records disposal	Legislative reforms initiated	Legislative proposal developed	0	1	0	1	0	0	0	0	
	Appraise records for disposal	Records appraised and disposed	No of courts/ divisions that have appraised and disposed records	0	50	0	10	10	10	20	30	
Establish registry organisational structure	Conduct a survey to define registry roles and responsibilities	Roles and responsibilities defined	Report	-	1	1	0	0	0	0	3	
	Develop an ideal registry organogram	Organogram developed	Approved organogram	-	1	1	0	0	0	1	0	

STRATEGY	ACTIVITY	OUTPUT	KEY INDICATOR	BASELINE	5-YR TARGET	ANNUAL TARGETS					COST (KSH MILLIONS)	
						2021/22	2022/23	2023/24	2024/25	2025/26		
Objective 3.2: To automate registries												
Automate registry operations	Develop legislative proposal on adoption of technology in courts	Legislative proposal developed	Legislative proposal developed	0	1	1	0	0	0	0	0	3
	Implement Queue Management System (QMS) in all registries	QMS implemented	No. of registries with QMS	2	48	10	10	10	10	10	8	2.4
	Operationalise Case Management System (CMS) in all court stations	CMS operationalised	No. of courts with operational CMS	1	48	10	10	10	10	10	8	25
	Establish Post-Judgment Execution section	Post-Judgment Execution section established	No. of section established	0	5	1	1	1	1	1	1	15
Enhance security of registries and records	Establish an e-Repository for typed proceedings	E-Repository established	E-Repository established	0	1	0	1	0	0	0	0	3
	Adopt biometric access systems to records management sections in all stations	Biometric access systems installed	No of courts with biometric access installed	7	48	5	11	12	12	8	50	
	Implement a document and archive management system (ERP)	System implemented	No. of courts implementing the system	0	48	0	0	8	20	20	48	

KRA 5: IMPROVED GOVERNANCE AND INSTITUTIONAL CAPACITY

STRATEGY	ACTIVITY	OUTPUT	KEY INDICATOR	BASELINE	5-YR TARGET	ANNUAL TARGETS					COST (KSH MILLIONS)	
						2021/22	2022/23	2023/24	2024/25	2025/26		
Objective 5.1: To promote culture change for transformative leadership and management												
Mainstream transformative leadership, management and culture change	Develop a Handbook for Presiding Judges and Deputy Registrars	Handbook developed	Handbook developed	-	1	1	0	0	0	0	15	
	Implement leadership and management guidelines	Guidelines implemented	Implementation report	-	5	1	1	1	1	1	0	
	Enhance administrative skills of High Court leaders (HCAC,PJs, DRs,)	Skills enhanced	No. of sensitisation forums held	-	5	1	1	1	1	1	20	
	Build capacity of LMTs	LMTs capacity built	No. of LMTs facilitated	-	48	48	48	48	48	48	100	
	Implement transfer policy	Policy implemented	Implementation report		5	1	1	1	1	1	0	
	Implement culture and change management strategy	Strategy implemented	Implementation report		5	1	1	1	1	1	100	
	Conduct station peer review forums	Peer review fora held	% of courts holding peer review forums	-	100%	100%	100%	100%	100%	100%	100	

STRATEGY	ACTIVITY	OUTPUT	KEY INDICATOR	BASELINE	5-YR TARGET	ANNUAL TARGETS					COST (KSH MILLIONS)
						2021/22	2022/23	2023/24	2024/25	2025/26	
Mainstream national values, gender and diversity	Sensitise and implement Judiciary Gender Policy	Policy implemented	Reports on implementation of the policy	0	5	1	1	1	1	1	0
	Sensitise and implement Judiciary Sexual Harassment Policy	Sexual Harassment policy implemented	Report on implementation of the policy	-	5	1	1	1	1	1	0
	Sensitise and implement Judiciary Disability Policy	Policy implemented	Report on implementation of the policy		5	1	1	1	1	1	0
	Track implementation of national values	National values mainstreamed	Implementation of report	-	5	1	1	1	1	1	0
	Implement Judiciary Human Resource Policy/Manual	Policy/Manual implemented	Implementation report		5	1	1	1	1	1	0
Objective 5.2: To eradicate corruption and unethical practices											
Implement anticorruption policies and strategies	Disseminate and implement the Judiciary Anti-Corruption Strategy	Strategy disseminated and implemented	No. of reports	-	1	1	1	1	1	1	0
	Undertake corruption risk mapping and implement recommendations	Corruption risk mapping undertaken	No. of mapping reports	-	3	1	0	1	0	1	4.5
			No. of implementation reports		5	1	1	1	1	1	-
Undertake stakeholder sensitisations	Sensitise Judges, judicial officers and staff on respective codes of conduct	Judges, judicial officers and staff sensitised	No. of sensitisation fora	-	15	3	3	3	3	3	50

STRATEGY	ACTIVITY	OUTPUT	KEY INDICATOR	BASELINE	5-YR TARGET	ANNUAL TARGETS					COST (KSH MILLIONS)
						2021/22	2022/23	2023/24	2024/25	2025/26	
Objective 5.3: To establish optimal and motivated staffing levels											
Establish optimal staffing levels	Implement Judiciary Organisational Review report	Report implemented	No. of implementation reports		5	1	1	1	1	1	0
	Define and develop a staff establishment for the High Court	Staff establishment developed	Staff establishment developed		1	1	0	0	0	0	3
	Carry out staff rationalisation	Staff rationalisation carried out	Report on staff rationalisation	-	1	0	0	0	1	0	0
	Develop and implement a succession management policy	Succession management policy developed	Succession management policy document		1	0	0	0	0	0	10

STRATEGY	ACTIVITY	OUTPUT	KEY INDICATOR	BASELINE	5-YR TARGET	ANNUAL TARGETS					COST (KSH MILLIONS)
						2021/22	2022/23	2023/24	2024/25	2025/26	
Incentivise and enhance skills and competencies	Conduct staff skills, competences audit and training needs assessment	Training needs assessment conducted	Training needs assessment reports	-	3	1	0	1	0	1	15
	Undertake staff training and capacity building programs and induction of new staff	Training and capacity building programs undertaken	% staff trained	100%	100%	100%	100%	100%	100%	100%	100
	Develop and implement incentives framework in all stations	Incentives framework developed and implemented	Report	-	1	1	1	1	1	1	10

STRATEGY	ACTIVITY	OUTPUT	KEY INDICATOR	BASELINE	5-YR TARGET	ANNUAL TARGETS					COST (KSH MILLIONS)
						2021/22	2022/23	2023/24	2024/25	2025/26	
Objective 5.4: To provide an enabling work environment											
Provide adequate infrastructure and equipment	Procure vehicles for Judges and court stations	Vehicles procured and allocated	No. of vehicles for Judges	75	100	20	20	20	20	20	900
			No. of vehicles for court stations	0	48	20	20	4	4	-	480
	Implement Judiciary Transport Policy	Policy Implemented	1	100%	100%	100%	100%	100%	100%	100%	0
	Construct judges and staff houses	Houses constructed	2	10	0	2	2	2	2	4	400
		Houses renovated	0	10	0	2	2	2	2	4	150
	Procure furniture and other office equipment	Courts and offices adequately furnished and equipped	% of courts and offices adequately furnished and equipped	-	100%	100%	100%	100%	100%	100%	50
			ICT equipment, computers, printers and accessories	54	270	235	245	255	270	270	637
			No of laptops and computers purchased	260	500	200	100	100	100	100	75
			No of computers purchased	500	500	200	100	100	100	100	70

STRATEGY	ACTIVITY	OUTPUT	KEY INDICATOR	BASELINE	5-YR TARGET	ANNUAL TARGETS					COST (KSH MILLIONS)
						2021/22	2022/23	2023/24	2024/25	2025/26	
Provide a healthy and secure work environment	Install security and screening equipment and CCTV in all court premises.	Security and screening equipment installed	% of courts with security and screening equipment installed	-	100%	100%	100%	100%	100%	100%	50
	Develop and implement occupational health and safety programmes	Programmes developed and implemented	No. of implementation reports	-	1	1	0	0	0	0	2.5
	Provide psychosocial support to Judges, judicial officers and staff	Programmes developed and implemented	No. of implementation reports	-	5	1	1	1	1	1	50
	Conduct safety and health audits	Safety and health audits conducted	No. of audits conducted	-	1	0	0	0	0	1	10
Objective 5.5: To improve financial management											
Enhance financial management and resources mobilisation	Develop and implement resource mobilisation and partnership engagement strategy	Resource mobilisation strategy developed	No. of Implementation reports	-	10	2	2	2	2	2	2.5
	Sensitise Presiding Judges, DRs and staff on financial management and fees assessment	Presiding Judges, DRs and staff sensitised	No. of sensitisation fora	-	3	1	0	1	0	1	20

STRATEGY	ACTIVITY	OUTPUT	KEY INDICATOR	BASELINE	5-YR TARGET	ANNUAL TARGETS					COST (KSH MILLIONS)
						2021/22	2022/23	2023/24	2024/25	2025/26	
Optimise resource utilisation and absorption	Adopt electronic payment systems	Payment systems adopted	No. of implementation report	-	5	1	1	1	1	1	0
	Monitor implementation of the gazetted court fees schedule	Implementation monitored	Implementation report	-	5	1	1	1	1	1	0
	Dispose obsolete and unusable assets and exhibits	Assets disposed	Annual disposal report	-	5	1	1	1	1	1	25

KRA 6: ENHANCED COURT BRAND IMAGE, AWARENESS AND PUBLIC CONFIDENCE

STRATEGY	ACTIVITY	OUTPUT	KEY INDICATOR	BASELINE	5-YR TARGET	ANNUAL TARGETS					COST (KSH MILLIONS)	
						2021/22	2022/23	2023/24	2024/25	2025/26		
Objective 6.1: To enhance awareness and promote Court brand												
Promote Court brand	Develop court branded merchandise	Merchandise developed	Variety of merchandise branded	-	5	5	5	5	5	5	5	5
	Enhance signage Brand stations in corporate colours	Stations branded in corporate colours	No. of stations branded	-	48	8	10	10	10	10	50	50
Enhance publicity of court services	Develop and implement Communication guidelines	Guidelines implemented	Implementation report	-	5	1	1	1	1	1	0	0
	Develop, translate and disseminate IEC materials	IEC materials disseminated	Types of IEC materials disseminated	-	5	5	5	5	5	5	10	10
	Publish the High Court Year Book	Year Book published	No. of Year Books	-	5	1	1	1	1	1	25	25
Objective 6.2: To promote participatory engagement with stakeholders												
Strengthen participatory engagement with stakeholders	Develop and implement publicity and stakeholder engagement framework for the court	Framework developed and implemented	Framework implemented	-	1	0	1	0	0	0	6	6
	Establish Court User Satisfaction levels /feedback and implement recommendations	Court User Satisfaction report	No. of implementation reports	-	20	4	4	4	4	4	6	6

STRATEGY	ACTIVITY	OUTPUT	KEY INDICATOR	BASELINE	5-YR TARGET	ANNUAL TARGETS					COST (KSH MILLIONS)
						2021/22	2022/23	2023/24	2024/25	2025/26	
Conduct stakeholder engagement	Engage public on print, electronic and social media, public Baraza, social gatherings	Public engaged	No. of platforms		4	4	4	4	4	4	10
	Conduct and participate in Trade Fairs, corporate Open Days and Open Days	Trade Fairs, corporate and Open Days organised	No. of fora	0	20	4	4	4	4	4	20
	Translate service delivery charter into Kiswahili and other local languages	Service Delivery Charter Translated	Translated versions	1	3	0	1	0	1	1	5
	Sensitise public on feedback and complaints handling mechanisms	Sensitised public	No. of sensitisation reports	0	48	48	48	48	48	48	5


APPENDICES

No.	HIGH COURT STATION	SUPERVISING	COUNTY
1.	Bomet	Bomet Law Courts Sotik Law Courts	Bomet
2.	Bungoma	Bungoma Law Courts Webuye Law Courts Kimilili Law Courts Sirisia Law Courts	Bungoma
3.	Busia	Busia Law Courts Port Victoria Law Courts Malaba Law Courts	Busia
4.	Chuka	Chuka Law Courts Marimanti Law Courts	Tharaka Nithi
5.	Eldoret	Eldoret Law Courts Tinderet Law Courts	Uasin Gishu
		Kapsabet Law Courts Kabiyet Law Courts Kaptumo Law Courts	Nandi
		Iten Law Courts	Elgeyo Marakwet
6.	Embu	Embu Law Courts Runyenjes Law Courts Siakago Law Courts	Embu
7.	Garissa	Garissa Law Courts	Garissa
		Wajir Law Courts	Wajir
		Mandera Law Courts	Mandera
8.	Garsen	Garsen Law Courts Hola Law Courts	Tana River
		Lamu Law Courts Mpeketoni Law Courts	Lamu
9.	Homa-Bay	Homa-Bay Law Courts Mbita Law Courts Oyugis Law Courts Ndhiwa Law Courts Kendu Bay Law Courts	Homa-Bay
10.	Kabarnet	Kabarnet Law Courts Eldama Ravine Law Courts Marigat Law Courts	Baringo
11.	Kajiado	Kajiado Law Courts Loitoktok Law Courts Ngong Law Courts	Kajiado

No.	HIGH COURT STATION	SUPERVISING	COUNTY
12.	Kakamega	Kakamega Law Courts Mumias Law Courts Butere Law Courts Butali Law Courts	Kakamega
		Vihiga Law Courts (Remove) Hamisi Law Courts	Vihiga
13.	Kapenguria	Kapenguria Law Courts	West Pokot
14.	Kericho	Kericho Law Courts	Kericho
15.	Kerugoya	Kerugoya Law Courts Baricho Law Courts Gichugu Law Courts Wang'uru Law Courts	Kirinyaga
16.	Kiambu	Kiambu Law Courts Kikuyu Law Courts Limuru Law Courts Githunguri Law Courts Thika Law Courts Gatundu Law Courts Ruiru Law Courts	Kiambu
17.	Kitale	Kitale Law Courts	Trans Nzoia
18.	Kisii	Kisii Law Courts Ogembo Law Courts Etago Law Courts	Kisii
19.	Kisumu	Kisumu Law Courts Winam Law Courts Maseno Law Courts Nyando Law Courts Tamu Law Courts	Kisumu
20.	Kitui	Kitui Law Courts Mutomo Law Courts Mwingi Law Courts Kyuso Law Courts Zombe Law Courts	Kitui
21.	Kwale	Kwale Law Courts Msambweni Law Courts	Kwale
22.	Lodwar	Lodwar Law Courts Kakuma Law Courts	Turkana
23.	Machakos	Machakos Law Courts Kithimani Law Courts Kangundo Law Courts Mavoko Law Courts Masinga Law Courts Wamunyu Law Courts	Machakos

No.	HIGH COURT STATION	SUPERVISING	COUNTY
24.	Makueni	Makueni Law Courts Tawa Law Courts Kilungu Law Courts Makindu Law Courts Matiliku Law Courts Kikima Law Courts	Makueni
25.	Malindi	Malindi Law Courts Kilifi Law Courts Kaloleni Law Courts Mariakani Law Courts	Kilifi
26.	Marsabit	Marsabit Law Courts Moyale Law Courts	Marsabit
27.	Meru	Isiolo Law Courts Garbatulla Law Courts	Isiolo
		Meru Law Courts Nkubu Law Courts Maua Law Courts Tigania Law Courts Githongo Law Courts	Meru
28.	Migori	Migori Law Courts Rongo Law Courts Kehancha Law Courts	Migori
29.	Mombasa	Mombasa Law Courts Shanzu Law Courts Tononoka Children's Court	Mombasa
30.	Murang'a	Murang'a Law Courts Kangema Law Courts Kigumo Law Courts Kandara Law Courts Kenol Law Courts	Murang'a
31.	Nairobi	Milimani Law Courts City Court Milimani Commercial Courts Makadara Law Courts Kibera Law Courts JKIA Law Courts Kasarani Law Courts	Nairobi
32.	Naivasha	Naivasha Law Courts Engineer Law Courts	Nakuru
33.	Nakuru	Nakuru Law Courts Molo Law Courts	
34.	Nanyuki	Nanyuki Law Courts Rumuruti Law Courts	Laikipia
		Maralal Law Courts	Samburu

No.	HIGH COURT STATION	SUPERVISING	COUNTY
35.	Narok	Narok Law Courts Kilgoris Law Courts	Narok
36.	Nyahururu	Nyahururu Law Courts Ol-Kalou Law Courts	Nyandarua
37.	Nyamira	Nyamira Law Courts Keroka Law Courts Borabu Law Courts Manga Law Courts	Nyamira
38.	Nyeri	Nyeri Law Courts Othaya Law Courts Karatina Law Courts Mukurwe-ini Law Courts	Nyeri
39.	Siaya	Siaya Law Courts Bondo Law Courts Ukwala Law Courts Usingu Law Courts Madiany Law Courts	Siaya
40.	Voi	Voi Law Courts Taveta Law Courts Wundanyi Law Courts	Taita Taveta
41.	Vihiga	Vihiga Law Courts Hamisi Law Courts	Vihiga



Registrar, High Court
Milimani Law Courts
P.O. Box 30041-00100
Nairobi, Kenya

Email: registrarhighcourt@court.go.ke

www.judiciary.go.ke