JUDICIARY

REPUBLIC OF KENYA

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THE ICT MASTER PLAN
Enabling Justice through ICT

2018 -2022

Sustaining Judiciary Transformation

JUDICIARY ICT MASTER PLAN

2018 - 2022

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FOREWORD

The Judiciary Transformation Framework (JTF) 2012 - 2016 heralded the birth of a new functional,people focused Judiciary. We sought to have, an institution that is transformativein its leadership and organization, adequate in its infrastructure and one that harnesses technology to enable it deliver its core mandate.

The JTF therefore identified Information Communication Technology (ICT) as a pillar of the Judiciary transformation agenda and appreciated it as a tool with potential to improve administration of justice as a cross-cutting resource in all other facets of transformation.

The Judiciary Strategic Plan 2014 – 2018, on the other hand, identified poor physical and ICT infrastructure as well as the slow pace of embracing technology, low quality of technology infrastructure and low levels of innovation and availability of technological solutions as issues that impeded the Judiciary's effective service delivery.

The plan, building on the foundation of the JTF outlines Information Communication technology as Key Result Area to provide the Judiciary with the desired technology for the Administration of Justice. The KRA 9 in the strategic plan is cascaded to a more specific detail in this ICT Master Plan 2018 – 2022

It is more than a year since I took over as Chief Justice of the Republic of Kenya. This document comes at a time when the Judiciary is experiencing tremendous change in the way it delivers its services to the people. Let me reiterate that real transformation of the Judiciary will only be achieved if the citizen experiences a qualitative difference in the services we offer to them.

To drive this change I launched a new blueprint in January 2017 to sustain the transformation efforts initiated earlier. As one of the key reform, Sustaining Judiciary Transformation: A New Service Delivery Agenda blueprint emphasizes the improvement in the speed and quality of service delivery in the Judiciary through increasing efficiency and effectiveness at individual and system levels.

Indeed the Judiciary has reached a critical turning point to layout a clear roadmap to adopt new technologies as a way of embarking on a comprehensive digital strategy to automate court process and deliver judicial services efficiently and effectively. This document was born from the desire to shift Judiciary efforts towards quality service delivery.

The new Judiciary Digital Strategy imbedded in my four-yearservice delivery plan focuses on five areas to give attention: Judicial Operations Support Systems, Court Management Systems, EnterpriseResource Planning, Document and Archive Management and ICT Infrastructure.

I recognize that the Integrated Court Management Committee (ICMSC) is the formal technology adoption advisors that will be charged with specifically providing the ICT needs of the Judiciary as a whole. The Committee has reviewed reports and developed this document to guide the process of adoption of technology in the institution. This plan is no more or less than a vision of what the Judiciary is and what it can be.

This plan is an important document that outlines the foundation that will ensure that the Judiciary has the necessary systems, technology and infrastructure that shall facilitate expeditious delivery of justice, better access to judicial information, accelerated court processes, operational public information and communication structures within a secure environment. For the successful implementation of this plan, the Judiciary will partner with the executive, legislature, private sector, donors and development partners to fund flagship projects earmarked for implementation during the period.

I urge all stakeholders to be committed and to play their roles diligently to ensure successful implementation of this ICT Master Plan for the benefit of the recipients of our services.

HON. JUSTICE D. K. MARAGA, EGH
CHIEF JUSTICE AND PRESIDENT, THE SUPREME COURT OF KENYA

PREFACE

The ICT Master Plan 2018– 2022 is motivated by the desire, we have as an institution to further the evolution of the core function of the Judiciary, improving delivery of Justice to the citizens by embracing modern and appropriate technology. The Judiciary as an arm of government requires a strategic intervention to deliver on automation of the judicial process. It is a product of a highly consultative process that involved all the implementing units. The plan builds on the foundation of the Judiciary Transformation Framework 2012 – 2016, Judiciary Strategic Plan 2014 – 2018 and above all, sustaining the Judiciary Transformation: A Service Delivery Agenda 2017-2021 blue print. This plan is structured into 5 chapters with four thematic areas namely; towards the apparition of a strategic enabler, by use of technology, delivering an electronic Judiciary (e-Judiciary) environment through developing digital systems for the administration of justice known as the Integrated Court Management System (ICMS).
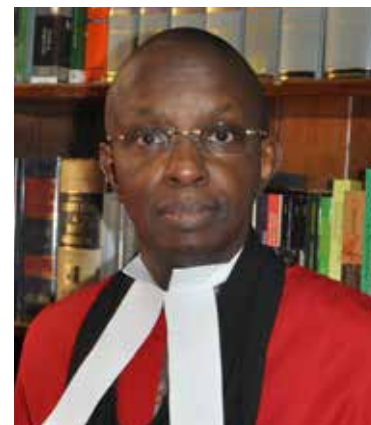
The main objective of this plan is to establish internal efficiencies in the Judiciary by ensuring that relation of technology with the Judges, Magistrates and Staff, develop synergies and harmony to work together and build an institutional framework for actualization of ICT. To achieve this goal, this plan has focused on four key objectives aligned to the four thematic areas namely; the e-Judiciary, Integrated ICT Infrastructure, Human Resource Capacity and Change Management and aLegal Framework, all aimed at developing a robust integrated court management system.

Most important is our commitment tothe quality of the court process. The ICT Master Plan vision is to provide clear actionable targets and assign responsibilities to the entire institution to implement an ICT system that is collaborative and inclusive. All users and stakeholders are required to play their role in delivering on an ICMS for the Judiciary.

To fully implement this master plan, it iscrucial that all stakeholders take their role seriously to provide the ICMS committee with the necessary support. I would also like to take this opportunity to thank all the members of the committee and the various implementing units who made it possible to have this plan developed. Technology is a powerful tool that if deployed appropriately and bound in the administration of justice will improve efficiency, effectiveness, and transparency in the

Judiciary. The ICT master plan will establish strong foundations for the Judiciary to serve its citizens and general public with utmost confidence and transparency.

HON. JUSTICE GATEMBU KAIRU

JUDGE OF APPEAL AND CHAIRPERSON,

INTEGRATED COURT MANAGEMENT SYSTEM COMMITTEE

ACKNOWLEDGEMENT

The collective and highly consultative process began in February 2016 when I appointed the ICT Master Plan Committee. The development of this plan has seen quite a number of stakeholders come on board to play a critical role to ensure that it is completed. It is imperative to commend everyonewhose contribution led to the birth of this document.

I would like to express my deepest appreciation to all those who made the development of this ICT Master Plan 2018 – 2022 possible. Special gratitude goes to the Chairman of the ICMS Committee, Court of Appeal Judge, Hon. Justice Gatembu Kairu and his predecessor Hon. Justice Richard Mwongo, whose roles led to triggering the agenda for the development of an ICT Master Plan for the Judiciary. I cannot express sufficientgratitude to the ICMS committee members for their dedication and hardwork towards developing and actualizing this plan.

Without generous support of the United Nations Development Program (UNDP), the document wouldhave lack the critical stakeholder forums that added value to it. The organizationhas always been very responsive in providing necessary financial support.

My office wishes to express deep appreciation to all those who played a role in preparing the plan. In particular, the ICMS committee for its goodwill and supportthatprovided strategic leadership during the creation of this master plan. The ICT Master Plan Committee coordinated the stakeholder forums among the implementing units to ensure that the plan has all the user inputs. I thank the Judiciary Management for the directions and oversight review of the plan during the validation workshops as well as Registrars and Directorates for availing representatives who gave their valuable time and input to the document. I commend the Judiciary Training institute (JTI) for its valuable partnership and facilitation for the forums. Lastly, I commend all ICT officers for the in-depth presentations and sacrifices made during the creation of this document.

HON. ANNE A. AMADI, CBS
CHIEF REGISTRAR OF THE JUDICIARY

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LIST OF ACRONYMS

BCP: Business Continuity Plan

BPR: Business process reengineering

CBK: Central Bank of Kenya

CCTV: Closed Circuit Television

CMS: Case Management System

CRTS: Court Recording and Transcription System

CTS: Court Transcription System

DBS: Directorate of Building Services

DCRT: Daily Court Returns Template

DICT: Directorate of Information Technology

DVMS: District Vote Book Management System

ERP: Enterprise Resource Planning

FLSTAP: Financial and Legal Sector Technical Assistant Program

GCCN: Government Core Connectivity Network

GIZ: German Development Agency

GUMs: Government Unified Messaging System

HRMIS: Human Resource Management Information System

ICMS: Integrated Court Management System

ICT: Information and Communication Technology

IFMIS: Integrated Financial Management Information System

IP: Internet Protocol

IPMAS: Integrated Performance Management and Appraisal System

ISP: Internet Service Provider

ITAMS: Information Technology Asset Management System

JATS: Judiciary Automated Transcription System

JBCP: Judiciary Business Continuity Plan

JCP: Judiciary Contingency Plans

LIST OF ACRONYMS

JFMIS: Judiciary Financial Management Information System

JSC: Judicial Service Commission

JTF: Judiciary Transformation Framework

KENGEN: Kenya Generation Company

KPLC: Kenya Power and lighting Company

KRA: Kenya Revenue Authority

LAN: Local Area Network

LCMS: Legal Case Management System

MTP: Medium Term Plan

NCAJ: National Council on Administration of Justice

NCLR: National Council for Law Reporting

NHIF: National Health Insurance Fund

NOFBI: National Optical Fibre Backbone Infrastructure

OCJ: Office of the Chief Justice

OCRJ: Office of the Chief Registrar of the Judiciary

OLA: Operational Level Agreement

PMD: Performance Management Directorate

PMMSC: Performance management and Measurement Steering Committee

PMMU: Performance Management and Measurement Understanding

QMS: Queue Management System

SJT: Sustaining Judiciary Transformation

SLA: Service Level Agreement

SMS: Short Messaging Service

SOP: Standard Operating Procedures

TSC: Teachers Service Commission

UAT: User Acceptance Testing

LIST OF ACRONYMS

USAID: United States Agency for International Development

VPN: Virtual Private Network

WAN: Wide Area Network

WIFI: Wireless Technology

WLAN: Wide Local Area Network

DEFINITION OF TERMS

Foundation: A foundation (or, more commonly, base) is the element of an architectural structure which connects it to the ground, and transfers loads from the structure to the ground.

Pillar: A supporting, integral, or upstanding member or part

Intranet: a private network accessible only to an organization's staff

Flagship: A company's core product or service which is most recognizable by the public and embodies the expertise, values and product line of the business.

Project: A project consists of a temporary endeavour undertaken to create a unique product, service or result.

Re-engineering: Business process reengineering (BPR) is the analysis and redesign of workflows within and between enterprises to optimize end-to-end processes and automate non-value-added tasks.

E-judiciary: Electronic Judiciary

E-case: Electronic Case

Audio Visual: designed to aid in learning or teaching by making use of both hearing and sight.

Queue management system: A queue management system is used to control

Queues: Queues of people form in various situations and locations in a queue area.

Masterplan: A master plan is a blueprint for the future.

Governance: Establishment of policies, and continuous monitoring of their proper implementation, by the members of the governing body of an organization. It includes the mechanisms required to balance the powers of the members (with the associated accountability), and their primary duty of enhancing the prosperity and viability of the organization.

EXECUTIVE SUMMARY

This ICT Master Plan 2018– 2022 has been developed through consultations with multiple stakeholders and involved the review of previous ICT strategic draft plans developed in the Judiciary, review of the Judiciary Transformation Framework (JTF), Strategic Plan (SP), the National ICT Master Plan and the blueprint on Sustaining Judiciary Transformation (SJT).

The purpose of this Master Plan is to have all ICT projects and developments within the Judiciary aligned to the priorities as outlined in the Judiciary Strategic Plan 2014-2018 and SJT (2017-2021) and aims at automating the Judiciary processes. The Judiciary Strategic Plan points out that ICT has enormous potential to provide a quantum leap in the administration of justice. It states that properly harnessed and deployed ICT infrastructure will augment efficiency and effectiveness of both back office and court processes and thus facilitate speedier trials.

This Master Plan has three components namely: The Foundations, Pillars and the key flagship projects. The foundations are built by the ICT Infrastructure Development, Human resource and change management as well as legal, policy and institutional framework. The Pillars are the e-Court System, Enterprise System and Collaboration System ICT. The foundation and pillar have identified over 30 ICT projects and prioritised six (6) projects known as the Flagship projects. The projects are; The Court Management System (CMS), the Court Transcription System(CTS), the Integrated Financial Management System(IFMS), the Human resource and performance management, the ICT Connectivity Infrastructure, the Judiciary Intranet to improve internal communication.

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Chapter

1

Background

1.1 Background

> **This Master plan seeks to integrate ICT governance in the Judiciary as well as ensure that its investments are designed to maximize value for money."**

The rapid development of technology opens new opportunities that were unthinkable only a few years ago. Around the world, several statutory reforms have been introduced to allow the use and the exchange of electronic data and documents within national judicial systems as well as between them and with supranational courts. The availability of web services, the possibility of consulting on-line legislation and case law, the use of electronic filing, the electronic exchange of legal documents, are some examples that are spurring judicial administrations around the world to rethink their current functions and activities. Information Communication Technology enhances efficiency, accessibility, timeliness, transparency and accountability, helping Judiciaries to provide adequate services.

New possibilities are emerging for integration and automation of court procedures and practices. In addition, the use of the Internet opens the Judiciary to the public, providing both general and specific information on its activities thereby increasing legitimacy.

The Judiciary has identified ICT as a strategic cog in the delivery of justice. The Strategic alignment of the ICT function to achieve goals and objectives of the organization is fundamental in the realization of Judiciary's transformation. This Master plan seeks to integrate ICT governance in the Judiciary as well as ensure that its investments are designed to maximize value for money.

1.2 Policy and Legal Framework

The Judiciary ICT Masterplan is prepared within the letter and spirit of policy and legal documents that include; the Constitution and Kenya, the Kenya Vision 2030 and its second Medium Term plan (2013-2018), the Judiciary Strategic Plan 2014-2018 and the Sustaining Judiciary Transformation (2017-2021) blueprint.

1.2.1 Constitution of Kenya

Kenya enacted a new Constitution in 2010 that brought forth significant changes to the political system and governance in Kenya that included expanded human rights and fundamental freedoms, among other changes. The Constitution envisaged an enhanced, efficient and effective service delivery through the application of user friendly ICT solutions and platforms. As the sole custodian of the Constitution, it is imperative that the Judiciary takes a leading role in integrating ICT into its systems and process.

1.2.2 Kenya Vision 2030

The Vision 2030 blueprint underscores universal access to ICT as a major thrust to making Kenya to a middle-income country and guaranteeing high quality of life for all its citizens. ICT is identified as one of the foundations on which the Vision is built and a critical tool in achieving a knowledge-based economy that will shift the industrial development path towards innovation. The second Medium Term Plan (MTP) 2013-2018 prioritises upgrading the national ICT infrastructure, improving public service delivery, developing the ICT industry and upgrading ICT capacity. Among key projects in the MTP is the development and deployment of an electronic case management system, an integrated document management system, audio-visual recording and transcription of court proceedings.

1.2.3 Judiciary Strategic Plan, 2014-2018

The Judiciary Strategic Plan (JSP) identifies ICT as a distinct Key Result Area with two (2) strategies and several strategic objectives. The first strategy is building capacity of judicial officers and staff on application of ICT. It emphasises the need for an ICT policy and procedures and equipping judicial officers and employees with the right tools and knowledge. The second strategy focuses on establishing and strengthening reliable ICT infrastructure and application. The Plan emphasizes the development of an integrated approach to the implementation of ICT projects in the Judiciary. It further appreciates that large ICT projects will be implemented as a series of prioritized sub-projects that will enable earlier realization of service improvements.

> **ICT is identified as one of the foundations on which the Vision is built and a critical tool in achieving a knowledge-based economy that will shift the industrial development path towards innovation."**

1.2.4 Sustaining Judiciary Transformation (2017-2021)

The Judiciary Service delivery agenda blueprint identifies ICT as an enabler in the delivery of Justice. The successful ICT operations as outlined in the SJT under the Judiciary Digital Strategy (JDS) will have a significant effect in improving services to all stakeholders in the justice system. Notable success in implementation of ICT related projects include Judiciary Transcription System of the High Court's Commercial and Tax Division that has improved the management of proceedings, Judiciary e-diary system that has enabled litigants to continually take hearing dates. The Queue Management system (QMS) has improved service delivery in Milimani High Court divisions while introduction of the Judiciary Financial Management System has improved financial processes in many courts.

Under the Judiciary Digital Strategy, ICT systems will be implemented under five programmes namely; Judiciary operations support system that will include a new email system and online date tracking, Court Management system that will include court operation re-engineering, enterprise resource planning that involves all administrative operation; digitization of the court filling and proceedings as well as Improved ICT infrastructure such us provision of Internet connectivity to all courts.

1.3 ICT Planning in the Judiciary

The Judiciary has developed and overseen implementation of two (2) ICT strategic plan documents over the period 2011 – 2016. The first ICT strategic plan covered the period 2011 to 2013, while the second, 2012 to 2016.The first strategic plan identified ICT initiatives necessary for the automation of the Judiciary processes. The initiatives included the court case management system, telepresence system for court of appeal, and the digitization of court records. However, sustainability of most of these initiatives was lacking and hence the failure to proceed with implementation.

The second Strategic Plan was aligned to the Judiciary Transformation Framework 2012 – 2016. The plan described an e-Judiciary framework that partly guided the development of several key ICT initiatives.

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The Queue Management system (QMS) has improved service delivery in Milimani High Court divisions while introduction of the Judiciary Financial Management System has improved financial processes in many courts."

1.4 ICT Master Plan Foundations, Pillars and Flagship projects

This plan outlines in detail the ICT Masterplan (2018-2022) for the institution. The main objective of this Master Plan is to develop an Integrated Court Management System (ICMS) The Masterplan has outlined three pillars, namely; Pillar 1 - E-Court Systems, Pillar 2 - Enterprise Systems – ERP and Pillar 3 - Communication and Collaboration Systems to be integrated to form the ICMS. These pillars are anchored on three foundational programs namely; ICT Infrastructure, Human Resources Development& Change Management, and the Legal and Organizational Framework. Each of the foundation and pillars has identified key flagship projects to be undertaken.

Figure 1: Illustration of the ICT masterplan
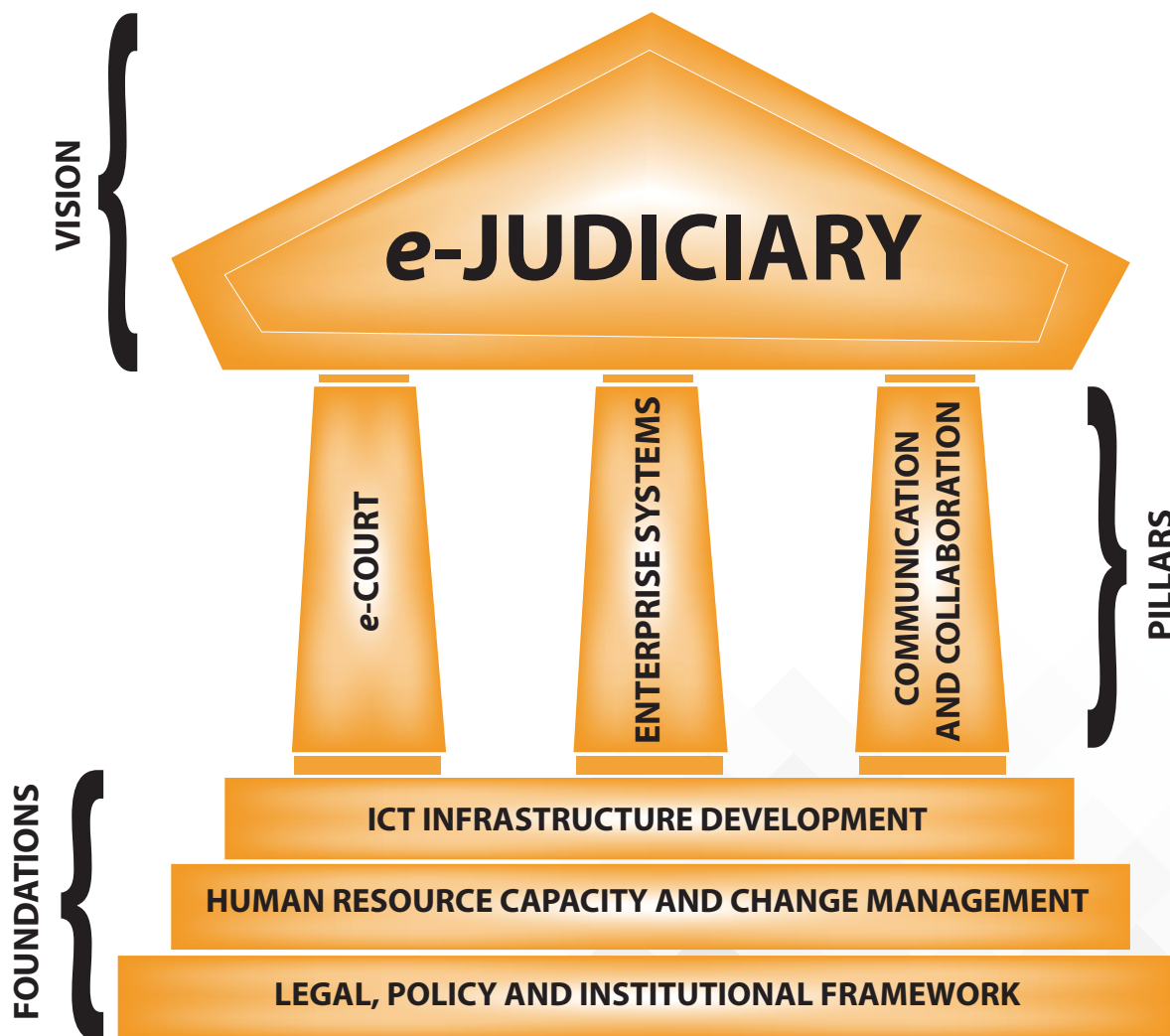
1.5 Judiciary Integrated Court Management Systems Architecture

The Judiciary will manage and track all activities in day to day functions to develop the e-Judiciary Portal. The e-Judiciary portal shall have various components that will need to be implemented as projects to complete the Integration of the Court Management System compatible across various functions.

The success to achieve a comprehensive e-Judiciary will be premised on the productivity and reliability of ICT projects. An integrated approach to implementation of these projects will be encouraged. However, associated risks relating to execution of large-scale projects may delay and hinder actualisation of these projects. To mitigate these, large ICT projects will be implemented as a series of prioritised sub-projects to enable speedy realisation of service improvements. Similarly, the envisaged Integrated Court Management System will be implemented in phases. In this way, it will gradually accommodate additional components and functionalities. This will be in a platform that is to achieve the development of an Integrated Court Management System, various projects as illustrated below;

Figure 2: Illustration of the Judiciary Enterprise Architecture
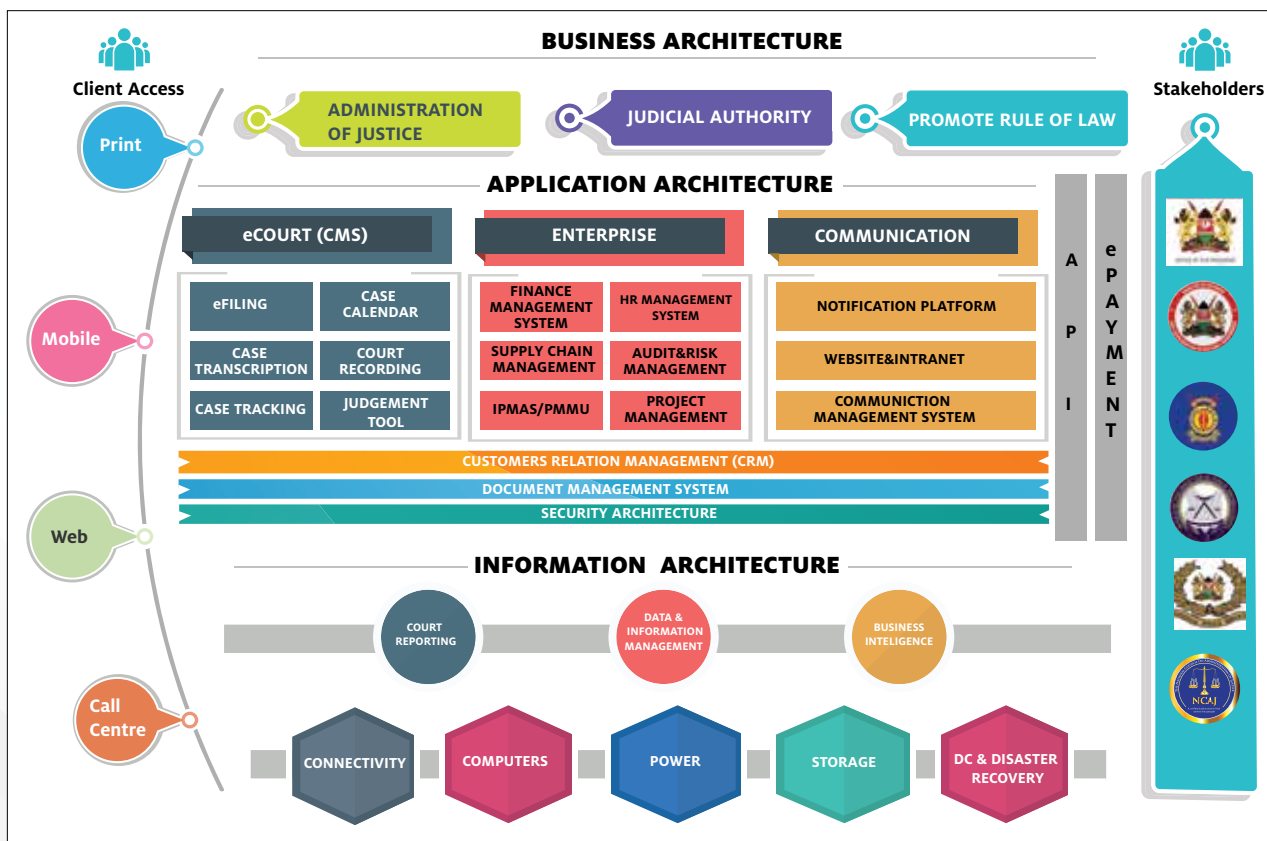
Chapter

2

Pillar One: E-Court Systems

1.1 Introduction

The Sustaining Judiciary Transformation expounds on the digital strategy that is citizen-centric and provides for automation of case management, court transcription, Enterprise Resource Planning, Document Management and ICT infrastructure. The Judiciary Transformation Framework had identified ICT as an enabler to delivery of justice and committed to transforming it to an e-judiciary. Similarly, the Judiciary Strategic Plan (2014 –2018) under Key Result Area Nine (9) outlined plans to develop an electronic Judiciary system. These systems envision the development of a comprehensive electronic court.

> **The envisaged E-court will leverage on ICT in enhancing processes in the administration of justice."**

The envisaged E-court will leverage on ICT in enhancing processes in the administration of justice. The main purpose is to achieve expeditious delivery of justice, transparency and accountability. The use of ICT in the judicial system will significantly accelerate the dispensation of cases hence benefit actors in the justice sector.

1.2 Situation Analysis

The Judiciary has made efforts geared towards attaining an e-institution by developing various applications to improve the management of the administrative and court systems. These efforts have had little success as the Judiciary had not defined the bigger picture in terms of scope of a comprehensive e-court. Further, the Judiciary has over the years developed and implemented court management systems to automate court processes. The initiatives were intended to manage registries, courtrooms and court calendars. The systems include the Judiciary Automated Transcription System (JATS), Legal Case Management System (LCMS), Judiciary Service Desk (Ombudsman), The Daily Court Returns Template (DCRT) and Electronic Diary, among other initiatives as highlighted below;

a) Daily Court Returns Template (DCRT)

The DCRT is a tool that captures daily activities and outcome in courts. The tool is widely used to address case management. This is an initiative by the Performance Management Directorate supported by the Judicial Performance Improvement Project (JPIP) to address data management. The tool provides performance indicators and reports based on cases initiated by all courts. The project provided a baseline of management for data in the Judiciary and is the foundation of the Performance Management and Measurement Understanding (PMMU). Further, it provides the Judiciary with a performance management framework for courts and employees to sign up for the performance-based management programme. However, the DCRT faced a challenge generating reports. This provided an impetus to develop an improved tool - the Integrated Performance Management and Appraisal System (IPMAS) that will fully automate the performance management function.

b) Legal Case Management System

The Eldoret Legal Case Management System was developed by the National Council for Law Reporting (NCLR) with support from the USAID to automate the registry at the court. The system is based on open source software development tools. It is operational in Eldoret, Kapsabet, Mombasa Magistrates' Courts Kaloleni, Tononoka law Courts and Shanzu Law Courts. Kabarnet, Eldama Ravine, Nyamira law courts also developed their own case management systems known as Courtside Case Management System. These however did not provide the user and Court Station with the much-needed reports and information to make decisions on the management of cases. The system did not have a citizen focused agenda thus having little impact on the citizens. In addition, the system did not consider the detailed procedures of the courts. This has presented different procedures for each court station, which is not be feasible for the Judiciary. The lesson learnt is that the system must be designed with standard requirements to replicate it in all court stations.

c) Judiciary Automated Transcription System

The management of court proceedings is an important component of an integrated solution for the courts. This component provides

> **"The DCRT is a tool that captures daily activities and outcome in courts. The tool is widely used to address case management. This is an initiative by the Performance Management Directorate supported by the Judicial Performance Improvement Project (JPIP) to address data management."**

for recording and transcription of the court proceedings. In 2013, the Judiciary initiated implementation of the system in the Supreme Court, four (4) Court Rooms at the Court of Appeal and 30 Court Rooms at the High Court and Magistrate Court in Milimani. This was supported by the Financial and Legal Sector Technical Assistant Program (FLSTAP) but did not provide the courts with the solution due to lack of adequate stakeholder engagement about user requirements. However, in June 2015 the Integrated Court Management System Committee (ICMS) that is mandated to oversee the adoption of technology at the Judiciary recommended that the Directorate of ICT review the solution and operationalize it. A pilot project was then initiated in two (2) Courtrooms at the Commercial Division, Milimani Law Courts with existing infrastructure from previous projects with the assistance of the International Development Law Organisation (IDLO). The ICMS, DICT and the commercial division carried out various stakeholder engagements and developed Standard Operating Procedures (SOP) that provides the operating rules and timelines necessary for availing the expected outputs. This project commenced in February 2016 and was launched on May 6, 2016. The key lessons learnt have indicated that there is need for the Judiciary to evaluate its legal provisions, processes and procedures specifically in generating transcripts to adopt this technology in court.

d)   Electronic Diary at Nairobi High Court Divisions

The Judiciary Electronic Diary is a management information system that addresses the challenges experienced by the manual date fixing process by introducing a new electronic solution of generating the cause list. The electronic diary system incorporates different interfaces that assist the court assistants and administrators to update case dates. The Office of the Registrar High Court developed the solution internally with the technical assistance of the Directorate of ICT. The project was funded by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and the pilot was commissioned on May 6, 2016.

The Judiciary Electronic Court Diary has been developed to provide a central repository for allocation of dates for cases. The diary aims at simplifying, enhancing and streamlining the management process of date allocation to provide a reliable platform that can allow users to pick future dates. This project provided the Judiciary with key lessons on areas critical for developing a reliable case management system. The implementation of e-Diary in the pilot project identified Bring Ups, Case

The Judiciary Electronic Court Diary has been developed to provide a central repository for allocation of dates for cases.”

Tracking, Case Allocation, Date Management and other court processes to be automated. The pilot phase will provide details for building the foundation of the comprehensive case management system for the Judiciary.

e)   Other Court Function Initiatives

Other initiatives that have been developed to enhance the services at the court are;

1) Judiciary Court of Appeal Bench Empaneling System developed in 2015

2) Sexual Offenders Register developed in 2016

3) Courtside Case Management System by the Court Users Committee

1.3 Challenges and Emerging issues

The implementation and adoption of ICT solutions mentioned above have faced numerous challenges that need to be addressed. They include;

1)   Lack of clear ICT Project Management Structures

2)   Lack of documentation on project scope and software documentation

3)   Lack of required skills and expertise to develop and operationalize complex ICT projects

4)   Inadequate training of users in the courts.

5)   Lack of policies and procedures to guide the implementation of the projects

6)   Change management issues in adopting automation due to unstructured stakeholder engagements

7) Lack of ICT infrastructure in majority of the court stations to deploy the system

Figure 3: Illustration of E-Court programs and projects
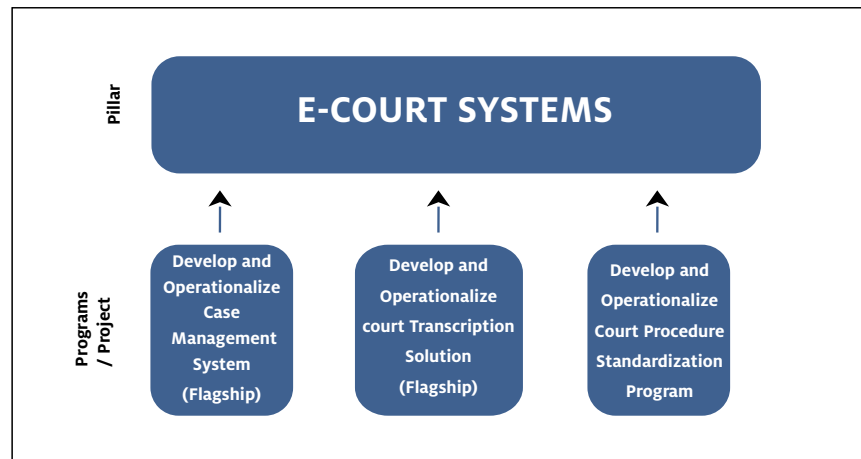
1.4 E-Court Systems Flagship Projects

There are two main flagship projects in this pillar that are expected to be implemented in the next five (5) years. These projects will bring together all implementing units including Judges, Magistrates and staff in realising the objectives of the projects. The project will transform the Judiciary processes, services management, and improve access to information and service delivery. The development and implementation of an Integrated Court Management System aims at integrating multiple functional areas and systems into a single coherent system. This will improve information sharing and case management across the administrative and judicial system, replacing incongruent and aging legacy systems that are no longer considered workable for delivery of justice. To achieve the implementation of an e-Court system, this master plan has outlined two (2) flagship projects to be implemented in phases. These projects will steer the Judiciary into the digital future that will transform the institution to a regional Judiciary techno hub and raise the countries competitiveness that aligns the country with the vision 2030.

2.4.1 Case Management System Flagship Project

The primary focus of the Case Management System will be to serve Judiciary functions core to the operation of the courts. The system will integrate all case types and provide a central information portal. This will provide an efficient and effective exchange, retrieval and access of information by clients. The CMS will enable Judiciary manage cases efficiently, evaluate performance and monitor resources. In addition, a modern case management system provides the foundation for an e-filing system.

Figure 4: Illustration of Case Management System for e-court Portal Clients
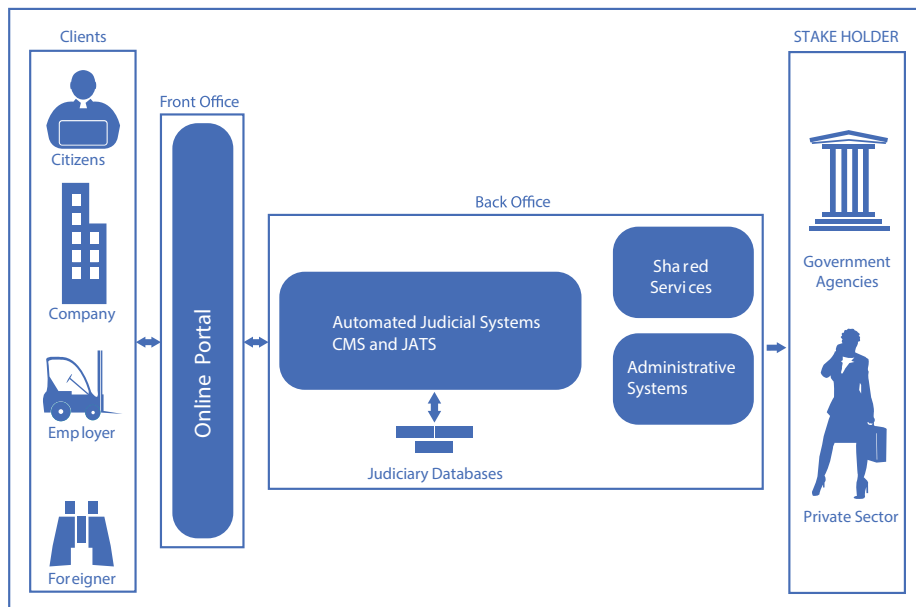
The implementation of this project will be delivered in two phases over the next five (5) years. The system will be built up from legacy system developed in the Judiciary with clear user resource requirement documentation during the initiation stages. The first phase will deliver the CMS in the Supreme Court, Court of Appeal, High Court and Magistrates court in 45 locations. All stakeholders will contribute towards the requirements of the system. To achieve a successful case management, the Judiciary will require skilled human resource with clear reporting lines, coordinated financing plan of the project and approval by management. Consultations will be held with Judges, Magistrates, Registrars, Directors, Court Administrators and other stakeholders at the initiation stages before the project is executed. The system will deliver on the core function of the Judiciary and enhance efficient data entry, retrieval and accessibility. Functional areas that shall be implemented

in this program include;

1) Case Registration

2) Electronic Filing

3) Court Fee Assessment and Fines

4) ePayment gateway

5) Case Tracking, Calendar (e-Diary/Cause List) and Notification Module

6) Case Allocation Management Module

7) Case Transcription and Judgment Management Module

8) Court Document Management Module

9) Case Library Management Module

10) Court Room Management Module

The implementation of this project will adhere to stipulated project cycle - project initiation, project planning, project execution, project monitoring and evaluation and project closure.

Table 1: Timelines for roll-out of Court Management System

SN	Financial Year	No. of Courts	Courts/Court Rooms
1	2016/17	2	Courts Stations in Nairobi
2	2018/19	45	Replication to all Courts
3	2019/20	126	Improvement of CMS functionality
4	2020/20	126	Integration of CMS functionality
5	2021/22	126	Sustaining and Technology Refresh

2.4.2 Court Recording and Transcription Solution Flagship Project

The Court Recording and Transcription System (CRTS) will be an integrated system to facilitate the digital audio and video recording of court sessions and the preparation of transcripts. The Judiciary will require developing a clear scope of work that is required to fully operationalize the transcription solution. The proposal envisages deploying the Court Transcription Solution in three phases in a span of four years. Phase one targets 78 Courtrooms that include one (1) Supreme Court, two (2) Court of Appeal, 55 in Milimani Law Courts, and

20 courts around the country in the financial year, 2017/2018. Phase two targets 300 Court rooms in the financial year, 2018/2019 while phase three targets another 300 Court rooms in the financial year 2019/2020.

The scope of a transcription solution can be grouped in the following modules

1) Court Audio and Video Recording Module

2) Court Audio and Video Control Module

3) Court Audio and Video Conferencing Module

4) Court Audio and Video Content Management Module

5) Court Transcription Module

6) Court Transcription Document Content Management Module

7) Court Control Room Management Module

The transcription solution will have the following components; Court Room, Judges and Magistrate Chamber, ICT Monitoring and Audio-Visual Control, Transcription and the Operating Procedures. The Judiciary will first adopt a model that will work for the institution to accommodate Laws and Regulations, courts Human Resource Structure and Court Infrastructure. The process of developing the model will be achieved through a pilot process. The pilot process must be allowed to run for period not more than a year to establish the appropriate model for the Judiciary. The envisaged models of court recording solution are as follows;

1. Court Recording and Transcription Internally by Professional Transcriber

2. Court Recording and Transcription by Judiciary Transcription Service

3. Court Recording and Transcription by Outsourcing to parties and specialized firms

4. Court Recording only with Digital Recording as Official Record of the Court

5. Court Recording and Transcription by an Automated Transcription Service (Speech to Text)

The models proposed above will require key decisions to make since this will be made across the entire institution. The implementation of this

> **"**
> **The Judiciary will first adopt a model that will work for the institution to accommodate Laws and Regulations, courts Human Resource Structure and Court Infrastructure."**

project will be done in five stages for all three phases namely; project initiation, project planning, project execution, project monitoring and evaluation and finally project closure.

Table 2: Timelines for roll-out of Transcription System

SN	Financial Year	No. of Courts	Courts/Court Rooms
1	2017/18	4 (Pilot)	Commercial Division - Court 31,40, Supreme Court Court of Appeal Nairobi - Court 3
2	2018/19	74	04 Court Rooms – Court of Appeal 30 Court Rooms – High Court 40 Court Rooms – Magistrates Court
3	2019/20	300	36 Court Stations with CoA, High Court and Magistrates Court
4	2020/21	300	New and All Remaining Court Stations
5	2021/22	-	Newly Constructed Court Stations

1.5 E-Court Systems Short Term Projects

The plan expects that the projects be implemented over a five-year period. This however will have short term projects to be implemented over a period of two (2) years. The short-term projects are summarised below;

2.5. 1 E-Case Registration and E-Diary Project

This project is projected to roll out to all court stations in two years. The deliverables of the project include an automated case registration module for registration of cases and E-Diary for generating cause list in all court stations.

2.5. 2 Portable Recorders for Court Transcription

This project is aimed at providing 20 courtrooms with portable recorders for transcription. The deliverables of this project are a portable recorder that will be used by the judicial officer in chamber to convert speech to text.

2.5. 3 Audit of ICT in the Judiciary

This project will entail a detailed audit of the ICT function in the Judiciary. The need to conduct this survey is a mandatory process done to understand the ICT infrastructure of all the courts stations in terms

of building, safety, power and equipment. This project will provide detailed statistics for equipment, staff and software's that will build the foundations of developing an Integrated Court Management System. The project will cover all Court levels, Stations and other Judiciary buildings in the country. The project intends to achieve the following;

1) To generate data for development of a comprehensive Integrated Asset Management System (IAMS).

2) To establish all current and planned software and systems running on the Computers hence define standards for software and system implementation.

3) To review the level of power installation within the courts. This involves identifying those that are on the main power grid, where generators are in use and their capacity, state of functionality and maintenance history to provide management with key investments areas for courts.

2.5. 4 Develop and Operationalize Court Procedures' Standardization Program

The focus of this project is to provide Court Procedure standardization program for all Courts in the Judiciary. The project is aimed at ensuring that all court procedures are documented and reviewed to provide the Judiciary with standard and refined procedures. The primary focus is to develop a Business Process Reengineering (BPR) for the Judiciary for courts by updating the Registry Manuals and Standard Operating Procedures. The BPR will result to more efficient and effective procedures in courts and registries.

The implementation of this project will be done in the first two years of the plan. In the first year, all court procedures will be well documented and reviewed for adoption by all courts. These procedures will be standard and applicable across all stations. In the second year, procedures will guide the development of the court systems. This includes court recording and transcription procedures, case management procedures and all other systems that will be in use in the court.

This project is expected to deliver a court procedure standardization program that will provide the Judiciary with harmonised court processes thus increasing efficiency and effectiveness of systems in the Judiciary.

"
The project is aimed at ensuring that all court procedures are documented and reviewed to provide the Judiciary with standard and refined procedures."

Chapter

3

Pillar Two: Enterprise Systems

3.1 Introduction

The Sustaining Judiciary Transformation identified key weaknesses in the financial management System and proposed a raft of reforms to ensure prudent financial management. The framework identified the delinking of the courts financing and accounting systems from the district treasuries; automation of revenue collection, deposit receipting and accounting processes; enhancement of e-payment and deposit and refunds management as areas that require immediate interventions. Further, as part of the Sustaining Judiciary Transformation the Judiciary's digital strategy envisages acquisition and deployment of an Enterprise Resource Planning (ERP) system to improve efficiency in the support and administrative processes.

3.2 Situation Analysis

The Judiciary has made numerous efforts geared towards implementing enterprise systems to improve the efficiency of administration operations and processes. Further, buoyed by the need to delink from the district treasuries, the Judiciary embarked on the development of the Judiciary Integrated Financial Management Information System (JIFMIS). The implementation of the system is on-going across the country. The key functions that have requires automation include finance, accounting, human resource, supply chain, communications, audit and general administration.

3.2.1 Current Enterprise Solutions

The Administrative functions include the Judiciary Financial Management Information System (JFMIS), Human Resource Managements (Payroll, Performance Management, Appraisal System and Job Application System), Email System, and ICT Asset Register System among others.
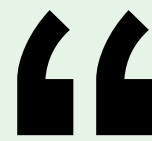
> **The Sustaining Judiciary Transformation identified key weaknesses in the financial management System and proposed a raft of reforms to ensure prudent financial management."**

a) Judiciary Integrated Financial Management Information System (JIFMIS)

The Integrated Financial Management Information System (IFMIS) is a core financial management system for the Government that is implemented by the National Treasury. However, full functionality and modules of IFMIS have remained unimplemented for several years. The Judiciary, as provided in the Constitution is required to establish a Judiciary Fund that meets the financial obligations of the institution. In addition, the Judiciary relies on the district treasuries for revenue and deposits. As part of its transformation initiative, the Judiciary plans to delink from the district treasury and manage independently its finances. It was therefore necessary for the institution to develop an Independent Financial Management System that provides all courts with capacity to manage their financial processes independently from the treasury at both National and County level. The Judiciary thus initiated a pilot project that has resulted to development of a Judiciary Financial Management Information System (JFMIS) for Court Stations which has borrowed its features from the District Vote Book Management System (DVMS). The pilot project has been implemented in 112 court stations. The project has provided lessons that will guide the development of a detailed financial management requirement for the Judiciary. Other components of an integrated finance system will include the procurement, asset management and audit system, among others.

b) Human Resource Management Information System (HRMIS)

The Human Resource Management and Administration functions of the Judiciary implemented a personnel recruitment and payroll system. This entailed establishing digital data for all employees in the Judiciary. However, the scope of the HR function is large and remains manual. These include record management, leave management and performance appraisal and other administrative functions.

> " **The Integrated Financial Management Information System (IFMIS) is a core financial management system for the Government that is implemented by the National Treasury.** "

c)   Performance Management Systems

The Judiciary in 2015 commenced the implementation of an Integrated Performance Management and Appraisal System (IPMAS) that will provide for leave management, performance management and appraisal for all employees.

3.2 Challenges and Emerging issues

The implementation and adoption of ICT solutions mentioned above have faced numerous challenges that need to be addressed. Some of the challenges are;

1) Lack of clear ICT Project Management Structures

2) Lack of a project approach to ICT implementation initiatives

3) Lack of the required skills and expertise to develop and operationalize complex ICT projects

4) Inadequate and consistent funding for the projects

5) Inadequate ICT training of users.

6) Lack of policies and procedures to guide the implementation of the projects

7) Lack of change management strategies in adoption of automation due to unstructured stakeholder engagements

8) Lack of ICT infrastructure in majority of the court stations to deploy the system

"

The Judiciary in 2015 commenced the implementation of an Integrated Performance Management and Appraisal System (IPMAS) that will provide for leave management, performance management and appraisal for all employees."

3.3 Enterprise Systems Flagship Projects

The Judiciary has recognized the importance of entrenching technology in its administrative operations and processes. The desired outcome of a fully automated system will entail a system that will provide efficient services.

Figure 5: Flagship projects for Enterprise Planning Systems
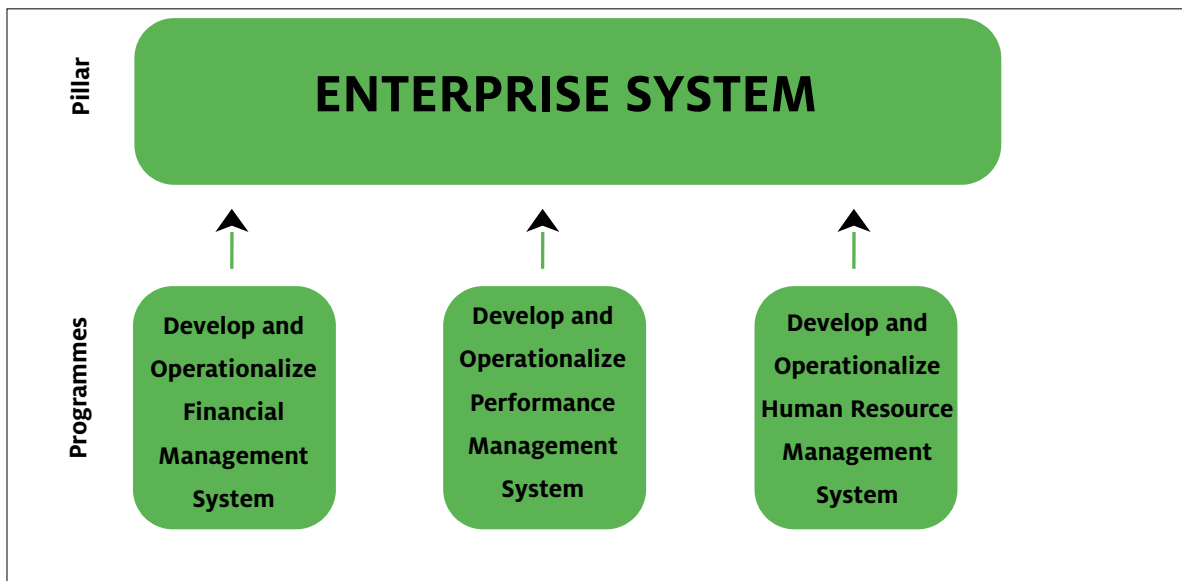
3.4.1 Develop and Operationalize Financial Management System

Article 173 of the Constitution and the Judicial Service Act Part IV provides for establishment of a Judiciary fund. The Judiciary Fund Act, 2016 was gazetted on May 29,2016. The Kenya Revenue Authority (KRA), Teachers Service Commission (TSC), National Hospital Insurance Fund (NHIF), and the Central Bank of Kenya (CBK), are some of the government institutions have integrated their financial systems with National Treasury IFMIS. There is need for the Judiciary to develop financial management system that is integrated to the IFMIS by National Treasury to provide court stations with facilities to manage their financial processes. The Judiciary needs to build core financial systems to enable it to learn and save cost on acquisition of an enterprise resource planning system. This will be done through strategic partnership with the Treasury to facilitate speedy capacity development for efficient management of the Judiciary Fund.

The project shall ensure that the Judiciary has a financial system that covers the General Ledger Module, Chart of Accounts, Imprest

Management, Bank Reconciliation, Receipting module, Accounts Payable Module, Account Receivable Module, Budget Preparation/ Planning, Procurement and Contracts Management, and an Embedded Audit Module, among others. This system shall provide automation of support services including finance, human resource management, procurement and all administrative functions, across all courts. The implementation of this project is expected to take three (3) years.

3.3.2 Develop and Operationalize Human Resource Management System.

The project targets to automate the functions of the Directorate of Human Resource by providing a central platform to manage all the Human resource modules in the Judiciary. The first stage will be the improvement of the current records management system.

The second phase will entail automating the recruitment module, digitizing employee records and improving the current payroll system. The third phase entails automating staff medical records, compensation, benefits, and training and development modules. It is envisaged that at the end the project, the Judiciary shall have a Human Resource system that carters for the Recruitment, Appraisal, Promotions, Leave Management, Medical, Payroll, Career tracking, Compensation, Benefits, Training and Development Modules among others.

3.3.3 Develop and Operationalize Performance Management System

The project will provide an Integrated Performance Management and Appraisal System (IPMAS). The project will be implemented in two (2) phases. The first phase entails mapping of the all Judiciary functions while the second phase will focus on implementation of an automated performance management functions. This project is at advance stages of implementation. It is aimed at easing management of performance and appraisal of employees.

3.4 Enterprise Systems Short Term Projects

Judiciary intends to achieve delinking of 126 court stations using JFMIS designed specifically for courts, automated staff appraisal and leave management within the first two (2) years.

Chapter

4

Pillar Three: Communication and Collaboration Solutions

4.1 Introduction

The Sustaining Judiciary Transformation blueprint envisages that the Judiciary will enhance public confidence through sustained effective communication strategies as well as stakeholder engagement. It envisions the development and implementation of communication approaches aimed at improving the image of the institution. The SJT plan proposes development of internal and external communications systems such as Intranet, Customer Relationship Management (CRM), Document Management Systems (DMS), the website, social media apps, e-magazine, email, digital notice boards, library, ombudsperson complaints service desk and ICT support service desk systems.

4.2 Situation Analysis

The need for communication and collaboration among stakeholders is critical to the Judiciary. Currently, internal and external communication is limited to Email, the Judiciary Website and IP telephones. The Judiciary website (www.judiciary.go.ke) is the main communication platform internally and externally. The IP phones which have more than 1800 extensions enable connectivity among staff. These systems currently support communication and collaborations with internal and external publics. Further, connectivity to internet services has been provided to more than 70 court stations through permanent connection or by use of mobile modems with a target of 126 court stations.

4.3 Challenges and Emerging issues

The implementation and adoption of ICT solutions alluded to above, faces numerous challenges that need to be addressed such as;

1) Lack of clear ICT Project Management Structures
2) Lack of documentation on project scope and software documentation
3) Lack of required skills and expertise to develop and operationalise complex ICT projects

> **"**
> **The Sustaining Judiciary Transformation blueprint envisages that the Judiciary will enhance public confidence through sustained effective communication strategies as well as stakeholder engagement."**

4) Lack of policies and procedures to guide the implementation of projects

5) Lack of ICT infrastructure in majority of the court stations to deploy the system

4.4 Communications Systems Flagship Projects

The Judiciary recognises the importance of strengthening the public feedback mechanisms by strengthening Judiciary information gateways such as website, social media, emails, telephones, magazines and publications. When these platforms are enhanced by use of technology they will provide a robust and effective communication channels to all stakeholders. The Internal communication system to be implemented will be in the form of a Judiciary intranet that will address all media of communication in the institution.

Figure 6: Flagship projects for Communication and Collaboration
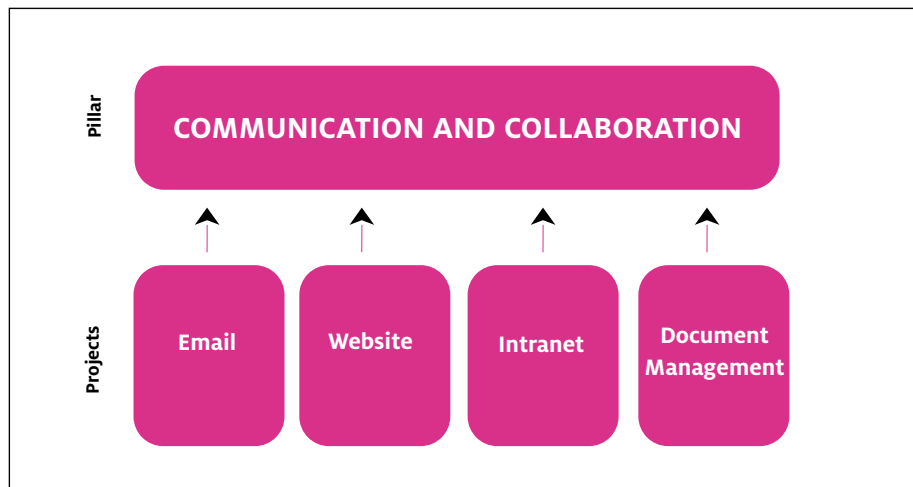
4.4.1 Develop and Operationalize the Judiciary Intranet

The Judiciary has a huge internal population that require precise, accurate and instant communication channel. This project aims at providing a platform for internal communication within the Judiciary. It intends to provide the institution with clear and robust communication channels to enhance effective information exchange. The project

will provide a platform for document sharing, events management, calendaring, human resource information, notices, blogs among staff to improve exchange of data and information. This communication tool will enhance access to information within the Judiciary. It is projected that the solution will be fully implemented within 18 months.

Each authorized person will get access to the system depending on their profile and clearance. The services to be provided through the system are:

1) Access to a variety of information from all units and court stations

2) Access to the Judiciary enterprise resource planning system

3) Access to internal documents such as reports, manuals and policies.

4) Internal collaboration tools such as notices, corporate social media tools and blogs.

4.5 Communications Systems Short Term Projects

It is projected that short term objectives such as new secure email system, SMS/Notifications system, e-magazine and the rebuilt Judiciary website will be achieved within a period of 18 months.

Chapter

5

Foundations of the Masterplan

5.1 Introduction

The transformation of Judiciary is dependent on this masterplan's pillars that are anchored on three (3) foundations namely; Integrated ICT Infrastructure, Human Resource Capacity and Change Management and Policy, Legal and Institutional Framework. These foundations will be developed to support the masterplan and the Judiciary's overall transformation process.

The foundations are actions that need to be undertaken to ensure that ICT delivers on its promise. Notable, is to develop quality ICT infrastructure, technical capacity of the ICT staff and general ICT skills of the Judiciary staff. There is need to improve policies, legal and institutional framework within the institution.

5.2 ICT Infrastructure Development

The vision is to provide cost-effective world-class ICT infrastructure facilities and services to support the Judiciary transformation.

5.2.1 Introduction

The Judiciary's ICT Infrastructure is the foundation to all other ICT Solutions. To ensure that the solutions are reliable, scalable and appropriate, an integrated ICT Infrastructure shall provide the Judiciary with greater opportunity to meet its organisational objectives.

This plan sets out both medium and long-term vision of how the ICT infrastructure will be developed to support Judiciary's increasing dependency on technology.

5.2.2 Situation Analysis

The Judiciary has over 126 court stations across the country that need to be fitted with reliable ICT infrastructure. In the last five years, the

> " **The transformation of Judiciary is dependent on this masterplan's pillars that are anchored on three (3) foundations namely; Integrated ICT Infrastructure, Human Resource Capacity and Change Management and Policy, Legal and Institutional Framework."**

Judiciary has invested heavily in improving the ICT infrastructure to ensure the institution delivered better services. This included the procurement of more than 2,000 laptops and desktops that were issued to staff, introduction of leased printer services in all courts, procurement of a new containerised data centre, rollout of Local Area Networks (LAN) in more than 30 court stations and provision of internet services in more than 80 court stations.

These efforts however have not been consistent and sustained, hence critical gaps exist in terms of ICT infrastructure to support service delivery. While the number of staff has increased, ICT infrastructure has not expanded to cater for the increasing needs. This calls for the need to develop a sustainable ICT infrastructure programme.

5.2.3 Challenges and Emerging issues

The development of ICT Infrastructure within the Judiciary has faced many challenges:

a)   **Provision of Reliable Power Supply**: Although most stations are connected to power, its reliability, availability and stability is not guaranteed because of lack of feasibility study before implementing power solutions. This has hindered deployment of ICT Systems, which rely on good power supply.

b)   **Maintenance of Equipment**: There is low budgetary allocation for maintenance of ICT equipment. In addition, there is inadequate expertise to handle preventive maintenance and repair of equipment.

c)   **Provision of ICT Equipment:** The ratio of judicial officers and staff to the number of ICT equipment is not sufficient hence the need to procure more computers. In addition, lack of standardized and licensed software (operating system, application software), low user levels skills of ICT and poor physical security of most court buildings expose ICT equipment to insecurities.

d)   **Data Centre Infrastructure:** The Judiciary currently has two data centers. Their use is not optimized since the design of both Data Centers were isolated and not integrated. The management of

> **Judiciary has invested heavily in improving the ICT infrastructure to ensure the institution delivered better services."**

the data center requires to be reviewed to enhance its scalability to new technologies and fully automate its operations.

e) **Poor Record in Project Execution:** Previous deployments of ICT Infrastructure projects have not been executed effectively, leading to loss of resources and failure to achieve the desired objectives.

f) **Undefined Service Level Agreement:** Most Contract formats developed for use in the Judiciary are not customized to the needs of ICT related projects. There is need to have customized contracts drawn for ICT projects.

g) **Lack of Contingency plan:** With Increased reliance on technology in day-to-day activities, there is need to have a plan to contain all automated functions in the event of a calamity for purposes of recovery and restoration.

5.2.4 ICT Infrastructure Flagship Projects

In adoption of technology, there is need for continuous development of infrastructure for the Judiciary to fully realise its benefits. The flagship projects are improvement of the Wireless Local Area Networks in court stations and reliable internet connectivity as detailed below.

Figure 7: Projects for ICT Infrastructure
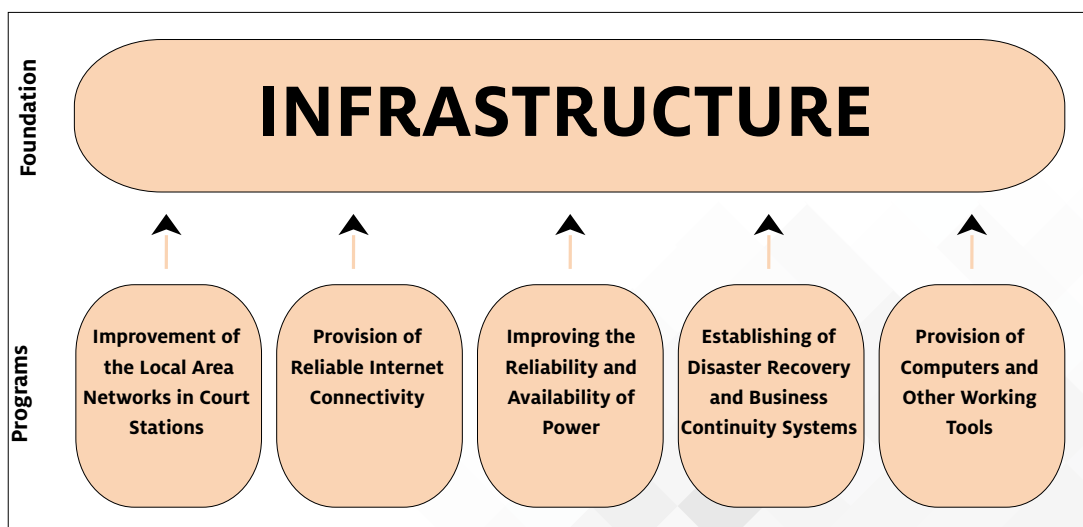
5.2.4.1 Improvement of the Connectivity in Court Stations

This is a flagship project under as it lays the foundation for an e-Court and Enterprise systems. The implementation of networks connectivity is critical at all court stations to enable staff to use shared services within court stations. The Local Area Networks (Both wired and wireless) form the backbone on which other ICT services will run.

Key services that will utilise this infrastructure include an electronic Judiciary and the ERP to improve internal communication and cost reduction. The Directorate of ICT shall liaise with various stakeholders such as DBS and Registrars to ensure that all courts have connectivity.

5.2.4.2 Provision of Reliable Internet Connectivity and Secure Network Security

The Judiciary needs to provide access to internet in all court stations countrywide. To achieve this, there is need to partner with ICT Authority to develop an agreement to utilise the National Optic Fibre Backbone Infrastructure (NOFBI). Leveraging on the existing infrastructure laid by the central government shall minimise cost. The Judiciary will therefore be able to utilise Government Core Connectivity Network (GCCN) as a redundant ISP and connectivity provider.

A comprehensive Network Security Plan shall be developed to ensure that security on Judiciary network is maintained at the highest level.

These shall be achieved through initiating the following programs;

1) Leveraging on the existing national government infrastructure to reduce cost of internet and connectivity.

2) Building and improving the Judiciary Virtual Private Network (VPN)

3) Installation of information privacy and protection systems that provides encryption and digital signatures to secure communication.

> **The Judiciary needs to provide access to internet in all court stations countrywide. To achieve this, there is need to partner with ICT Authority to develop an agreement to utilise the National Optic Fibre Backbone Infrastructure (NOFBI)."**

4) Anchoring of a reliable threat intelligence and vulnerability management program.

5) Develop a new secure platform that ensure identification, authenication,authorisation and management across the entire ICT infrastructure.

5.2.5 ICT Infrastructure Short Term Projects

The projects are; improvement of reliability and availability of power supplied to court stations, setting up of disaster recovery and business continuity systems, provision of computers as detailed below;

5.2.5.1 Improving the Reliability and Availability of Power

The courts are fully dependent on the availability of power which is a key driver of technology. Courts require power for lightning and adopting technology.

Currently, the Judiciary depends on power from the national power grid which experience regular power outages hence affecting court operations. There is need to explore other technologies that provide reliable and stable power.

The Directorate of ICT shall liaise with various stakeholders such as Directorate of Building Services (DBS) and the Registrars to ensure that all courts have the required power installations. This can be achieved by ensuring:

1) All court stations are connected to the main power grid.

2) Clean Power Supply systems are installed to back up the main power grid.

3) Generators are installed to provide alternate power for court station to ensure continuity in situations of power outages.

It is projected that all Court of Appeal and High Courts stations will have stable and reliable power in a period of two (2) years.

> **"The courts are fully dependent on the availability of power which is a key driver of technology. Courts require power for lightning and adopting technology."**

5.2.5.2 Establishing of Disaster Recovery and Business Continuity Systems

It is critical that proper business continuity and disaster recovery systems are put in place to mitigate any eventualities. The Judiciary Business Continuity Plans (JBCP) will be developed to guide on management of disaster. The purpose of this program is to mitigate interruptions of Judiciary activities and to protect its processes from the effects of disasters. This project will be achieved through:

1) Development of a Business Continuity and Disaster Recovery Policy for the Judiciary.

2) Subscription to a Cloud Server infrastructure to be primary data center for all applications.

3) Upgrading of the equipment in the containerized data center and the establishment of a secondary data center for backup.

All backups will be stored in a secure location, preferably an off-site facility such as an alternate or backup site away from the primary data center. It is expected that the Judiciary will have three (3) data centres by the year 2021.

5.2.5.3 Provision of Computers and Other ICT Working Devices /Tools

All staff should be equipped with the necessary working ICT devices/ tools to enable them to perform their duties efficiently and effectively. This will improve the adoption of technology for the operations of the institution. The equipment includes computers, laptops, printers and mobile devices.

The Judiciary will explore acquisition of thin client computing technology that provides multiple user desktop terminals with a one PC. This saves on the costs of purchase, connectivity, maintenance and power.

Several projects shall be carried out under this program:

1) Procurement of docking station for all judges and magistrates.

2) Procurement of thin client for registries and court rooms

> **All backups will be stored in a secure location, preferably an off-site facility such as an alternate or backup site away from the primary data center."**

3) Carrying out of a baseline study to document the status of ICT Infrastructure in the Judiciary

4) Procurement of computers to ensure all staff have access to a working computer.

5) Planned replacement of obsolete and defective equipment.

6) Planned maintenance schedules for all the equipment in the Judiciary

5.3 HUMAN RESOURCE CAPACITY AND CHANGE MANAGEMENT

To ensure consistency in delivering the mandate of ICT there is need to build capacity on the staff within the Directorate. In addition, all staff will require training and sensitization to build capacity in the adoption of technology across all courts.

5.3.1 Introduction

As the Judiciary strives to achieve its constitutional mandate, one of the key success factors is building capacity of its human resource and acquiring specialized skilled personnel. The depth of knowledge, skills and attributes of judicial officers and staff in ICT shall be enhanced to achieve the institutions ICT objectives.

The development of an appropriately constituted and empowered Directorate of ICT is necessary to support institution's key mandate. The professionalization of the Directorate of ICT is key to continuously conceptualise and apply innovative, appropriate, reliable and integrated technological solutions.

5.3.2 Situation Analysis

The Directorate of ICT was first established in 2011 and mandated to automate Judiciary functions. The first group of ICT officers were employed and deployed to various Court stations. Currently, the Directorate comprises of 76 ICT Officers deployed in 43 stations out

> **"**
> **As the Judiciary strives to achieve its constitutional mandate, one of the key success factors is building capacity of its human resource and acquiring specialized skilled personnel."**

of a total of 126. The officers offer ICT support services to a total of 5,631 Judiciary employees on a day-to-day basis leading to inadequate ICT support. There is need to recruit more ICT Officers equipped with specialised skills in Networking, System Administration, System Development and System Analysis.

The professional development of ICT officers has also been at the forefront of the Directorate's objectives. ICT officers were trained in various professional areas such as Certified Computer Network Associate (CCNA), System Administration (Linux Professional Institute), Project Management (Prince2 and Project Management Professional (PMP), Microsoft Certified Solutions Associate (MCSA), Closed Circuit Television (CCTV) and Information Technology Infrastructure Library (ITIL.
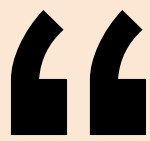
5.3.3 Challenges and Emerging issues

There are challenges in the deployment of ICT officers within the Judiciary.

1) The Directorate of ICT is under-staffed with an establishment of 245 with 76 ICT Officers in-post countrywide.

2) There are gaps in the middle management within the Directorate occasioning the problem of succession management. The Directorate lacks substantive position holder in the following posts of Deputy Director, Principal and Chief ICT officers. There is need to fill the positions to facilitate succession management and decision making in the Directorate.

3) To effectively deploy ICT systems, the Judiciary needs to employ more highly skilled and specialized officers to handle tasks such as programming, system development and management complex

"

The realisation of an effective Directorate of ICT in the Judiciary is dependent on recruitment more ICT officers with skills in programming, networking, system administration, System analysis, Database administration, Audio Visual, transcription and Technical Officers."

equipment.

5.3.4 Human Resource Capacity Building Projects

The realisation of an effective Directorate of ICT in the Judiciary is dependent on recruitment more ICT officers with skills in programming, networking, system administration, System analysis, Database administration, Audio Visual, transcription and Technical Officers.

To enhance the human resource capacity this plan envisages that the following key activities be implemented:

Figure 8: Flagship project for HR Capacity and Change Management
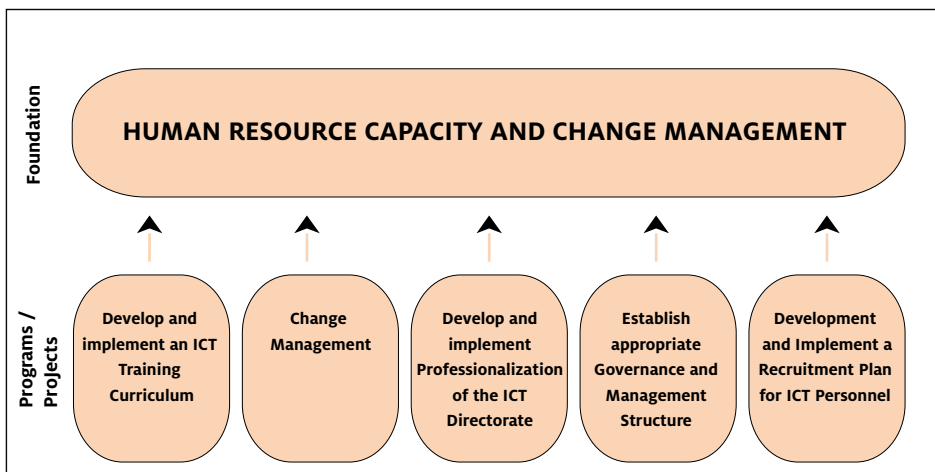
5.3.4.1 Establish appropriate Governance and Management Structure for the ICT Function

The Directorate of ICT is core in the successful implementation of Judiciary strategic plan thus it requires an appropriate governance and management structure. This will ensure that key decisions are supported, and adequate funding allocated.

The objectives under this project include;

1) Establishment of an appropriate governance structure that is all inclusive.

2) Establishment of a management structure to support automation of the Judiciary.

> **"The Directorate of ICT is core in the successful implementation of Judiciary strategic plan thus it requires an appropriate governance and management structure."**

5.3.4.2 Develop and implement a Recruitment Plan for ICT Personnel

To acquire optimal staffing Levels in the Directorate, a detailed recruitment plan shall be developed. The recruitment plan shall take into consideration skills requirement, competencies and court needs. There is need to develop a curriculum for continuous training of ICT Officers to enhance their capacity.

The objectives of this project include:

1)   To have one (1) ICT Officer in each court station.

2)   To enhance ICT personnel skill set.

3)   To continuously train ICT personnel on emerging technologies and best practices

The ICT recruitment plan aims at attracting, motivating and retaining employees with specific ICT skills in line with the Judiciary Policy on Recruitment and Promotion.

5.3.4.3 Develop and Implement an ICT Training Curriculum

The success of ICT solutions as envisioned in the Judiciary Strategic Plan depends on the support of target users utilising the various ICT solutions. The support of users can only be achieved if users are aware of and appreciate ICT solutions as the key to transforming service delivery in Judiciary. To address these, it is important that all Judiciary personnel are continuously trained on ICT skills and sensitized on emerging ICT initiatives in the Judiciary. The Key objectives under this project include:

1)   Developing a comprehensive ICT training curriculum.

2)   Developing a training road map that will incorporate employees at all levels.

3)   Developing training plan for each project in this plan.

5.3.4.4 Change Management

The SJT identified Change Management strategy as one of the main key result areas of transformation. The strategy envisions that ICT champions will be trained and in turn cascade the skills to court stations. In view

> **"The success of ICT solutions as envisioned in the Judiciary Strategic Plan depends on the support of target users utilising the various ICT solutions."**

of this, the Directorate of ICT will develop a change management plan to promote change and culture management in relation to ICT projects and technological interventions.

The Judiciary has invested heavily in technology such as LAN, WIFI, WAN, IP Telephony, Audio Visual Recording, e-diary, QMS, CMS with a view of enhancing service delivery at a reduced cost. Research indicates that acquisition of "hard" technology does not translate into organizational success but the integration of these assets into organisational change management processes that elevate the importance of the human system. To promote the uptake of the ICT interventions, the Directorate of ICT identifies the need to;

1) Develop the necessary staff skills.

2) To enlighten staff on possible role, change and workflows processes.

3) Create project ownership within management and staff.

4) Identify ICT project champions in various departments, stations and courts.

The following strategies are proposed to roll out the change management.

1) **Internal and external stakeholders' engagement**: The engagement of all staff in a visioning process that encourages their participation, understanding, and contribution to the future.

2) **Establishments of working groups and committees**: The creation of internal change agent groups who facilitate the communication process between staff and Directorate of ICT. This will be achieved by establishment of ICT Committee in all court stations.

3) **Participative leadership**: The encouragement of the development of more participative leadership in project implementations within all the functional units.

4) **Cultural considerations:** Language, education and demographic differences have a significant impact on how Judiciary staff perceive and understand goals, objectives, risks and benefits of ICT projects. Differences need to be delicately balanced and managed.

5) **Management sensitization:** Ensuring that ICT is embraced by the ICMS Committee, all LMTs in the courts as well as the Judiciary top leadership

6) **Communication** Establishment of communication channels to ensure prompt and accurate dissemination of Directorate of ICT plans, strategies, objectives, goals any other updates. Communication is vital for presenting information about the features of the new system and how it will benefit employees.

7) **Training:** Change management plans must be devised in order to address workforce transition to the ICT system and to ensure continuous trainings are carried out on ICT interventions.

5.4 LEGAL, POLICY AND INSTITUTIONAL FRAMEWORK

The aim of this component is to create an enabling environment for the adoption and use of ICT within the Judiciary by establishing the necessary legal, regulatory and institutional policy frameworks.

5.4.1 Introduction

The lack of an ICT policy and established institutional and legal framework has continually hampered the effective adoption and use of ICT in the Judiciary. Conversely, operating within a clear legal, policy and institutional framework by any institution translates into adherence to local and international standards, enhanced admissibility of cases that are presented using technological interventions. For instance, when collecting and presenting evidence in a court electronically, and enhanced public access to judicial information as required by the constitution.

The Judiciary in its endeavour to adopt and entrench the use of ICT in its operations must adopt certain legal, policy and institutional frameworks. The legal framework defines the external laws required, internal regulations and procedures that should be set, initiated and implemented by the institution to enable it work within agreeable confines of both local and international standards.

A robust ICT framework therefore enables the Judiciary to transact its

> **The legal framework defines the external laws required, internal regulations and procedures that should be set, initiated and implemented by the institution to enable it work within agreeable confines of both local and international standards."**

businesses and courts to dispense justice efficiently and expeditiously. Concerns over safety, validity of electronic records and sustainability are some of the legal and regulatory issues that the Judiciary must consider in its quest to entrench ICT in its operations. The legal, policy and institutional framework issues are categorized into ICT Human Capital and Workforce Development, ICT Infrastructure Development and e-Judiciary.

5.4.2 Situational Analysis

The Kenyan government recognizes the role of ICT in achieving its objectives. There has been demonstrated goodwill on the part of the government in embracing ICT by creation of the Ministry of Information and Communication Technology; the establishment of the Communication Authority of Kenya and the ICT Authority as well as the enactment of the Kenya Information and Communications Act (CAP 411A). In the year 2010, the new constitutional dispensation obligated the Judiciary to develop a mechanism for institutional renewal that would enhance public faith and confidence. Determining the capacity of the Judiciary will involve the analysis of some Key factors:

Table 3: Legislative Factors Analysis

SN	ISSUES	CONSIDERATIONS
1.	Legislations	Do we have the relevant legislations to support the use of ICT in the dispensation of Justice?
2.	Financial Resources	Does the institution get sufficient financial allocation to implement ICT related initiatives?
3.	Infrastructure	Are there physical and technological resources in place to support ICT?
4.	Institutional Establishments	Is there a well-established institutional framework to handle ICT issues?
5.	Policy implementation	Are policies being adopted and implemented timely?
6.	Processes and procedure	Are there institutional ICT processes properly documented?

SN	ISSUES	CONSIDERATIONS
7.	Operational Environment	Are there enabling environments within and outside the Judiciary that allows for the use of ICT in the dispensation of justice.

The Judiciary in this regard identified the use of technology to enhance its efficiency in the way it dispenses justice. Various gains have been recorded as well as challenges.

1) The Judiciary recognized ICT as an enabler of justice.

2) There are various processes and procedures being used by ICT officers which vary in scope as evident in the projects being implemented in the court stations. The lack of documented procedures and standards in the implementation of the project led to inconsistent and uncoordinated implementation.

3) The enactment of various laws that recognize and support the use of ICT in the administration of both subordinate and superior courts has been viewed as a positive step towards the entrenchment of ICT in court processes.

Examples of these include:

a. The Court of Appeal (Organization & Administration) Act at Section 29, (ii)

b. The High Court (Organization and Administration) Act at Sections 7(1)(f) and Section 27, (iii)

c. The Mutual Legal Assistance Act that recognizes the use of digital evidence in courts hence supporting the use of audio and video conferencing.

4) The establishment of Integrated Court Management System Committee that steers the acquisition, development and implementation of ICT related projects in the Judiciary is in place. The adoption of electronic submission of collected court data through the Daily Court Returns Template (DCRT) as a

policy decision. This helped the Judiciary in making decisions on employment, resource sharing, acquisition of equipment's and court expansion.

5) There has been a positive attitude change towards technology amongst the Judiciary workforce. This is evidenced by use of email in accessing communication and typing of ruling and judgments by judicial officers before delivery.

6) There have been several amendments to existing Acts that recognizes the use of ICT in the dispensation of justice. For example, the Evidence Act, section 63A provides for the use of video conferencin`g.

5.4.3 Challenges and Emerging issues

The adoption and use of ICT in the Judiciary faced legal and policy challenges that hampered the full entrenchment of the use of technology in dispensation of justice. Some of these challenges include:

1) The failure by the Judiciary to implement ICT initiatives can be attributed to delay in adopting policies that are designed to entrench the use of ICT in its programs. For instance, the adoption of ICT policy dragged while the draft ICT strategic plan (2012-2016) was never adopted. This had a negative impact on the progressive inculcation of ICT initiatives in the dispensation of justice by the Judiciary due to lack of fully operationalized policies and regulatory structures.

2) Some of the policies that have been adopted have weak implementation levels within the institution.

3) Even though there have been recent amendments on some legislations to allow for the use of ICT in proceedings in court proceedings, most legislations are still not fully supportive of ICT as an enabler of justice. For example, while the introduction of Section 63A of the Evidence Act allows for introduction of evidence by Video Conferencing, there still exists the need to amend the Laws to accept presentation of digital photography evidence.

4) There has been high turnover rate of policy drivers /champions / custodians leaving policies in disarray.

5) Challenges in procurement processes and low absorption rates of allocated funds hampered the implementation of necessary ICT and technological interventions.

6) Lack of proper legal training in ICT sector affected the implementation of ICT since the current institutions of higher learning do not impart the necessary legal knowledge to the employment market.

7) Lack of clear organizational structure in the Directorate of ICT.

8) Lack of clearly documented processes and procedures. This was due to lack of an ICT Procedures Manual.

9) Weak service level agreement in contracts such as the LAN/WAN projects where progress made on projects was slow since no defined schedules on the scope of works and the financial implication.

10) The Judiciary lacks an ICT policy and has resorted to a weak operational system on assets management. This has made it difficult to recover any lost equipment/asset and to know the criteria of distribution of the same to the officers for use.

5.4.4 Legislative and Policy Initiatives Projects

Successful implementation of this plan is based on three main programmes: legislations to govern ICT use in the delivery of justice, ICT policy adoption and implementation; and legal committee that deals with ICT contracts and reviews the existing legislations and rules.

Figure 9: Flagship projects for legal and organizational framework
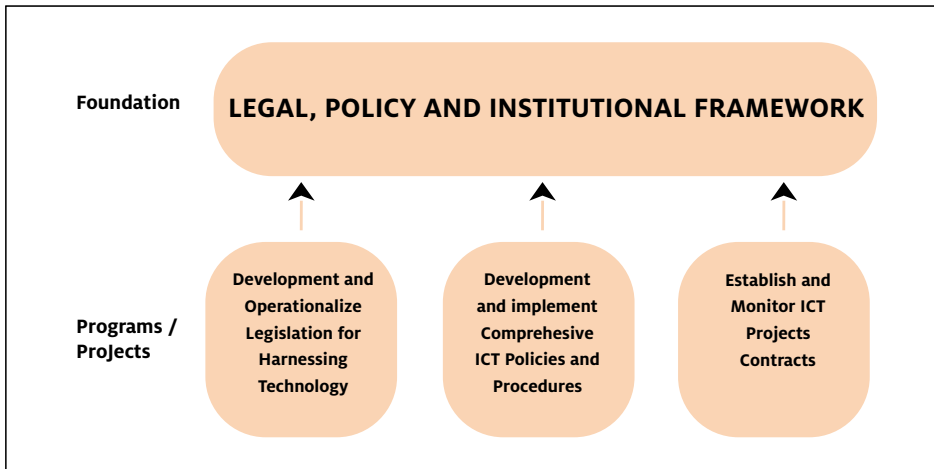
5.4.4.1 Developed and Operationalise Legislation for Harnessing ICT

This project seeks to administer changes in the various legislations to support ICT for the judicial work. Presently there are inadequate legislations that emphasise the use of ICT for the judicial system. There is need to constitute an ICT legal committee on court regulations and procedures to review court legislation and procedures for advising ICT project implementations on the impact of technology in courts. The process will ensure that the existing structure of the ICT committee will work with other stakeholders in proposing amendments to the following legislations:

1) Civil Procedure Act
2) Penal Code
3) Evidence Act
4) Criminal Procedure Code
5) Traffic Act
6) Children Act
7) Law of Succession Act
8) Sexual Offences Act
9) The Supreme Court Act

These amendments in law are geared towards addressing issues of e-communication, ICT legislation, and cybercrime. Upon enactment of these legislations, it is envisioned that the Judiciary will improve its operations within the confines of the law and thus enhance its judicial

"This project seeks to administer changes in the various legislations to support ICT for the judicial work."

capacity to realise improved case clearance rate.

The ICT legal committee shall review all legislations and develop a clear roadmap on adoption of the new laws. The team will be mandated to engage all stakeholders and offices to review the legislations. The Terms of Reference as follows:

1) To review the policies in place and align them to the international standards.

2) Draft contracts that have all the clauses required in contracts of ICT projects

3) To develop proposals that will identify the responsibility of each stakeholder on which rules to publish, laws to amend and legislate.

4) Advocate for best practices in the industry that can be adopted by all courts.

5) To review existing SLAs and formulate a framework on their nature.

6) To standardize SLAs and make sure that they conform to ICT requirements, standards, designs and guidelines for every project initiated.

Once the appropriate legislations are identified for review and adoption, a clear timeline and procedure shall be defined for the Judiciary to initiate the process of adoption. This is however going to be a continuous process that will necessitate that the ICT legal committee to be a standing team especially in the early phases of ICT implementation.

5.4.4.2 Develop and Implement Comprehensive ICT Policies and Procedures

The Judiciary seeks a policy that applies to all employees and stakeholders accessing, developing, implementing and /or using ICT based information and resources owned, managed, supported or operated by the institution. The policy document will provide guidance in the development, use and maintenance of reliable, secure and cost-effective ICT infrastructure. It will also assure the confidentiality, integrity, professionalism and accountability of information within the

> "
> **The Judiciary seeks a policy that applies to all employees and stakeholders accessing, developing, implementing and /or using ICT based information and resources owned, managed, supported or operated by the institution. "**

judiciary. Once the policy document is approved and enforced, it will address issues pertaining to email, hardware and data security, asset management as well as password, amongst others.

Implementing a comprehensive ICT policy establishes an efficient ICT environment that provides guidelines and procedures for the use of ICT resources for the Judiciary mandate. The Judiciary will further develop a clear and detailed procedure for ICT functions and technology adoption to ensure that standards are defined for all activities and duties assigned for users. There should be a clear definition on terms of use of ICT in day-to-day tasks, for example, in research or general information sharing thus improving accountability. This will go a long way in ensuring that the Kenyan Judiciary adopts appropriate ICT that enables delivery justice.

5.4.4.2 Establish and Monitor ICT Projects Contracts

ICT covers both services and products. In both cases, contracts need to be drawn to make good of the investments. An agreement where services are being provided is needed and certain aspects need to be highlighted to have agreeable benefits. They range from quality, availability, duration and responsibility. Since ICT being a service dominated industry, contracts must be defined. These contracts are in the form of an OLA (Operational Level Agreement) and SLA (Service Level Agreement).

These agreements form the backbone of most documentation especially in instances where multiple location and standards must be maintained in terms of quality. The agreements help compare quality of service between the Judiciary and other institutions. Despite having good quality service, it will also form part of some of the handover reports for the institution in the event staff turnover and transfers. This will lead to a satisfied client/customer and increased productivity on the part of the institution in service delivery.

"

ICT covers both services and products. In both cases, contracts need to be drawn to make good of the investments."

Chapter

6

Implementation

6.1 Introduction

This Chapter presents institutional framework for implementation and co-ordination of this Plan. It also describes the ICT Governance in the Judiciary identifying the key players involved in providing policy, strategic direction and financing of ICT projects. Further, it identifies the project management structure ideal for this Master Plan's Flagship Projects. Additionally, it describes the importance of institutionalising sound management practices and key factors to consider while implementing ICT projects.

6.2 Implementation Plan

This Plan will be actualised in line with the implementation matrix as indicated in Annex 1. Each unit will be responsible for the implementation of their respective activities. It is therefore important to ensure that a proper project management structure is set up to handle implementation of ICT projects. This structure should ensure the involvement of all stakeholders throughout the lifecycle of the projects.

6.3 Critical Success Factors

The successful implementation of Judiciary ICT projects has been hampered by the lack of clear implementation and sustainability structures, goals and objectives. To avoid this, the successful implementation of this plan will be anchored on the following four key factors;

a) A clear and coordinated organisational structure that defines reporting lines and key accountable officers to ensure implementation is carried out as planned and within the projected timelines.

b) Provision of adequate human resource and capacity building programs and curriculum on management and use of technology.

> **This Chapter presents institutional framework for implementation and co-ordination of this Plan."**

c)   It has been observed that most national ICT projects are unbalanced, poorly planned, and in some instances, are a duplication of efforts. In addition, most Government ICT projects are not funded adequately for the duration of their useful life to keep them current and relevant.

d)   The ownership, involvement, effort, commitment and leadership from the top management are instrumental to the sustainability of this solution.

6.4 ICT Projects Stakeholders

The involvement of stakeholders in the implementation cycle of any project including ICT, is imperative and vital to its success. This can be done at the inception and design stage during provision of ICT equipment and specification by the respective stakeholders. During the design phase, the stakeholders need to be involved to verify that their requirements are correctly interpreted into the design. The stakeholders often need to clarify requirements in both the design and development activities. The stakeholders can use the requirements and design documents to plan for necessary changes to the business processes and business rules while the ICT project team working on delivering these requirements. In User Acceptance Testing (UAT), the stakeholders can validate that the project has correctly converted the design into the expected functional product. After delivery, it should be ascertained whether the project met the business objectives and whether the product met the stakeholders needs.

The Judiciary has a large group of stakeholders to consult and ensure that the projects deliver what is required of them. Considering these, an Integrated Court Management System Committee was appointed to ensure stakeholder engagement is carried out. The committee has representatives from all courts and administrative offices to develop guidance on adoption of technology in the institution.

6.5 Project Management Structure

Do deliver on the flagship projects, the following project management structure is proposed. The delivery of the ICMS will involve many stakeholders and will spill over many years. The various responsible parties are defined below:

> **The involvement of stakeholders in the implementation cycle of any project including ICT, is imperative and vital to its success. "**

6.5.1 The ICMS Committee

As defined in the above section, the ultimate responsibility of delivering on the ICMS project shall rest with the ICMS Committee. The committee shall take leadership as defined in the terms of reference below:

1) Co-ordinate the implementation of ICT for administrative and judicial management systems for the Judiciary.

2) Undertake a critical analysis and a review of case management strategies.

3) Formulate and pursue exchange initiatives and undertake comparative analysis of best practices to guide the adoption of ICT.

4) Evaluate the effectiveness of the implementation of the Integrated Court Management System regarding service delivery.

5) Formulate a Monitoring and Evaluation framework for the Integrated Court Management System.

6) Identify and engage state and non-state actors for future involvement in the Integrated Court Management System.

7) Submit regular reports to the Chief Justice.

8) The Committee shall form sub-committee or co-opt members to address specific assignments as may arise from time to time.

6.5.2 The Project Steering Committee

A project steering committee shall be appointed for each of the flagship project. This committee shall be a sub-committee of the ICMS Committee and shall be headed by a Judicial Officer. The main task of the committee will be to ensure that the flagship project has been delivered. They will provide oversight to the implementation teams.

6.5.3 Project Implementation Team

The Project team will direct and manage the actual implementation of each project. This team will be headed by the Registrar or Director of each of the function units under which the project falls. Each of the flagship projects will have a project manager assigned.

6.5.4 Project Implementation Units

This unit shall do the actual implementation of the project. These teams will be drawn from the affected section and will be headed by the head of that section. For instance, when working at a court, the head of station will be the head of the project team at that local level.

Representation will be drawn from the various implementing units directly affected by the project in addition to the representatives of the contractor as applicable.

Figure 10: Proposed Project Management Structure
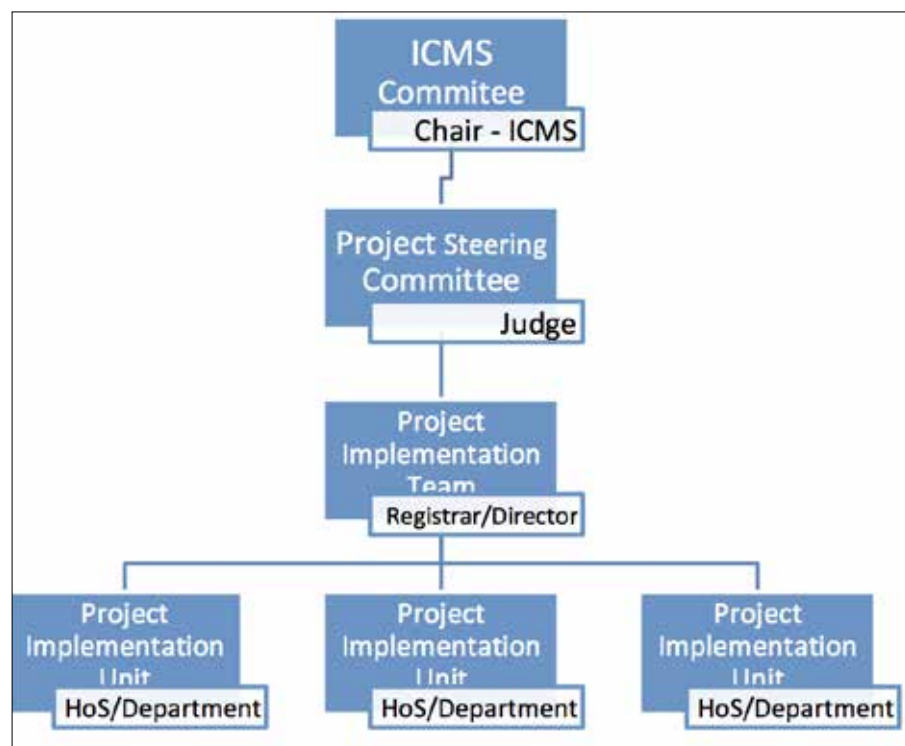
6.5.5 Project Management Stages

It is recommended that all projects go through key stages of project management. The stages for each project are as follows;

6.5.5.1 Project Initiation

This includes all the activities which result in the authorization of a new project. The key activity performed here is the development of a project charter which will have the following key components.

a)   Preparation of project brief and concept note (include court selection)

b)   Identification of all the stakeholders who will be involved in the project.

The key stakeholders during this phase are the Directorate of ICT, ICMS Committee, senior management, OCRJ and OCJ.

6.5.5.2 Project Planning

After approval, of the project charter, the next stage is planning. This phase is critical to the success of the project, the ICMS Committee will take lead but may appoint the Project Steering Committee (Sub-committee of ICMS) and the Project Management Team.

6.5.5.3 Project Execution

During project execution, different activities are performed to complete the work defined in the project management plan to satisfy the project specifications. This process group involves coordinating people and resources, managing stakeholder expectations, as well as integrating and performing the activities of the project in accordance with the project management plan.

6.5.5.4 Project Monitoring, control and Evaluation

The project monitoring, control and evaluation will involve tracking, reviewing, and orchestrating the progress and performance of the project, identify any areas in which changes to the plan are required, and initiate the corresponding changes. The key benefit is that project performance is measured and analysed at regular intervals, appropriate events or exception conditions to identify variances from the project management plan. It is proposed that these projects will form part of the PMMU's signed by implementing units for better management.

6.5.5.5 Project Closure

The project closure consists of those processes performed to conclude all activities across all Project Management Activities to formally complete the project, phase, or contractual obligations. This process, when completed, verifies that the defined processes are completed to close the project or a project phase, as appropriate, and formally establishes that the project or project phase is complete.

"The project monitoring, control and evaluation will involve tracking, reviewing, and orchestrating the progress and performance of the project, identify any areas in which changes to the plan are required, and initiate the corresponding changes."

Chapter

7

Monitoring and Evaluation

7.1 Introduction

This chapter describes the monitoring and evaluation framework as well as key indicators to be used in measuring progress in the implementation of the ICT Master Plan. Further, the chapter outlines the implementing units that will be involved in data collection and analysis. The Performance Management and Measurement Understanding (PMMU) report developed by Performance Management and Measurement Steering Committee (PMMSC) provides the framework for a monitoring and evaluation of all functions of the Judiciary. This framework is key for monitoring implementation of this ICT Master Plan.

7.2 Monitoring and Evaluation Framework

A strong monitoring and evaluation mechanism should focus on delivering a defined set of objectives with measurable benefits within specified time-scales to underpin the effective and coordinated implementation of this plan. There is need for the Judiciary to establish a fully-fledged Project Management office with strong M&E capability to work with the Project Steering Committee in flagship projects implementation. The office should have adequate resources to achieve optimal results.

It is important that Judiciary management integrate the monitoring of this plan with PMMU mechanisms and the SJT to support the implementation and delivery of programmes for accountability. This can be achieved by including this plan's activity in all PMMUs' implementing units to ensure the programme outcome align with the objectives of the Institution.

Participative monitoring and evaluation is essential in ensuring that there is follow- up in implementing this plan to undertake necessary corrective measures. The monitoring process can include identifying indicators at the start of any process so that these indicators will establish a mechanism to measure progress in moving toward the targets highlighted by the indicators.

> **There is need for the Judiciary to establish a fully-fledged Project Management office with strong M&E capability to work with the Project Steering Committee in flagship projects implementation."**

7.3 Monitoring and Evaluation Plans

A monitoring and evaluation (M&E) plan describes how the whole M&E system for the program works. This includes the indicators, those responsible for collecting them, what forms and tools will be used, and how the data will flow through the organisation.

This plan has outlined various programmes and projects to be implemented over a period of 5 years. The success of these programmes and projects lie with development of a strong monitoring and evaluation plan. A planned M&E will ensure the programmes and projects are on track. Planned monitoring and evaluation will detect issues earlier thus reducing the likelihood of having major cost overruns or time delays. Each of the projects will have M&E plan that will contain details on the project purpose, description, duration, target, timeline and costs. The following are the key steps of developing the plan;

  a)   Step 1: Identify Program Goals and Objectives

  b)   Step 2: Define Indicators

  c)   Step 3: Define Data Collection Methods and Timelines

  d)   Step 4: Identify M&E Roles and Responsibilities

  e)   Step 5: Create an Analysis Plan and Reporting Templates

  f)   Step 6: Plan for Dissemination and Donor Reporting

The projects M&E table shall describe the goal, outcome, outputs and activities of the project as shown.

Table 4 : Monitoring and Evaluation Tool for Projects

	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
Goal	automation of Judiciary	Transcription Case management e-filling	Working system / transcripts Online filing	System security / authentic licence Data security Internet downtime hacking
Outcomes	Audio/video recordings	Transcripts/Video recording Digitized court record	transcribed proceedings cause list-e-diary	Tamperproof tran-scripts
Outputs	transcripts	Transcripts Automated court reports	Transcripts reports	integrity of transcriber
Activities	User engage-ment System devel-opment	Workshop training	Attendance list User interaction with the system	More user training

Proper planning, monitoring and evaluation enhance the effectiveness of development programmes and projects. This is critical in delivering project, tracking progress and making informed decisions.

ANNEXURES

Table 5 - 7.4 Annex 1 - The Master Plan Implementation Matrix

POLICY DIRECTION/ STRATEGY	ACTIVITIES	PERFORMANCE MEASURE/INDICATOR	BASELINE	TARGET FOR 5 YRS	ANNUAL TARGET					RESPONSIBILITY
					'18	'19	'20	'21	'22	
PILLAR 1: E– COURTS SYSTEMS										
	Online case date tracking for Milimani High Court	System for date tracking in place	0	1						ICT
	Develop central web-based management solution	Case management solution	1	1						Registrars/ ICT
	Install and use Court fees and fines e-receipting at Milimani Law Court	E-receipting system installed at Milimani	1	2	1	1				ICT
1.1 Case Management System	Mobile payment of court fees (e.g MpesaPayBill 522537)	% of courts with mobile payments	-	100%	20%	20%	20%	20%	20%	RMC/ICT
	Pilot case management, e-filing and online/mobile payment of fees and fines	Pilot Report	1	1	-	1	-	-		Registrars/ ICT
	Provide computer-based training and support to registry staff	% staff trained	1000	100	200	200	200	200	200	Registrars/ ICT
	Develop a change management strategy	Change management strategy	0	1	1					JTI/CRJ/ICT
	Implement e-filing system at the Commercial Division of the High Court	e-filing system in place	0	1	1					ICT
	Replicate e-filing system simultaneously to all stations	% of courts using e-filing system	-	100%	20%	25%	35%	10%	10%	ICT
1.2Court Transcription services	Implement Transcription Solution for Election Dispute Resolution (EDR) courts - Political Parties Dispute Tribunal (PPDT)	Transcription Solution in place in Political Parties Dispute Tribunal (PPDT)	-	1	1					ICT

POLICY DIRECTION/ STRATEGY	ACTIVITIES	PERFORMANCE MEASURE/INDICATOR	BASELINE	TARGET FOR 5 YRS	ANNUAL TARGET					RESPONSIBILITY
					'18	'19	'20	'21	'22	
	Rollout Transcription Solution for Election Dispute Resolution (EDR) in 22 courts	Number of court with Transcription Solution		22	22					ICT
	Mobilization of resources for transcription services	No. of courtrooms with transcription services		620	124	124	124	124	124	CRJ/ICT
	Establish the office of transcribers	% of courts with office transcribers'		100%	20%	20%	20%	20%	20%	CRJ/ICT
	Provide each Judicial staffer with a digital signature and cryptographic private key	% of judicial officers with digital signature	-	100%	1					ICT
	Automatic Court Proceedings	% of Courts with Automated Proceedings		100%	15%	20%	20%	25%	20%	ICT
	Procurement of Speech to Text Converters	No. of Speech to Text Convertor	20	*	20					ICT
		% Of Courts Automated	22	100%	22					ICT
	Digitization and recording of proceedings in all Courts	% of Courts Recording Court Proceedings	2	100%	124	124	124	124	124	ICT
	Stenographic support system to courts	% of courts with stenographic system	22	100%	22					Registrars/ICT
PILLAR 2: ENTERPRISE SYSTEMS (ERP)										
2.1. Develop and Operationalize Financial Management System	Creating an ERP Office	ERP Office established	1	100%	2					OCRJ/ICT
	Certification of Financial management systems for implementation in the Judiciary	Certification report	-	1	1	1	1			Finance/ Accounts
	Roll out financial management systems in phases in all Court stations	% of courts with Financial management systems	*	100%	10%	50%	100%	100%	100%	Finance/ Accounts/ICT
2.2. Develop and Operationalize Human Resource Management	Automate Leave management	Automated leave management system	0	1	2					HR

POLICY DIRECTION/ STRATEGY	ACTIVITIES	PERFORMANCE MEASURE/INDICATOR	BASELINE	TARGET FOR 5 YRS	ANNUAL TARGET					RESPONSIBILITY
					'18	'19	'20	'21	'22	
System										
2.3. Develop and Operationalize Performance Management System	Automated performance management and appraisal	IPMAS in place	0	1	2					PMD/HR
PILLAR 3: COMMUNICATION AND COLLABORATION										
	Implementing Intranet	Intranet operational	0	1	1					ICT
	Secure new Email system	New email system in place	0	1	1					ICT
3.1. J-Cloud (Judiciary Portal)	Mobile SMS queries of judicial processes	% of court with operational Mobile SMS system	-	100%	50%	100%				ICT
	Website	Website to be operational		100%	100%					ICT
	Social Media	Social Media to be operational		100%	1	1	1	1	1	ICT
3.2. Document and archive management	Create digital copies of all existing court records	% of courts with digitalized records		100%	50%	50%	50%	50%	50%	Registrars /ICT
	Judgement and archival system	% of courts with judgement and archival system		100%		50%	100%	100%	100%	Registrars /ICT
FOUNDATIONS										
4.1. ICT Infrastructure	Install Internet connectivity to all courts	% of courts with Internet connectivity		100%	100%	100%	100%	100%	100%	ICT
	Internet WIFI connectivity in all court stations	% of courts with WIFI connectivity		100%	100%	100%	100%	100%	100%	ICT
	Provide Virtual Private Network (VPN)	VPN operational	1	100%	50%	100%				CRJ/ICT

POLICY DIRECTION/ STRATEGY	ACTIVITIES	PERFORMANCE MEASURE/INDICATOR	BASELINE	TARGET FOR 5 YRS	ANNUAL TARGET					RESPONSIBILITY
					'18	'19	'20	'21	'22	
	Operationalize data centre at the Supreme Court	Data centre operational	0	1		1				ICT
	Provide staff with computing equipment on a bring Your Own Device Model	No. of equipment		100%	50%	50%	50%	100%	100%	CRJ/ICT
	Revamp data centre at Milimani	Data centre revamped	0	1	1					ICT
	Establish a data centre in Mombasa	Data centre established	0	1			1			ICT
	Establish redundant data centre in secure government premises.	Redundant data centre established	0	1		1				ICT
	Establishment of Project Management Team	Project Management Team Established.	0	1	1	1				ICT
4.2. Human Resource Capacity And Change Management	Establishment of Business Analysis Team	Business Analysis Team Established	0	1	1	1				ICT
	Establishment of Software Development Team	Software Development Team established	0	1	1	1				ICT
	Establishment of DevOps Team	DevOps Team Established	0	1	1	1				ICT
	Establishment of Customer Support Team	Customer Support Team Established.	0	1	1	1				ICT

POLICY DIRECTION/ STRATEGY	ACTIVITIES	PERFORMANCE MEASURE/INDICATOR	BASELINE	TARGET FOR 5 YRS	ANNUAL TARGET					RESPONSIBILITY
					'18	'19	'20	'21	'22	
	Provide system developers, analysts and quality assurance	No. of Provided system developers, analysts and quality assurance staff								JSC/CRJ/ICT
	Establishment of User Experienced Team	User Experienced Team established.	0	1	1	1				ICT
	Provisions of Servers	No of Servers Acquired	0	1	1	1				ICT
	I.Provision of Workstations	No of Workstations	0	1	1	1				ICT
	Enactment of Various Laws that recognises and Support ICT in Administration of Courts	Enact COA Act, Mutual Assistance Act-Evidence, High Court Act	2	2	1	1	1			CJ/CRJ/ICT
4.3. Legal Policy And Institutional Framework	Amendment of Existing Laws	Civil Procedure Act Penal Code Evidence Act Criminal Procedure Code Traffic Act Children Act Law of Succession Act Sexual Offences Act The Supreme Court Act	0	0	9	1	1	1		CJ/CRJ/ICT

Table 6 - 7.4.1 Implementation Budget

SN	PILLAR/FOUNDATION	EST. BUDGET
1.	e-Court Systems	653,000,000
2.	Enterprise Resource Planning	117,200,000
3.	Communication and Collaborations	20,000,000
4.	ICT Infrastructure	760,300,000
5.	Legal, Policy and Institutional Framework	10,000,000
6.	Human Resource Capacity and Change Management	38,500,000
	GRAND TOTAL	**1,599,000,000**

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