



EXECUTIVE SUMMARY OF THE JUDICIARY STRATEGIC PLAN 2021 – 2025

The Judiciary Strategic Plan 2021-2025 provides the roadmap and a framework for enhancing the capacity of the Judiciary to deliver quality justice and enable the institution to discharge its role as a key player in securing the good governance of The Gambia. It captures our vision of an independent, effective and efficient justice system for upholding the rule of law, and whose mission is to ensure fair, impartial and timely delivery of quality justice by competent, motivated and committed staff. The values of commitment, fairness, impartiality, integrity, independence, transparency, excellence, accountability and accessibility will continue to guide us in delivering our mission.

The eight outcome oriented goals of the Plan are as follows:-

1. **Strengthen the independence of the judiciary and its autonomy**
2. **Upgrade and expand physical infrastructure and improve the work environment**
3. **Restructure and strengthen organizational and institutional capacity**
4. **Improve efficiency of court processes and service delivery**
5. **Develop the human resources capacity required for a modern judiciary**
6. **Harness ICT to support court functions**
7. **Improve access to the courts and tribunals**
8. **Improve communication and stakeholder confidence.**



The Plan further elaborates these eight goals with clearly articulated strategic objectives, which spell out the expected outcome, the key activities, the risks, line of responsibility, the time frame for execution, the key performance indicators and, where possible, the budgetary support required for implementation. For the purpose of this summary, the eight goals are highlighted with the strategic objectives, key activities and the budget required for the implementation of activities aimed at making the Judiciary of The Gambia a center of excellence.

Note: The amounts in dalasi indicated in the budget are subject to change due to fluctuation in the exchange rate.

GOAL 1: Strengthen the independence of the judiciary and its autonomy

The independence of the Judiciary as an organ of State and not an extension of Government must be better understood by the Executive, the National Assembly and Stakeholders generally. Independence requires that the Judiciary has both administrative and financial autonomy. We will propose legislative changes that will give effect to constitutional provisions on administrative and financial autonomy. These will be supported by robust administrative and financial systems for self-accounting and self-administration with strengthened accountability and transparency as a public institution



Lady Justice



Judiciary of the Republic of The Gambia



Strategic Objectives	Key Activities	Budget		
		D	USD	EUR
1. Enhance judicial independence through appropriate legislative provision and improved stakeholder understanding and support	1. Draft Judiciary Administration Act to provide for judicial administration, strengthened independence, financial and administrative autonomy 2. Create a platform for high level engagement with Government 3. Annual engagement with key stakeholders on the need to maintain judicial independence. 4. Annual engagement with National Assembly 5. Annual consultative forum of court users & NGO's working in Justice sector 6. Develop regulations for the Judicial Service Commission (JSC) 7. Establish a separate JSC Secretariat	4,200,000	82,127.49	68,582.63

¹ The amounts indicated in dalasi in the Budget are subject to change due to fluctuation in the exchange rate.



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Strategic Objectives	Key Activities	Budget		
		D	USD	EUR
2. Become a sub-vented organization with increased financial allocation for the effective delivery of Judiciary's mandate	1. Engage the National Assembly on budget submitted by President to increase budget allocation 2. Organise Donor Conference 3. Develop pay scale for judges, judicial officers and other staff 4. Review terms and conditions of service for judges, judicial officers and other staff	159,075,750 (including D80 million revolving loan scheme)	3,110,593.47	2,597,579.20
3. Establish appropriate mechanism for retention of fees generated by the Judiciary and the privatization of self-sustainable services	1. To retain all revenue other than fines and penalties with the Judiciary 2. To develop a cost recovery policy instituted by Judiciary to reduce recurrent cost 3. To develop privatization policy for self-sustaining services (records preparation, service of process, Sheriff auctions, sales, maintenance etc)	1,740,000	34,024.25	28,412.80



Strategic Objectives	Key Activities	Budget		
		D	USD	EUR
4. Increase autonomy in financial management	<p>1. To establish an independent self-accounting finance department able to produce annual reports, financial plans and effectively manage financial resources</p> <p>2. Establish Judiciary finance and audit committee to oversee financial operations and report to the Chief Justice</p> <p>3. To strengthen the internal audit unit with appointments of staff</p>	2,827,530	55,289.99	46,171.29
5. Improve management capability of Judiciary leadership	<p>1. Training on management and leadership skills organized for all officers with functions</p> <p>2. Include requirement in human resource policy, TORs for leadership positions</p> <p>3. Establish Communications Unit</p> <p>4. Establish platform for internal communications</p>	10,000,000	195,541.65	163,291.97
GROSS TOTAL FOR GOAL 1		177,843,280	3,477,576.85	2,904,037.88



GOAL 2: Upgrade and expand physical infrastructure and improve the work environment

A comprehensive infrastructure development programme is needed to address and alleviate the dire inadequate or degraded current state of the courts and court facilities. Government will be engaged to identify a location for the construction of a facility for the Supreme Court, Court of Appeal, Cadi Appeals Panel, Commercial and Land Dispute Courts to alleviate the current pressure on the High Court complex which houses the Supreme Court, the Court of Appeal and the Cadi Appeals Panel. Court facilities will be upgraded/constructed and decentralized to create a reasonable work environment for all.



Bundung High Court under construction



Bakau High Court



Judiciary of the Republic of The Gambia



Strategic Objectives	Key Activities	Budget		
		D	USD	EUR
1. Construction of five new Court Complexes for the Supreme Court, Court of Appeal, Cadi Appeals Panel, Commercial Court and a court complex in Brikama	<ol style="list-style-type: none"> 1. Identify and allocate land by Government for the construction of the proposed complexes 2. Source funding for construction, equipping and furnishing 3. Tender award and execute project 	400,000,000	7,821,666.01	6,531,678.64
2. Upgrading and rehabilitation of all existing courts and facilities and construction of facilities for library, storage and archiving.	1. Costed Court Infrastructure, upgrade & Rehabilitation Plan (CIRP) with design and specifications & BOQs and construction of facilities for library, storage and archiving	156,000,000	3,050,449.75	2,547,354.67



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Strategic Objectives	Key Activities	Budget		
		D	USD	EUR
3. Court expansion and decentralization programme to improve access in all areas and regions (Commercial and other specialized courts, Magistrates Courts, Cadi courts and Tribunal, and Judicial Training Institute (JTI) Over 5 years	<ol style="list-style-type: none"> 2. Develop expansion program for Costed Comprehensive 5 Year Court Infrastructure with designs, specifications & BOQs. 3. Seek Government support & approval 	243,093,750	4,753,495.31	3,969,525.64
4. Decentralize, standardize and improve court facilities	<ol style="list-style-type: none"> 1 To develop decentralization plan for library, research, archives, records, court connected Alternative Dispute Resolution (ADR) etc 2. Develop standardization policy and plan for facilities, equipment, furniture and furnishings 3. Secure funding from government and partners for execution of plan 	16,493,000	322,506.84	269,317.44



Strategic Objectives	Key Activities	Budget		
		D	USD	EUR
5.Improve transportation facilities	1. Develop a transportation policy including vehicle maintenance 2. Upgrade transportation facilities for service delivery, judges, judicial officers and other staff 3. Annual maintenance	34,850,000	681,462.65	569,072.50
6. Effective assets management and maintenance programme	1 Restructure Estates Unit to improve its capacity to maintain all assets. 2 Design system of periodic maintenance. 3 Improve maintenance budget.	3,300,000	64,528.74	53,886.35
GROSS TOTAL FOR GOAL 2		853,736,750	16,694,109.31	13,940,835.24

² The amounts in dalasi indicated in the Budget are subject to change due to fluctuation in the exchange rate.



GOAL 3: Restructure and strengthen organizational and institutional capacity

A coherent and well-functioning organizational structure is key to the achievement of our strategic objectives. We will conduct a study to guide the judiciary on such re-organizational restructuring. We will organize the way the various courts are managed to ensure that each court is managed efficiently. We will decentralize key functions such as the registry, execution of judgments and orders. We will also review the system of Notaries Public, Commissioners for Oaths and Justices of the Peace to ensure that they are properly organized and effectively monitored to support the administration of justice.



The Hon. Chief Justice of The Gambia at the Opening of the Legal Year 2021



The Hon. Chief Justice with the new lawyers during the call to the Bar 2020



Judiciary of the Republic of The Gambia



Strategic Objectives	Key Activities	Budget		
		D	USD	EUR
1. Decentralise and restructure the management of the court system	1. Study and report on possible plan for decentralization and restructuring of the management of the courts	4,800,000	93,859.99	78,380.14
2. Decentralise registry system and execution of court decisions	1. Amend the Courts Act 2. Establish Registry Cadre and Validation Workshops 3. Develop TOR for registries and officers & training 4. Review the Sheriff and Civil Process Act and provide for decentralized structure 5. Establish Bailiff Cadre 6. Develop TOR for staff and handbook for execution and training	2,000,000	39,108.33	32,658.39



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Strategic Objectives	Key Activities	Budget		
		D	USD	EUR
3. Re-organise all admin support functions into departments/units	1. Restructure administration into HR, Estates, Public Relations, Libraries, ICT & Court Recording, statistics and M & E 2. Develop departments/units policies 3. Formulate implementation guidelines/operation manuals 4. Develop TOR for all positions 5. Design and conduct trainings on all policies and roles	850,000	16,621.04	13,879.82
4. Integrate the district tribunal into the Judicial System	1. Review District Tribunal Act 2. Develop costed transition integration plan 3. Develop training programme for members and scribes	1,800,000	35,197.50	29,392.55
5. Integrate the Cadi Court System into the mainstream court system	1. Amend Constitution and merge Cadi Appeals Panel into the Appellate System 2. Establish Cadi High Court and Subordinate Court 3. Validation and training workshop	1,450,000	28,353.54	23,677.34

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Strategic Objectives	Key Activities	Budget		
		D	USD	EUR
6. Reform the system of Notaries Public, Commissioners for Oaths and Justices of the Peace	<ol style="list-style-type: none"> 1. Establish separate task forces of consultants for recommendations and develop policy and reform plan 2. Review or enact respective laws 3. Design training programs for Notaries Public, Commissioners for Oaths & Justices of the Peace 4. Conduct training and review of all appointments 	1,320,000	25,811.50	21,554.54
7. Strengthen the Monitoring and Evaluation Unit for the continuous monitoring and assessment of performance at all levels	<ol style="list-style-type: none"> 1. Recruit staff and acquire M & E Software 2. Make budget provision 3. Staff assessment conducted by M & E Unit 	3,300,000	64,528.74	53,886.35
GROSS TOTAL FOR GOAL 3		14,482,000	283,183.42	236,479.43



Goal 4: Improve efficiency of court processes and service delivery

The automation/digitizing of court systems must be accompanied by a reform of the way we manage and deal with cases from filing to judgment to execution. Effective justice requires efficient and comprehensive court rules, time management guidelines that prevent delays and the accumulation of case backlog, efficient scheduling of cases that enables the prompt disposal of cases. Support functions including the service of processes, effective court room management, and execution of court orders must also be efficient. We will carry out a systematic review of all these processes over a period of three years and seek to significantly reduce case backlog within this period.



The Cadi Appeals Panel in session



Central registry High Court



Judiciary of the Republic of The Gambia



Strategic Objectives	Key Activities	Budget		
		D	USD	EUR
1. Develop and establish an efficient records management system	1. Develop & adopt records management and disposal policy 2. Review Disposal of Records Act 1949 CAP 8.08 3. Develop Records archiving and disposal system & Plan & procedural manual 4. Automate system & electronic records database 5. Develop Disaster prevention and Recovery Plan 6. Develop TOR for Records Staff and conduct training 7. Create records Centre and Electronic Records Database	32,350,000	632,577.24	528,249.51



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Strategic Objectives	Key Activities	Budget		
		D	USD	EUR
2. Review and improve the case management system	1. Map out and formalize all workflows according to case type 2. Introduce time management guidelines for all courts including the time scheduling of cases 3. Develop case management handbook for each court/division 4. Automate case management 5. Review rules of court on the Specialized divisions of the high Court 6. Define Case backlog & establish baseline for each case type 7. Adopt and implement plan including Fast Track Court to clear backlog 8. Review Bail Provisions. 9. Develop and Adopt Sentencing Guidelines 10. Training on Guidelines	41,215,000	805,924.91	673,007.84



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Strategic Objectives	Key Activities	Budget		
		D	USD	EUR
3. Review of all Judicature Acts and rules to reduce undue technicalities and bottlenecks	<ol style="list-style-type: none"> 1. Identify bottlenecks and unnecessary technicalities that cause delays. 2. Propose reform measures & Develop time bound reform programme 3. Plan for better streamlining of the development of the rules of the various courts 4. Training module on court rules at Judicial Training Institute (JTI) 5. Design training programme for registry staff on rules and other proceedings 	D 2,350,000	USD 45,952.29	EUR 38,373.61
4. Reform all processes for the execution of court decisions	<ol style="list-style-type: none"> 1. Review, reform and streamline the execution processes 2. Amend Sheriff and Civil Processes Act and develop subsidiary legislation 3. Develop execution handbook 	D 850,000	USD 16,621.04	EUR 13,879.82

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Strategic Objectives	Key Activities	Budget		
		D	USD	EUR
5. Introduce court performance measurement system	<ol style="list-style-type: none"> 1. Develop court performance measurement system 2. Introduce annual court performance assessments & design assessment tools 3. Use assessment results to develop improvement plan 4. Carry out court user Satisfaction survey 	D 580,000	USD 11,341.42	EUR 9,470.93
GROSS TOTAL FOR GOAL 4		D 77,345,000	USD 1,512,416.89	EUR 1,262,981.71



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GOAL 5: Develop human resources capacity required for a modern judiciary.

There has been some improvements, however, the Judiciary continues to be faced with human resources challenges. The arrangement in place for determining human resources needs and the recruitment and selection, management and development of human resources staff will be reviewed. The optimum number of staff for each court and all support services of the judiciary will be assessed and determined. A system of policies and plans will be put in place for the recruitment and retention of qualified and competent judges, judicial officers and staff to manage the organization and drive performance at every level. The terms and conditions of service for staff will be reviewed. The Judicial Training Institute (JTI) will be upgraded and training programmes including mandatory continuous training for judges, judicial officers and other staff instituted



Magistrates on training session for the establishment of the revising courts



Training Session for Registrars



Judiciary of the Republic of The Gambia



Strategic Objectives	Key Activities	Budget		
		D	USD	EUR
1. Formulation of a Comprehensive Human Resources Policy and Human Resources Development Plan for the Judiciary	<ol style="list-style-type: none"> Needs assessment conducted Qualifications and TOR for each function developed with scheme of service for each unit An Independent Human Resources (HR), audit & competency assessment An organizational cultural assessment Develop policy and plan for capacity building & training Develop recruitment and retention policy 	1,650,000	32,264.37	26,943.17
2. Recruitment of competent and qualified Human Resources personnel to assist the Judiciary in the formulation and update of essential policies, strategies and tools	<ol style="list-style-type: none"> Recruit HR professional as director of HR Department Identify HR policy gaps review and update policies Identify Key Performance Indicators (KPIs) Develop KPI's and individual work plans 	In House		

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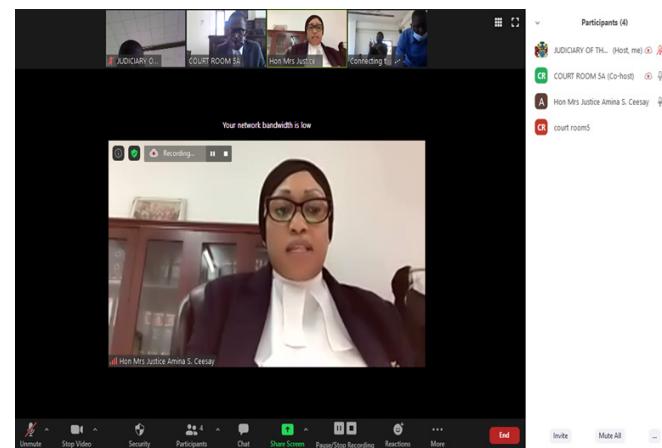


Strategic Objectives	Key Activities	Budget		
		D	USD	EUR
3. Development of Human Resources performance management system	1. Develop Performance Management System (PMS) 2. Design Performance Appraisal (PA) forms 3. Organize training workshops on PA 4. Appraise staff performance 5. Design mechanism for Court leadership performance Review	575,000	11,243.64	9,389.29
4. Develop legal and administrative framework for Judicial Training Institute (JTI)	1. Develop legal framework for the JTI 2. Secure permanent Premises and allocate staff and other resources 3. Develop & conduct more training programmes 4. Identify Donors & partners & submit funding proposal 5. Identify Partners	13,606,000	266,053.97	222,175.05
GROSS TOTAL FOR GOAL 4		D 15,831,000	USD 309,561.99	EUR 258,507.51



GOAL 6: Harness ICT to support court function

For technology to be leveraged, key processes and functions must be digitized and/or automated. The long hand and backbreaking recording of court proceedings is outmoded and outdated and will be replaced. All court filing and records will be digitized. The superior courts will be prioritized according to the volume of hearing of cases and thereafter the subordinate courts. An electronic filing system and proceedings through video conferencing will be institutionalized.



Live Virtual Court Session with Justice Amina Saho Ceesay



Local Area Network work in progress in the IT server room



Judiciary of the Republic of The Gambia



Strategic Objectives	Key Activities	Budget		
		D	USD	EUR
1. Develop an ICT policy and strategy	<ol style="list-style-type: none"> 1. Conduct needs assessment to determine Information Communication System (ICT) requirements including Arabic based system for Cadi Courts 2. Develop ICT Policy & Strategy 3. Adopt Costed Plan of Action & road map 4. Submit proposals to donors/organize donor conference 	D 1,675,000	USD 32,753.23	EUR 27,351.40
2. Automate all key functions including filing, payment systems etc.	<ol style="list-style-type: none"> 1. Conduct assessment & Identify functions for digitizing & automation 2. Costed Plan of action for digitization and automation 3. Implementation of Plan of Action 	D 100,000	USD 1,955.42	EUR 1,632.92
3. Improve and expand the CATS system and infrastructure	<ol style="list-style-type: none"> 1. Evaluate efficacy of current Computer Aided Transcription System (CATS) 2. Develop and implement plan to upgrade CATS system 	D 29,250,000	USD 571,959.33	EUR 477,629.00

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Strategic Objectives	Key Activities	Budget		
		D	USD	EUR
	<ol style="list-style-type: none"> 3. Design CATS training programme to improve capacity of ICT Unit 4. Institutionalize training programme 			
4. Introduce an E- Judiciary	<ol style="list-style-type: none"> 1. E-Judiciary study to be conducted 2. Develop & cost Implementation road map 3. Submit funding proposals 4. Execute implementation plan 	D 31,651,000	USD 618,908.88	EUR 516,835.40
GROSS TOTAL FOR GOAL 6		D 62,576,000	USD 1,223,621.43	EUR 1,021,815.81



GOAL 7: Improve access to the Courts and Tribunals

Justice must be within the reach of all persons and everyone is entitled to the same standard of justice. We will focus on ensuring that a litigant in each region of the country can access the range of courts services necessary to deal with all disputes without travelling outside the region. Courts facilities will be made more litigant friendly with more assistance to lay litigants and availability of competent interpretation and translation services. The courts connected Alternative Dispute Resolution (ADR) system will also be reviewed, revived and strengthened to reduce the burden on the court system. We will also focus on simplifying rules and processes and providing simple manuals to assist lay litigants.



Current Basse High Court, URR



Kanifing Children's Court in Session

Kanifing Industrial Tribunal in Session



Strategic Objectives	Key Activities	Budget ⁷		
		D	USD	EUR
1. Improve access to court facilities by the disadvantaged and differently able persons	1. Ramps constructed in all courts 2. Restrooms re-designed 3. System of Legal Aid reviewed with Gambia Bar Association (GBA), police, prison service and other stakeholders. 4. Introduce brail system for blind court users 5. Budget allocated for sign language interpretation	1,150,000	22,487.29	18,778.58
2. Increase awareness and use of Court Connected ADR	1. Review the ADR framework 2. Arrange refresher & new training and certification for ADR 3. Include mandatory provisions in court rules for ADR	1,915,000	37,446.23	31,279.41

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Strategic Objectives	Key Activities	Budget		
		D	USD	EUR
3. Improve access to specialized courts and tribunals and strengthen administrative oversight	1. Organise workshop of stakeholder to Propose changes. 2. Enact legal framework 3. Review of all statutes of specialised courts and align with legal framework 4. Establish Administrative Unit	3,220,000	62,964.41	52,580.01
4. Simplify processes for lay litigants	1. Develop manual outlining processes and procedures for lay litigants 2. Assign staff to support lay litigants	In House		
GROSS TOTAL FOR GOAL 7		D 6,295,000	USD 123,093.47	EUR 102,792.29



Judiciary of the Republic of The Gambia



GOAL 8 Improve communications and stakeholder/court user confidence in the Judiciary

Public confidence in the Judiciary is indispensable to delivering justice. Communication with the public will be improved through publication of annual reports and other means. The Legal Year celebrations will be made more interactive and used as a platform for fostering greater understanding of the courts and their challenges and for stakeholder participation in court initiative. More rigorous complaints mechanism will be introduced. The Judiciary website will be reinstated and enhanced to ensure that all court decisions are published timeously.



His Excellency the President and the Hon. Chief Justice with the Cadis at the Legal year 2021



The Hon. Chief Justice with the Justices of the Superior Court at the Legal Year 2020

3	GMD 850,000.00	GMD 206,000.00	GMD 644,000.00	
4	GMD 1,800,000.00	GMD 350,000.00	GMD 1,450,000.00	
5	GMD 1,450,000.00	GMD 1,450,000.00	GMD 0.00	
6	GMD 1,320,000.00	GMD 350,000.00	GMD 970,000.00	
7	GMD 2,262,000.00	GMD 1,098,900.00	GMD 1,163,100.00	
Subtotal	GMD 14,482,000.00	GMD 4,054,900.00	GMD 10,427,100.00	
Strategic Objectives				
Budget 2021-2025 (GMD) GLF (GMD) Funding Gap (GMD) Remarks				
1	GMD 32,350,000.00	GMD 1,000,000.00	GMD 31,350,000.00	
2	GMD 41,215,000.00	GMD 1,000,000.00	GMD 40,215,000.00	
3	GMD 2,350,000.00	GMD 350,000.00	GMD 2,000,000.00	
4	GMD 850,000.00	GMD 350,000.00	GMD 500,000.00	
5	GMD 580,000.00	GMD 580,000.00	GMD 0.00	
Subtotal	GMD 77,345,000.00	GMD 3,280,000.00	GMD 74,065,000.00	

Strategic Objectives				
Budget 2021-2025 (GMD) GLF (GMD) Funding Gap (GMD) Remarks				
1	GMD 1,650,000.00	GMD 350,000.00	GMD 1,300,000.00	
2	GMD 0.00		GMD 0.00	
3	GMD 575,000.00	GMD 575,000.00	GMD 0.00	
4	GMD 13,606,000.00	GMD 3,000,000.00	GMD 10,606,000.00	
Subtotal	GMD 15,831,000.00	GMD 3,925,000.00	GMD 11,906,000.00	
Strategic Objectives				
Budget 2021-2025 (GMD) GLF (GMD) Funding Gap (GMD) Remarks				

1	GMD 1,675,000.00	GMD 675,000.00	GMD 1,000,000.00	
2	GMD 31,651,000.00	GMD 2,000,000.00	GMD 29,651,000.00	
3	GMD 29,250,000.00	GMD 2,000,000.00	GMD 27,250,000.00	
Subtotal	GMD 62,576,000.00	GMD 4,675,000.00	GMD 57,901,000.00	

Strategic Objectives				
Budget 2021-2025 (GMD) GLF (GMD) Funding Gap (GMD) Remarks				
1	GMD 1,150,000.00	GMD 150,000.00	GMD 1,000,000.00	
2	GMD 1,915,000.00	GMD 400,000.00	GMD 1,515,000.00	
3	GMD 3,230,000.00	GMD 750,000.00	GMD 2,480,000.00	
4	GMD 0.00	GMD 0.00	GMD 0.00	
Subtotal	GMD 6,295,000.00	GMD 1,300,000.00	GMD 4,995,000.00	

Strategic Objectives				
Budget 2021-2025 (GMD) GLF (GMD) Funding Gap (GMD) Remarks				
1	GMD 500,000.00	GMD 200,000.00	GMD 300,000.00	
2	GMD 50,000.00	GMD 50,000.00	GMD 0.00	
3	GMD 0.00	GMD 0.00	GMD 0.00	
4	GMD 2,500,000.00	GMD 500,000.00	GMD 2,000,000.00	
Subtotal	GMD 3,050,000.00	GMD 750,000.00	GMD 2,300,000.00	

Grand Total	GMD 1,211,159,030.00	GMD 167,672,216.00	GMD 1,043,486,814.00	
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key	inhouse expenditure
	Grand total
	Subtotal

Goal 1						
Budget 2021-2025 equivalent in USD (GMD\$1.14 @1USD)	GLF equivalent in USD	Funding Gap equivalent in USD	Budget 2021-2025 equivalent in EUR	GLF Funding in EUR	Funding Gap equivalent in EU	Remarks
USD 82,127.49	USD 56,592.84	USD 25,534.65	EUR 68,582.63	EUR 47,259.27	EUR 21,323.35	
USD 3,110,593.47	USD 126,010.13	USD 2,984,583.34	EUR 2,597,579.20	EUR 105,227.92	EUR 2,492,351.27	
USD 34,024.25	USD 5,866.25	USD 28,158.00	EUR 28,412.80	EUR 4,898.76	EUR 23,514.04	
USD 55,289.99	USD 5,866.25	USD 49,423.74	EUR 46,171.29	EUR 4,898.76	EUR 41,272.53	
USD 195,541.65	USD 97,770.83	USD 97,770.83	EUR 163,291.97	EUR 81,645.98	EUR 81,645.98	
USD 3,477,576.85	USD 292,106.30	USD 3,185,470.55	EUR 2,904,037.88	EUR 243,930.70	EUR 2,660,107.18	

Goal 2						
Budget 2021-2025 equivalent in USD	GLF equivalent in USD	Funding Gap equivalent in USD	Budget 2021-2025 equivalent in EUR	GLF Funding in EUR	Funding Gap equivalent in EU	Remarks
USD 7,821,666.01	USD 1,564,333.20	USD 6,257,332.81	EUR 6,531,678.64	EUR 1,306,335.73	EUR 5,225,342.91	
USD 3,050,449.75	USD 1,095.03	USD 3,049,354.71	EUR 2,547,354.67	EUR 914.44	EUR 2,546,440.24	
USD 4,753,495.31	USD 977.71	USD 4,752,517.60	EUR 3,969,525.64	EUR 816.46	EUR 3,968,709.18	
USD 322,506.84	USD 322,506.84	USD 0.00	EUR 269,317.44	EUR 269,317.44	EUR 0.00	
USD 681,462.65	USD 681,462.65	USD 0.00	EUR 569,072.50	EUR 569,072.50	EUR 0.00	
USD 64,528.74	USD 64,528.74	USD 0.00	EUR 53,886.35	EUR 53,886.35	EUR 0.00	
USD 16,694,109.31	USD 2,634,904.18	USD 14,059,205.12	EUR 13,940,835.24	EUR 2,200,342.91	EUR 11,740,492.33	

Goal 3						
Budget 2021-2025 equivalent in USD	GLF equivalent in USD	Funding Gap equivalent in USD	Budget 2021-2025 equivalent in EUR	GLF Funding in EUR	Funding Gap equivalent in EU	Remarks
USD 93,859.99	USD 5,866.25	USD 87,993.74	EUR 78,380.14	EUR 4,898.76	EUR 73,481.38	
USD 39,108.33	USD 5,866.25	USD 33,242.08	EUR 32,658.39	EUR 4,898.76	EUR 27,759.63	

USD 16,621.04	USD 4,028.16	USD 12,592.88	EUR 13,879.82	EUR 3,363.81	EUR 10,516.00	
USD 35,197.50	USD 6,843.96	USD 28,353.54	EUR 29,392.55	EUR 5,715.22	EUR 23,677.34	
USD 28,353.54	USD 28,353.54	USD 0.00	EUR 23,677.34	EUR 23,677.34	EUR 0.00	
USD 25,811.50	USD 6,843.96	USD 18,967.54	EUR 21,554.54	EUR 5,715.22	EUR 15,839.32	
USD 44,231.52	USD 21,488.07	USD 22,743.45	EUR 36,936.64	EUR 17,944.15	EUR 18,992.49	
USD 283,183.42	USD 79,290.18	USD 203,893.23	EUR 236,479.43	EUR 66,213.26	EUR 170,266.17	

Goal 4						
Budget 2021-2025 equivalent in USD	GLF equivalent in USD	Funding Gap equivalent in USD	Budget 2021-2025 equivalent in EUR	GLF Funding in EUR	Funding Gap equivalent in EU	Remarks
USD 632,577.24	USD 19,554.17	USD 613,023.07	EUR 528,249.51	EUR 16,329.20	EUR 511,920.31	
USD 805,924.91	USD 19,554.17	USD 786,370.75	EUR 673,007.84	EUR 16,329.20	EUR 656,678.64	
USD 45,952.29	USD 6,843.96	USD 39,108.33	EUR 38,373.61	EUR 5,715.22	EUR 32,658.39	
USD 16,621.04	USD 6,843.96	USD 9,777.08	EUR 13,879.82	EUR 5,715.22	EUR 8,164.60	
USD 11,341.42	USD 11,341.42	USD 0.00	EUR 9,470.93	EUR 9,470.93	EUR 0.00	
USD 1,512,416.89	USD 64,137.66	USD 1,448,279.23	EUR 1,262,981.71	EUR 53,559.76	EUR 1,209,421.95	

Goal 5						
Budget 2021-2025 equivalent in USD	GLF equivalent in USD	Funding Gap equivalent in USD	Budget 2021-2025 equivalent in EUR	GLF Funding in EUR	Funding Gap equivalent in EU	Remarks
USD 32,264.37	USD 6,843.96	USD 25,420.41	EUR 26,943.17	EUR 5,715.22	EUR 21,227.96	
USD 0.00	USD 0.00	USD 0.00	EUR 0.00	EUR 0.00	EUR 0.00	
USD 11,243.64	USD 11,243.64	USD 0.00	EUR 9,389.29	EUR 9,389.29	EUR 0.00	
USD 266,053.97	USD 58,662.50	USD 207,391.47	EUR 222,175.05	EUR 48,987.59	EUR 173,187.46	
USD 309,561.99	USD 76,750.10	USD 232,811.89	EUR 258,507.51	EUR 64,092.10	EUR 194,415.41	

Goal 6						
Budget 2021-2025 equivalent in USD	GLF equivalent in USD	Funding Gap equivalent in USD	Budget 2021-2025 equivalent in EUR	GLF Funding in EUR	Funding Gap equivalent in EU	Remarks

USD 32,753.23	USD 13,199.06	USD 19,554.17	EUR 27,351.40	EUR 11,022.21	EUR 16,329.20
USD 618,908.88	USD 39,108.33	USD 579,800.55	EUR 516,835.40	EUR 32,658.39	EUR 484,177.01
USD 571,959.33	USD 39,108.33	USD 532,851.00	EUR 477,629.00	EUR 32,658.39	EUR 444,970.61
USD 1,223,621.43	USD 91,415.72	USD 1,132,205.71	EUR 1,021,815.81	EUR 76,338.99	EUR 945,476.81

Goal 7

Budget 2021-2025 equivalent in USD	GLF equivalent in USD	Funding Gap equivalent in USD	Budget 2021-2025 equivalent in EUR	GLF Funding in EUR	Funding Gap equivalent in EU	Remarks
USD 22,487.29	USD 2,933.12	USD 19,554.17	EUR 18,778.58	EUR 2,449.38	EUR 16,329.20	
USD 37,446.23	USD 7,821.67	USD 29,624.56	EUR 31,270.41	EUR 6,531.68	EUR 24,738.73	
USD 63,159.95	USD 14,665.62	USD 48,494.33	EUR 52,743.31	EUR 12,246.90	EUR 40,496.41	
USD 0.00	USD 0.00	USD 0.00	EUR 0.00	EUR 0.00	EUR 0.00	
USD 123,093.47	USD 25,420.41	USD 97,673.05	EUR 102,792.29	EUR 21,227.96	EUR 81,564.34	

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Goal 8

Budget 2021-2025 equivalent in USD	GLF equivalent in USD	Funding Gap equivalent in USD	Budget 2021-2025 equivalent in EUR	GLF Funding in EUR	Funding Gap equivalent in EU	Remarks
USD 9,777.08	USD 3,910.83	USD 5,866.25	EUR 8,164.60	EUR 3,265.84	EUR 4,898.76	
USD 977.71	USD 977.71	USD 0.00	EUR 816.46	EUR 816.46	EUR 0.00	
USD 0.00	USD 0.00	USD 0.00	EUR 0.00	EUR 0.00	EUR 0.00	
USD 48,885.41	USD 9,777.08	USD 39,108.33	EUR 40,822.99	EUR 8,164.60	EUR 32,658.39	
USD 59,640.20	USD 14,665.62	USD 44,974.58	EUR 49,804.05	EUR 12,246.90	EUR 37,557.15	

USD 23,683,203.56	USD 3,278,690.18	USD 20,404,513.38	EUR 19,777,253.92	EUR 2,737,952.58	EUR 17,039,301.34
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Annex 2

GOAL 1	Strengthen the independence of the judiciary and its autonomy		
Strategic Objective 1	Enhance judicial independence through appropriate legislative provision and improved stakeholder understanding and support		
Expected Outcome	Key Activities	Responsibility	Time Frame
1.1 An Act to provide for judicial administration, strengthened independence, financial and administrative autonomy (Judiciary Administration Act (J.A. Act))	1.1.1 Law to be drafted, validated and presented to Cabinet by Minister of Justice for approval 1.1.2 Bill presented to National Assembly	Consultant, Chief Justice and Ministry of Justice.	January 2021- December 2022
1.2 Framework/ platform for routine high-level engagement with Government	1.2.1 Establish Judiciary Committee to formulate Framework 1.2.2. Present Framework for validation	Chief Justice and Judicial Service Commission (JSC)	January - December 2021
1.3 Annual engagement with high level key stakeholders (Cabinet Ministers, heads of Government institutions, etc.) on the need to maintain judicial independence	1.3.1 Organise annual meeting with high level key government stakeholders	Chief Justice, Judicial Secretary, Speaker of the National Assembly and Secretary General	January - February 2021 (annual)
1.4 Annual engagement with National Assembly	1.4.1 Preparation and presentation of Annual Report to National Assembly by Chief Justice or his or her representative	Chief Justice, Judicial Secretary and Clerk of National Assembly	January to February 2021 (annual)
1.5 Annual consultative forum of court users and NGOs working in Justice sector	1.5.1 Establish annual retreat of court users to coincide with legal year celebrations	Committee of Bench, the Bar & other stakeholders	End of Court Session (annual)

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	1.5.2 Annual Judicial Conference of Bench and Bar during legal year celebrations	Judiciary legal Year Celebrations Committee with Bar & other stakeholders	Annual
1.6 To develop regulations for the Judicial Service Commission	1.6.1 To provide a regulatory framework for the management of the staff of the judiciary	Chief Justice (CJ) & JSC	January - December 2021
1.7 Separate JSC Secretariat established	Establish JSC Secretariat	JSC and Chief Justice	January - March 2022

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Strategic Objective 2			
Become a sub-vented organization with increased financial allocation for the effective delivery of Judiciary's mandate			
Expected Outcome	Key Activities	Responsibility	Time Frame
2.1 Increased budget allocation from Consolidated Revenue Fund (CRF) paid quarterly to Judiciary bank account	Engage National Assembly on budget submitted by President	Judiciary, Ministry of Finance & Economic Affairs (MoFEA), National Assembly	2022 Budget Session
2.2 Donor Support secured	Organize Donor Conference	Judiciary with UNDP	June- December 2021
2.3 Independent salary scale for Judges, Judicial officers and other staff	Develop pay scale for judiciary benchmarked on parastatals	Consultant, Chief Justice and JSC	June 2021 - June 2022
2.4 Improved terms and conditions of service for Judges, Judicial officers and other staff	Review terms and conditions of service and increase personnel budget provisions	Chief Justice, JSC, Judicial Secretary (JS), MoFEA, National Assembly, Office of the President	June 2021 - June 2022

Strategic Objective 3**Establish appropriate mechanisms for retention of fees generated by the Judiciary (to the extent feasible) and the privatization of self-sustainable services**

Expected Outcome	Key activities	Responsibility	Time Frame
3.1 All revenue other than fines and penalties retained by Judiciary	3.1.1 Retention policy agreed with MoFEA included in draft J.A. Act	Chief Justice, JS Head of Finance and MOFEA	January - December 2021
3.2 Cost recovery policy instituted by Judiciary to reduce recurrent cost	3.1.2 Mechanisms for revenue collection & accountability 3.2.1 Develop Policy & plan, approve & implemented	Chief Justice and JS. & consultant MoFEA	January - July 2022
3.3 Self-sustaining services privatized (records preparation, service of process, Sheriff auctions & sales, maintenance etc.)	3.3.1 Privatization Policy developed and approved 3.3.2 Mechanism for oversight of privatized functions established	Chief Justice and Judiciary Task force & Consultant	July -December 2022

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Strategic Objective 4**Increase autonomy in financial management**

Expected Outcome	Key activities	Responsibility	Time Frame
4.1 Independent self- accounting finance department able to produce annual reports, financial plans and effectively manage financial resources	4.1.1 Develop finance policy, restructure finance department, 4.1.2. Develop TOR for Head of Finance and other accounting staff 4.1.3 Adopt implementation plan with timelines	Consultant, JSC, Chief Justice JS and Accountant General	July 2021 - June 2022

4.2 Mechanism for financial oversight responsibility created and incorporated in J.A. Act	Establish Judiciary finance and audit committee to oversee financial operations and report to Chief Justice	Chief Justice, JSC	January -June 2022
4.3 Enhanced internal audit capability	Strengthen the Internal Audit Unit with appointments of staff	Chief Justice JS & MoFEA, Auditor General	July to December 2021

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Strategic Objective 5			
Expected Outcome	Key activities	Responsibility	Time Frame
5.1 Judiciary leadership acquire managerial & leadership training as a prerequisite to appointment/ confirmation in office	5.1.1 Training on management and leadership skills organized for all officers with management functions 5.1.2 Include requirement in human resource policy TORs for leadership positions	JSC, Chief Justice, HR Committee & Judicial Training Institute (JTI) & Management Development Institute (MDI)	January - December 2021
5.2 High level of internal communication	5.2.1 Establish Communications Unit. 5.2.2 Establish Platform for internal communication	Judicial Secretary	March - December 2021

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GOAL 2			
Upgrade and expand physical infrastructure and improve the work environment			
Strategic Objective 1			
Construction of new Court Complexes for the Supreme Court, Court of Appeal/Cadi Appeal Panel and a court complex in Brikama, West Coast Region.			
Expected Outcome	Key activities	Responsibility	Time Frame
1.1 improved accommodation for the Supreme Court, Court of Appeal & Cadi Appeals Panel & a court complex in order to enhance the efficiency of their operation and capacity to sit in panels simultaneously	1.1.1 Identify and allocate land 1.1.2 Appointment of Architect, Design and BOQ of proposed complexes	Chief Justice Ministry of Land & Regional Government (MOLRG), Ministry of Works, transport and infrastructure (MOWIT) & MoFEA	July- December 2021
	1.1.3 Source funding for construction equipping and furnishing	Judicial Secretary & Project Committee Gambia Public Procurement Authority (GPPA)	July 2021 - July 2022
	1.1.4 Tender, award and execute projects	Chief Justice & JS, MoFEA	July 2022 - December 2022

Strategic Objective 2		Upgrading and rehabilitation of all existing Courts & facilities and construction of facilities for library, storage and archiving.	
Expected Outcome	Key activities	Responsibility	Time Frame
2.1 Costed Court Infrastructure, upgrade & Rehabilitation Plan (CIRP) with designs and specifications & BOQs and construction of facilities for library, storage and archiving	2.1.1 Tender & engage Consultants to prepare CIRP & BOQ & contract documents	MoWI, MoFEA Chief Justice, JS & Judicial Infrastructure Development Committee (JIDC)	January 2021- June 2022
2.2 Funding secured for CIRP	2.1.2 Seek Government & donor funding	Chief Justice, MoJ, MoFEA & UNDP	January 2021 - 2025
2.3 Fully upgraded Court Facilities by 2024	2.2.3 Tender, award & execute CIRP	Judicial Secretary, JIDC & GPPA approval	January 2021-2025

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Strategic Objective 3		Court expansion & decentralization programme to improve access in all Areas and Regions (Commercial & other specialized courts, Magistrates Courts, Cadi courts and Tribunals, and JTI) over 5 years	
Expected Outcome	Key activities	Responsibility	Time Frame
3.1 Costed Comprehensive 5-Year Court Infrastructure Expansion Plan (CIEP) with designs, specifications & BOQs	3.1.1 Develop expansion programme 3.1.2 Seek Government support and approval	Ministry of Justice, Ministry of Works (MoWI), Chief Justice & JS (Judicial Infrastructure Development Committee (JIDC) MoFEA, MoWI, MoJ & Cabinet	January 2021- June 2022

3.2 Funding secured for CCIEP	3.2.1 Seek Government & donor funding	Chief Justice, JS, JIDC, MoFEA	July 2021- June - 2022
3.3 Expanded court facilities 2022-2024	3.2.3 Tender, award & execute CCIEP	JIDC & MoWI	January 2022-2025

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Strategic Objective 4		Decentralize, standardize and improve court facilities	
Expected Outcome	Key activities	Responsibility	Time Frame
4.1 Library, research, archives, records ¹ , court connected ADR etc. facilities decentralized & improved	4.1.1 Decentralization plan developed	Chief Justice, JS, and CCIEP	April- December 2021 January - December 2022
4.2 Court facilities, equipment, furniture and furnishings Standardized Annex 3	4.2.1 Develop standardization policy and plan for facilities, equipment, furniture and furnishings 4.2.2 Secure funding from Government and partners for execution of Plan 4.2.2 Tender award and execute Plan	JS, Costed Comprehensive 5 Year Court Infrastructure Expansion Plan (CCIEP) and GPPA	January 2022 - December 2025

¹ Also GO 4 S01

Strategic Objective 5		Improved transportation facilities		
Expected Outcome	Key activities	Responsibility	Time Frame	
5.1 Adequate and well-maintained transportation facilities for service delivery Judges, Judicial officers and other staff	5.1.1 Develop a transportation policy including vehicle maintenance	Consultant, Chief Justice & JS	April - December 2021	
	5.1.2 Secure funding to		July - December 2021	
	5.1.3 Upgrade transportation facilities	Maintenance Unit	January 2022- January 2025	
	5.1.2 Annual. maintenance		January 2022 - 2025	

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Strategic Objective 6		Effective assets management and maintenance programme		
Expected Outcome	Key activities	Responsibility	Time Frame	
6.1 Strengthened Maintenance capability	6.1.1 Restructure Estates Unit to improve its capacity to maintain all assets	Judicial secretary, Estate Unit & consultant	From July 2021-2022	
6.2 Annual Maintenance of all infrastructure, transportation and equipment	6.2.1 Design system of periodic maintenance		From January 2021	
	6.2.2 Improve maintenance budget			

GOAL 3

Strategic Objective 1		Restructure and strengthen organizational and institutional capacity		
Expected Outcome	Key activities	Responsibility	Time Frame	
3.1 Adoption of a policy and a plan for decentralization of court management	Study and report on possible plan for restructuring of the management of the courts	Chief Justice & JSC	July 2021 - July 2022	

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Strategic Objective 2		Decentralize registry system and execution of court decisions		
Expected Outcome	Key activities	Responsibility	Time Frame	
2.1 Independent and efficient Registry & registry Cadre for each Court system as per Appendix B	2.1.1 Amend Courts Act	Chief Justice, JSC, JS, MoJ, National Assembly, JS & consultants	October - July 2022	
	2.1.2. Establish Registry cadre & validation workshops		July - December 2022	
2.2 Execution Services decentralized and improved Appendix C	2.1.3 Develop TOR for registries and officers & training	JS & Waste, Consultant	July - December 2022	
	2.2.1 Review the Sheriff & Civil Process Act & provide for decentralized structure &	Chief Justice, Judicial Secretary, Sheriff MoJ	October 2021- July 2022	
	2.2.2 Establish Sheriff bailiff Cadre		July - December 2022	
	2.2.3 Develop TOR for staff & Handbook for executions & training		July - December 2022	

Strategic Objective 3			
Expected Outcome	Key activities	Responsibility	Time Frame
3.1 Restructured Administration into following Departments /Units: H.R, Estates, Public Relations <ul style="list-style-type: none"> Libraries ICT & Court Recording Statistics M & E & 	3.1.1 Develop department/unit Policies	Chief Justice, JS, Heads of Department Consultant and JTI, JSC	March - July 2021
	3.1.2 Formulate implementation guidelines/operation manual &		July 2021 - December 2021
	TOR for all positions		January - July 2022
	3.1.3 Design and conduct training on all policies & roles		July 2022 - April 2023

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Strategic Objective 4			
Expected Outcome	Key activities	Responsibility	Time Frame
4. District Tribunals integrated into the judicial system	4.1.1 Review District Tribunal Act. 4.1.2 Develop costed transition & integration plan 4.1.3. Develop training programme for members and scribes	Chief Justice, MoLGL, MoJ and consultant	March 2021 -July 2022 July - October 2022

Strategic Objective 5			
Expected Outcome	Key activities	Responsibility	Time Frame
5.1 Cadi Court System integrated into the mainstream court structure	5.1.1 Amend Constitution and merge Cadi Appeal Panel into Appellate system 5.1.2 Establish Cadi High Court & Subordinate Court 5.1.2 Validation and training workshop	Chief Justice, MoJ and consultant Chief Justice & Consultant Chief Justice &. Consultant	March - December 2022 July - October 2023 November 2023

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Strategic Objective 6			
Expected Outcome	Key activities	Responsibility	Time Frame
6.1 Effectively functioning and regulated institutions: <ul style="list-style-type: none"> Notaries public Justices of the Peace Commissioners of Oaths 	6.1.1 Establish separate Task forces to consultants recommendations & develop policy & reform plan 6.1.2 Review or enact respective laws 6.1.3 Design training programme for Notaries public JPs & Commissioners of Oaths Conduct training & review all appointments	Consultant Chief Judicial & Judicial Secretary Chief Justice, MoJ Consultants, MoJ National Assembly and JTI	February 2021 January 2021- June 2022 July - Dec 2022 Dec 2022- June 2025

Strategic Objective 7 Strengthen the Monitoring and Evaluation Unit for the continuous monitoring and assessment of performance at all levels			
Expected Outcome	Key activities	Responsibility	Time Frame
7.1 Monitoring & Evaluation (M & E) Unit staff recruited	7.1.1 Recruit staff Acquire M & E software	Judicial Secretary, Chief Justice & Consultant, JSC	January - June 2021
7.2 Annual staff-evaluation and improvement plan of court performance instituted	7.1.2 Make budget provision 7.2.1 Staff assessment conducted by M & E Unit	M & E Unit Senior Management	January 2021 December 2021 - January 2022

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GOAL 4 Improve efficiency of court processes and service delivery			
Strategic Objective 1 Develop and establish an efficient records management system			
Expected Outcome	Key activities	Responsibility	Time Frame
4.1 A robust records management system & records management unit	4.1.1 Develop & adopt records management and disposal policy 4.1.2 Review Disposal of Records Act 1949 CAP 8:08	Chief Justice, National Records Office (NRO), MoJ Records management consultant	January - December 2022

	4.1.3 Develop Records archiving and disposal system & Plan & procedural manual 4.1.4 Automate system & electronic records database 4.1.5. Develop Disaster prevention and Recovery Plan	Master, JS & NRO	January - December 2022 From March 2022 January - December 2022
	4.1.6 Develop TOR for Records 4.1.7 Staff and conduct training	NRO, JS, Master, Director & JTI	January - March 2022 July- October 2022
4.2 Records Centre and Electronic Records Database	4.2.1 Create records Centre	JS, Director &. Master	January - December 2022

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Strategic Objective 2 Review and improve the case management system			
Expected Outcome	Key activities	Responsibility	Time Frame
2.1 Improved efficiency in the conduct of cases	2.1.1 Map out and formalize all workflows according to case type 2.1.1 Introduce time management guidelines for all courts including the time scheduling of cases	Chief Justice & Judicial Officers, Consultant and JTI Chief Justice Conference of judges, magistrates & GBA	December 2021 January - February 2022
	2.1.2 Develop case management handbook for each court/division 2.1.3 Automate case management	Case management consultant Chief Justice ICT Unit	January -July 2022 August 2022 - August 2023
	2.2.1 Review rules of court on the	Chief Justice	December 2021

2.2 Specialized divisions reintroduced in High Court	Specialized divisions of the high Court 2.2.1 Encourage judges to specialize & facilitate training	Rules Committee	2021-2025
2.3 Significant reduction of case backlog	2.3.1 Define Case backlog & establish baseline for each case type	Bar, National Agency for Legal Aid (NALA) & MoJ, Judiciary	July 2021
	2.3.2 Adopt and implement plan including Fast Track Court to clear backlog	Master, Judges and Magistrates, Bar, MOJ & NALA	July 2021 - July 2022
2.4 Establish limits for remand custody & Prisons decongested	2.4.1 Review Bail Provisions. 2.4.2 Develop and Adopt Sentencing Guidelines 2.4.3 Training on Guidelines	MOJ, & National Assembly Judiciary Judiciary	From January 2021 From March 2021

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Strategic Objective 3			
Review of all Judicature Acts and rules to reduce undue technicalities and bottlenecks			
Expected Outcome	Key activities	Responsibility	Time Frame
3.1 Reform and modernize all Courts enabling legislation including: Courts Act, Subordinate Courts Act, GCA Act, Supreme Court Act, Law of England Application Act, Tribunal Legislation, Mohammedan Law Recognition Acts, 3.2 Review of the system of the Rules Committee	3.1.1 Identify bottlenecks and unnecessary technicalities that cause delays. 3.1.2 Propose reform measures & Develop time bound reform programme 3.2.1 Plan for better streamlining of the development of the rules of the various courts	Rules Committee, Law Reform Commission, MoJ and GBA Rules Committee Chief Justice	January 2021 - December 2022 From January 2021 -

3.2.2 Training module on court rules at JTC	JTI	From January 2022
3.3 Well trained and efficient registry staff	Master & JTI	From January - 2022

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Strategic Objective 4			
Reform all processes for the execution of court decisions			
Expected Outcome	Key activities	Responsibility	Time Frame
4.1 Efficient and time bound execution process	4.1.1 Review, reform and streamline the execution processes 4.1.2 Amend Sheriff and Civil Processes Act and develop subsidiary legislation	Bench and Bar, Rules Committee, MoJ	January - December 2022
4.2 Well trained Sheriff and Bailiffs Cadre	4.2.3 Develop execution handbook	Sheriff, Master, Judicial Secretary & JTI	January 2021 - December 2023

Strategic Objective 5			
Introduce court performance measurement system			
Expected Outcome	Key activities	Responsibility	Time Frame
5.1 Court performance regularly measured	5.1.1 Develop court performance measurement system 5.1.2 Introduce annual court performance assessments & design assessment tools 5.1.3 Use assessment results to develop improvement plan	Consultant and M&E Unit Statistics Unit Chief Justice, JS, M&E Unit JSC	March - June 2022 March - June 2022
5.2 Annual performance plan approved		Judicial Secretary, Master	January 2023

5.3 Court user satisfaction monitored	5.3.1 Carry out court user satisfaction survey	M&E Unit & Statistics Unit	January 2024
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GOAL 5			
Develop the human resources capacity required for a modern judiciary			
Strategic Objective 1 Formulation of a Comprehensive Human Resource Policy and Human Resource Development Plan for the Judiciary			
Expected Outcome	Key activities	Responsibility	Time Frame
1.1 Human Resources needs assessment and Plan to determine the optimum manpower required for the operation of the courts as a guide for the efficient allocation of human resources	1.1.1 Needs assessment conducted	Chief Justice, JSC, JS, HR Consultant & Personal Management Office (PMO)	March - December 2021
1.2 Capacity and competence of current staff assessed.	1.1.2 Qualifications and TOR for each function developed with scheme of service for each unit	Consultant and JSC	January - July 2022
1.3 A comprehensive HR Policy and HR development Plan	1.2.1 An Independent HR audit & competency assessment	Consultant, JS JSC, Head of HR, PMO	July - December 2022
1.4 Recruitment and Retention policy for all judiciary personnel	1.2.2 An organizational cultural assessment	Consultant, JSC, Head of HR	July - December 2022
	1.3.1 Develop policy and plan for capacity building & training	HR Unit	August to December 2022
	1.4.1 Develop recruitment and retention policy	JSC, Consultant and Director of HR	August-December 2022

Strategic Objective 2 Recruitment of competent and qualified Human Resources personnel to assist the Judiciary in the formulation and update of essential policies, strategies and tools			
Expected Outcome	Key activities	Responsibility	Time Frame
2.1 Competently staffed and efficient HR Department	2.1.1 Recruit HR professional as director of HR Department	Chief Justice and JSC	February 2021
2.2 Comprehensive HR policies and tools regularly updated	2.1.2 Identify HR policy gaps review and update policies	Director of HR with Judicial Secretary	July - December 2021
2.3 Judiciary HR efficiently managed	<ul style="list-style-type: none"> ▪ Identify KPIs ▪ Develop KPI's and individual work plans 	Head of HR/ JS with staffs	March - December 2021

Strategic Objective 3 Development of Human Resource performance management system			
Expected Outcome	Key activities	Responsibility	Time Frame
3.1 Performance Management System (PMS)	3.1.1 Develop PMS	HR Department	June 2022
	3.1.2 Design Performance Appraisal (PA) forms		July - October 2022
	3.1.3 Organize training workshops on PA		
3.2 Staff performance regularly monitored	3.2.1 Appraise staff performance	HR Department	Twice yearly from July 2022
3.3 Confidence in court leadership assessed (Heads of each court system)	3.3.1 Design mechanism for Court leadership performance Review	JSC & HR Department Consultant	From December 2022

Strategic Objective 4 Develop legal and administrative framework for Judicial Training Institute			
Expected Outcome	Key activities	Responsibility	Time Frame

4.1 JTI formally established by statute	4.1.1 Develop legal framework for the JTI	Consultant, JSC, Chief Justice, JS, Head of JTI & MoJ	February 2022
4.2 Judicial Training School strengthened to enable it deliver all Judiciary training	4.2.1 Secure permanent Premises and allocate staff and other resources 4.2.2 Develop & conduct more training programmes	Chief Justice, JSC and MoLRG	January - December 2022
4.3 Improved Funding of JTI	4.3.1 Identify Donors & partners & submit funding proposals	JTI and TA	From January. 2021
4.4 International partnerships forged	4.3.2 Identify Partners	Chief Justice And Judicial Secretary	January 2021
	4.3.2 Identify Partners	JS/CJ, Head of Judicial Training Institute	From March 2021

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GOAL 6			
Harness ICT technology to support court functions			
Strategic Objective 1			
Expected Outcome			
Develop an ICT policy and strategy			
Key activities		Responsibility	Time Frame
1.1 Develop and adopt ICT policy and plan	1.1.1 Conduct needs assessment to determine ICT requirements including Arabic based system for Cadi Courts 1.1.2 Develop ICT Policy & Strategy	Head of ICT, Chief Justice Judicial Secretary and consultant Chief Justice, JS, Head of ICT & Consultant	From January 2021 From January 2021
	1.1.3 Adopt Costed Plan of Action & road map	Head of ICT and Judicial Secretary	January 2021
	1.1.4 Submit proposals to donors/organize donor conference	Chief Justice & JS	From January 2021

Strategic Objective 2			
Automate all key functions including filing, payment systems etc.			
Expected Outcome		Responsibility	Time Frame
Key activities			
2.1 Key functions identified for digitization and automation	2.1.1 Conduct assessment & Identify functions for digitizing & automation	JS, Head of ICT & consultant	From January 2021
2.2 All key functions digitized and/or automated	2.2.1 Costed Plan of action for digitization and automation 2.2.2 Secure funding	JS, Head of ICT and Director of Finance Chief Justice, JS, Head of ICT	From January 2021 January - December 2021
	2.2.3 Implementation of Plan of Action	JS, Head of ICT & TA	July 2021- December 2023

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Strategic Objective 3			
Improve and expand the CATS system and infrastructure			
Expected Outcome		Responsibility	Time Frame
Key activities			
3.1 CATS System installed in all Courts	3.1.1 Evaluate efficacy of current CATs System 3.1.2. Develop and implement plan to upgrade CATs system 3.1.3 Solicit funding	Head ICT/ Consultant	From January 2021
3.2. Funding to Implement CATs expansion Plan Secured		JS and Head of ICT	March - December 2021
			March - December 2021

3.4 Capacity to operate CATS improved	3.1.4 Design CATS training programme to improve capacity of ICT UNIT	Head of ICT, Consultant	From October 2021
	3.1.5 Institutionalize training programme	Chief Justice, JS Head JTI & Head of ICT	From December 2021

Strategic Objective 4			
Introduce an E- Judiciary			
Expected Outcome	Key activities	Responsibility	Time Frame
4.1 Gambia E-Judiciary System	4.1.1 E-Judiciary Study conducted	Judicial Secretary Consultant	From January 2021
	4.1.2 Develop & cost Implementation road map	Consultant & Chief Justice, Head of ICT	From January 2021
	4.1.3 Submit funding proposals	Judicial Secretary Donors	From March 2021
	4.1.5 Execute implementation plan	ICT Team & Judicial Secretary	January 2023 - 2024

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GOAL 7			
Improve access to courts and tribunals			
Strategic Objective 1	Improve access to court facilities by the disadvantaged and differently able persons		
Expected Outcome	Key activities	Responsibility	Time Frame
1.1 All court facilities accessible to differently abled persons	1.1.1 Ramps constructed in all courts	Estate Department	2023
	1.1.2 Restrooms re-designed		
1.2 Improved access to the courts for disadvantaged persons	1.2.1 System of Legal aid reviewed with GBA, police, prison service and other stakeholders.	Chief Justice, JS, Master, MoJ & GBA	January, 2023
	1.2.2 Introduce brail system for blind court users		January 2024
	1.2.3 Budget allocated for sign language interpretation		From 2023

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Strategic Objective 2			
Increase awareness and use of Court Connected ADR			
Expected Outcome	Key activities	Responsibility	Time Frame
2.1 Revive court connected ADR	2.1.1 Review the ADR framework	Bench and Bar	February 2021
2.2 Improve capacity of ADR practitioners	2.2.1 Arrange refresher & new training and certification for ADR	JTI & Master	From June 2021
2.3 ADR made mandatory at first instance	2.3.1 Include mandatory provisions in court rules for ADR	Chief Justice & Rules Committee	January 2021

Strategic Objective 3 Improve access to specialized courts and tribunals and strengthen administrative oversight			
Expected Outcome	Key activities	Responsibility	Time Frame
3.1 Framework for administration/ management and mainstreaming of specialized tribunals (children's court, rent tribunal, industrial tribunal, SSHFC tribunal, Rates courts etc.)	3.1.1 Organise workshop of stakeholder to Propose changes.	JS & presiding magistrates, Departments of Social Welfare & Labour, MoHSW, Local government councils, SSHFC etc.	March 2023
	3.1.2 Enact legal framework		
	3.1.3 Review of all statutes of specialised courts and align with legal framework		
3.2 Improve administration and oversight of special courts	3.2.1 Establish Administrative Unit	Chief Justice Consultant	October 2023
		Ministry of Finance	January - July 2024
		Chief Justice	

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Strategic Objective 4 Simplify processes for lay litigants			
Expected Outcome	Key activities	Responsibility	Time Frame
4.1 Procedures Guide for lay litigants	4.1.1 Develop manual outlining processes and procedures for lay litigants	Master	January- December 2022
4.2 Strengthened Registry support for lay litigants	4.1.2 Assign staff to support lay litigants	Master	From January 2022

GOAL 8

Improve communication and stakeholder/court user confidence in the judiciary			
Strategic Objective 1 Strengthen transparency and accountability			
Expected Outcome	Key activities	Responsibility	Time Frame
1.1 Improve access to court decisions	1.1.1 Revive website	ICT Unit	From March 2021
	1.1.2 Publish final court decisions on website	Assistant Registrar and ICT Unit	From January 2021
	1.1.3 Introduce subscription portal for lawyers and public	ICT Unit	From June 2021

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Strategic Objective 2 Enhance the awareness of court users.			
Expected Outcome	Key activities	Assumption/ Risk	Responsibility
2.1 Create means of feedback from court users via website	2.1.1 Create portal on website	Website will be revived	ICT and PR Units
2.2 Information and assistance to court users available in all courts	2.2.1 Adopt cost user satisfaction guidelines		PR Unit and Judicial Secretary
	2.2.1 Create information desk and train staff		PR Unit and Judicial Secretary
			From March 2021
			January 2022
			December 2021

Strategic Objective 3			Establish complaints and court user feedback procedures.	
Expected Outcome	Key activities	Responsibility	Time Frame	
3.1 Mechanism for complaints and feed back	3.1.1 Design process and Issue guidelines	Judicial Secretary and Public Relations (PR) Officer, Master	December 2021	
	3.1.2 Assign responsibility for feed back	Judicial Secretary		

Strategic Objective 4			Strengthen/Create partnerships for best practices	
Expected Outcome	Key activities	Responsibility	Time Frame	
4.1 Partnerships formed with other Judicial bodies etc. for sharing of best practices	4.1.1 Reach out to similar jurisdictions & strength/Create partnerships	Chief Justice, JS, President Court of Appeal and other court leaders	From January 2021	
	4.1.2 Promote bilateral meetings and exchange of intellectual resources	Chief Justice and Judiciary leadership		From January 2021