

JUDICIARY OF THE GAMBIA



TOWARDS EFFECTIVE AND EQUAL JUSTICE FOR ALL

STRATEGIC PLAN 2021 – 2025

MESSAGE FROM

HIS LORDSHIP THE HON CHIEF JUSTICE

The formulation of a strategic development plan for the Gambia Judiciary has been delayed by several factors, including changes in the national government, in the judicial administration and in national development planning. Happily, the process has now been concluded with the adoption by the Judiciary of the Strategic Plan 2021-2025 following a validation workshop held in December 2020.

The National Development Plan (NDP) adopted in December 2018 already provides an excellent framework and context for the Judiciary Strategic Plan. The NDP in identifying the restoration of good governance as its number one priority has the stated national goal of enhancing and improving human rights and access to justice with an expected outcome of improved access to quality justice delivered without undue delay by an independent and efficient judiciary.

Access to such quality justice is a key component of good governance. The rule of law lies at the core of good governance and with it an independent and efficient judiciary ready and able to deliver justice fairly, efficiently, expeditiously. Justice is a prerequisite for peace and progress. Investing in effective justice thus has its dividend, socially and economically, in terms of creating and maintaining a durable peace and thus establishing the foundation for development.

The Judiciary Strategic Plan 2021-2025 provides the road map 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.

The plan captures our vision of an independent, effective and efficient justice system for upholding the rule of law 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 have been identified as follows:

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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.

Each of these eight goals is further elaborated 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. All in all, very well designed framework for sustained development of the machinery of justice.

It must be acknowledged of course that even in the absence of a strategic plan much progress has been made in strengthening the judiciary for its mission with significant state investment in physical infrastructure, equipment, training and capacity building by the judiciary leadership, in improving management, rules and practices. Nonetheless much remains to be done in these and other areas to strengthen the capacity of the courts to deliver justice timeously. Efforts to address the remaining challenges can be more effectively undertaken in a systematic and well-coordinated manner through the plan.

Whilst the judiciary leadership-indeed its entire staff-have an important role to play in the successful execution of the plan, that outcome is very much dependent also on the support of other stakeholders in the administration of justice –the Government of the Gambia, civil society, the legal profession and the donor community.

We look forward therefore to the convening later this year of a Donor Conference with the assistance of the UNDP in order to secure funding for the plan. We look forward as well to the Gambia Government significantly increasing its investment in this sector in support of its deep commitment to secure the foundations for good governance in this nation.

Many hands lie behind the success in developing the Judiciary Strategic Plan 2021-2025. The UNDP has been an important partner for the judiciary helping with various projects in training, ICT development and in providing the consultancy support for the elaboration of the plan. I would like to thank them as well as AB & Co, Legal practitioners who as our consultants prepared the draft strategic plan for the consideration of the Judiciary.

Our appreciation goes to all our staff-judges, magistrates, cadis, management and all others who gave much of their time and expertise to this process. I wish to single out the late Alhaji Haruna Jaiteh, our Principal Assistant Secretary, a driving force behind this process who unfortunately in accordance with the Decree of Allah (SWT) did not live to witness the outcome of his valiant efforts. May Allah SWT grant him and all believers His mercy and the peace of His paradise.

We must all now together with equal vigour and dedication concentrate on the successful implementation of the plan which we have together created for a vibrant and effective machinery of justice, for the rule of law and for the good governance of the Gambia.

Dated this 20th day of January 2021.



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The Honourable Justice Hassan Bubacar Jallow CRG
Chief Justice of The Gambia

FOREWARD

The Judiciary has developed a Five-Year Strategic Plan for 2021/22 – 2025/26 period. The Plan for the next five years, commencing February 1, 2021, was prepared in accordance with the policy directives outlined by the Government in its National Development Plan as well as the vision of the Judiciary of The Gambia.

It is geared towards the fulfilment of the goal of ensuring access to justice for all, which is the impact that the Judiciary aims to realise for the people of our country. Generally, it outlines the strategies to be implemented by courts country wide, which will contribute to the achievement of excellence in service of Gambians and all court users, and makes specific reference to the planned policies, programmes and projects for which appropriate management, monitoring and evaluation mechanisms are being deployed to ensure timely and cost-effective implementation. The priorities outlined in this Strategic Plan for the Judiciary were identified within the context of the Government's priorities and fiscal targets and we are therefore, committed to supporting the objectives stated herein.

As a co-equal arm of Government, the Gambian Judiciary has an integral role to play in achieving the developmental goals of Vision **2018-2021**, to which this management and planning tool is aligned. It is the vision of the administration or management of the Judiciary to develop a reputation for accessibility, efficiency, timely delivery of court services and being an employer of choice for the finest legal talent, highly qualified executives and support staff. In these

regards, over the next five years, special emphasis will be placed on strengthening the management capacity of the leadership of the Judiciary and the courts; training support staff; recruiting new staff to support new initiatives; and improving the level of service offered both to internal and external customers as we continue to work cooperatively with other partners and court users. Special attention will be placed on improving the physical conditions of court buildings and upgrading the courts' technology infrastructure. Ultimately, these initiatives will allow for ease in accessing information, enhancing case flow management, scheduling of court dates and developing digital files and Court lists. The Judiciary administration recognizes that there are tremendous opportunities for improving the delivery of court services in The Gambia. This strategic plan outlines the actions required to preserve the successes of the Judiciary and where appropriate, make changes aimed at bringing about improvements. On behalf of the staff of the Judiciary, we are committed to supporting the delivery of the vision embodied in this Plan.

During the last four years, the Judiciary of The Gambia has been one of the pillars of our constitutional democracy by providing access to justice for all. The fulfilment of this vision is continuously being made possible by, amongst others, the support provided by the Government of His Excellency, President Adama Barrow. It is our hope that measures and systems be put in place to ensure that the Government continues to fulfil its mandate of supporting the Judiciary in an effective and efficient manner.



Madam Aisatou Jallow Sey
Judicial Secretary

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Acronyms & Abbreviations

| <u>ABBREVIATIONS</u> | <u>DESCRIPTION</u> |
|----------------------|-----------------------------------------------------------------|
| AG | Accountant General |
| ADR | Alternative Dispute Resolution |
| ACCU | Annual Conference of Court Users |
| BOQ | Bill of Quantities |
| CAP | Cadi Appeals Panel |
| CJ | Chief Justice |
| CATS | Computer Aided Transcription System |
| CRF | Consolidated Revenue Fund |
| CCIEP | Costed Comprehensive 5-Year Court Infrastructure Expansion Plan |
| CIRP | Costed Court Infrastructure Rehabilitation Plan |
| DPRP | Disaster Prevention and Recovery Plan |
| G | Goal |
| GBA | Gambia Bar Association |
| GCA | Gambia Court of Appeal |
| GRA | Gambia Revenue Authority |
| Gr | Grade |
| HC | High Court |
| HR | Human Resource |
| ICT | Information Communication |

| | |
|--------|----------------------------------------------------|
| | Technology |
| IGP | Inspector General of Police |
| IFMIS | Integrated Financial Management Information System |
| IAU | Internal Audit Unit |
| JSPIC | Judicial Strategic Plan Implementation Committee |
| JIDC | Judicial Infrastructure Development Committee |
| JS | Judicial Secretary |
| JSC | Judicial Service Commission |
| JA Act | Judicial Services/Administration Act |
| JTI | Judicial Training Institute |
| JSP | Judiciary Strategic Plan |
| KPI | Key Performance Indicator |
| MoFEA | Ministry of Finance and Economic Affairs |
| MoJ | Ministry of Justice (MoJ) |
| MoLRG | Ministry of Lands and Regional Government |
| MoTWI | Ministry of Transport, Works & Infrastructure |
| M & E | Monitoring and Evaluation |
| NALA | National Agency for Legal Aid |
| NA | National Assembly |

| | |
|-------|---------------------------------------------------|
| NDP | National Development Plan |
| NGO | Non-Governmental Organisation |
| OP | Office of the President |
| PMS | Performance Management System |
| PR | Public Relations |
| PURA | Public Utilities Regulatory Authority |
| SMT | Senior Management Team |
| SO | Strategic Objective |
| SSHFC | Social Security Housing and Finance Corporation |
| SWOT | Strengths, Weaknesses, Opportunities, and Threats |
| SC | Supreme Court |
| TOR | Terms of Reference |
| UNDP | United Nations Development Programme |

PART I

1 INTRODUCTION

1.1 Context

In 2016 the Judiciary had embarked on the formulation of a Judiciary Strategy Plan (JSP) for the period 2017-2021 based on Vision 2020, the national development strategy of the previous Government. The process was completed in December 2016 and resulted in a proposed strategy covering the period, which was never officially validated and adopted. The national elections of December 2016 resulted in a major political change as the 22-year-old government was defeated in elections and a new Government ushered in on the 21st January 2017.

The new Government proceeded to draw up a Gambia National Development Plan (GNDP) based on eight strategic priorities, which was adopted in December 2018. This necessitated a return to the drawing board to prepare a strategic plan for the judiciary which will be in line with the National Development Plan. The NDP recognizes that the independence of the Judiciary and the institutions under it were degraded during the 22 years of the previous government. As graphically put in the NDP - *“Although the 1997 constitution grants financial and administrative autonomy to the judiciary it was subjected to political interference in all aspects of its work - to the extent that public confidence declined, justice was perverted and slow, and there was a marked decline in access to justice.”*

Priority 1 of the NDP - Restoring good governance (inclusive of human rights, by the rule of law), has the stated goal of enhancing and improving human rights, access to justice and good governance with the expected outcome of improved access to quality justice service without undue delay by an independent and efficient judiciary¹. A key expected result of this goal is a revised Constitution by 2021, fully functioning courts in all Regions by 2021, and an indigenized Judiciary and State Law Office.

A key thematic area of the NDP is - *“Restoring the independence and strengthening the capacity of the judiciary to ensure the fair and timely delivery of justice is critical to enhance access to justice for all”*.² Under the foregoing theme, the Government undertook to improve the Constitutional framework to ensure better

¹ See Gambia National Development Plan [2018-2020] page 12-15

² See page 156 of the GNDP 2018-2021

security of tenure and avoid the recurrence of abuses of the past two decades which were characterized by arbitrary dismissal of judges and magistrates³; strengthen the independence and autonomy of the Judiciary; leverage Information Communication Technology (ICT) to improve and speed up delivery of justice; strengthen alternative dispute resolution secretariat in aid of greater access to justice.

The Government has since 2018 also embarked on an aggressive agenda of law reform to amend repressive provisions in various laws such as the Criminal Code, and introduce new laws including a new Criminal Offences Bill and Criminal Procedure Bill, Prevention and Prohibition of Torture and International Crimes Bill, Anti-Corruption Commission Bill, and revision of the Legal Practitioner's Act. The independence of judges and magistrate has been respected, and there has not been any reported cases of executive interference in the Judiciary.

The development of this Judiciary Strategic Plan (JSP) therefore coincides with the efforts of formulating a new Constitution for The Gambia. That process as at now has been stalled by the rejection of the draft Constitution by the National Assembly. The Draft Constitution reiterates the independence of the Judiciary and restates its status as an independent organ of State and not an arm of Government. It also declares as a fundamental guiding principle that: *"The courts are the fountain of justice and last bastion of hope in upholding, promoting and protecting the rule of law thereby, ensuring adherence to law and order for an orderly and peaceful society"*⁴.

There has been no report of cases since then of executive interference with the independence of the Judiciary and there have been no threads against or violation of security of tenure of judicial officers. Some significant progress has been made in improving the physical infrastructure of the courts through the construction of a new complex at Bundung whose work is at an advanced stage - to house high courts, magistrate courts and cadet courts and also in the rehabilitation of existing court structures at Mansakonko and Basse.

Decentralization of the administration of justice has been given a boost with the opening of the high courts in Bakau and in Bundung, the posting of a resident high court judge in the provinces, the establishment of industrial tribunals as well as rent tribunals in each region of the country.

³ GNDP page 13 .

⁴ Article 171 of the Draft Constitution. On the date of validation of this JSP the Constitutional review process had been stalled following its failure to pass its second reading in the National Assembly. A consultative process on the way forward had been announced but had not yet started.

The interruption of court proceedings by the advent of the covid-19 pandemic has given greater urgency to the need to harness technology for the improvement of judicial processes. Accordingly, with the help of technology and the support of UNDP the system of virtual court hearings has been created. The judiciary with the assistance of UNDP has also commenced a consultancy to expand the use of technology in the courts system.

Training of both judicial and non judicial staff has continued to be given much emphasis and the Judicial Training Institute on its own and in collaboration with other agencies such as Commonwealth Magistrates' and Judges Association (CMJA), the Nigeria Judicial Institute (NJI), UNDP, UNICEF and the British High Commission have been able to design and to deliver a wide variety of training programs.

A review of court connected ADR and a revival of the system within the judiciary is in progress. A forum for dialogue between the judiciary and various stakeholders in the administration of justice is being established in order to sensitize those concern with the challenges faced by the Judiciary and to help identify the roles of various stakeholders in resolving these challenges.

The system of appointment and admission of notaries' public, commissioners for oaths and JP's is currently under review by a consultant whose report and recommendations are expected shortly. The system of maintenance of judicial records has been reviewed and a report with several recommendations on improving the system is currently under consideration for implementation.

The management capacity of the Judiciary is expected to improve with the recent creation of Human Resources Unit and also Monitoring and Evaluation Unit. The recruitment of the staff of these units is in progress and is expected to conclude shortly.

The commitment and efforts of the judiciary leadership to the integration of the cad courts and the district tribunals into the mainstream legal system were reflected in the provisions of the draft constitution. The rejection of the draft by the National Assembly will now require a new strategy for appropriate amendments, in the absence of a new constitution, to be made to the existing laws in order to attain these objectives of integration.

Whilst much has been done a lot more remains to be done in these and other areas.

Under a new leadership the Judiciary has made significant strides in indigenizing the Judiciary. The Supreme Court now comprises seven Gambian judges enabling the court to have a local panel for hearing of its cases and a panel to exercise its review jurisdiction. The entire Court of Appeal Bench of seven are all Gambians, and seven out of the twelve High Court judges are also Gambians. Only one out of the thirty magistrates is non-Gambian. The tribunal system is also wholly Gambian.

The extensive institutional capacity building required to address over two decades of neglect has been much slower in progressing. Nonetheless some significant progress has been made since the change of government in order to enhance the independence and efficiency of the Judiciary.

This JSP is a roadmap to guide the Judiciary towards the attainment of its goals and vision and deliver its mission within the next three years. Under the JSP, the Judiciary has set a new course for itself under the leadership of a new Chief Justice and a more democratic dispensation that professes “justice and the rule of law” as one of its guiding principles. The Judiciary will strive to implement the initiatives mapped out in this JSP over the next three years. It will reinforce its independence and reorient its focus on delivering “Effective and Quality Justice” guided by its vision and values through cost effective and practical innovation.

The JSP has drawn inspiration from the Commonwealth Charter (2013), the Commonwealth (Latimer House) Guidelines on Parliamentary Supremacy and Judicial Independence (1998), the UN Basic Principles on the Independence of the Judiciary, and the International Framework for Court Excellence (2013) and, finally, from the principles of justice set out in the Constitution. It also relies on the political will to give effect to the pronouncements of Government in the NDP to the commitment to rule of law and democracy.

1.2 Methodology

In 2019 the Judiciary commenced the formulation of this JSP against the backdrop of the GNDP. A Judicial Planning Conference on the Development of a Strategic Plan was held on the 6th February 2019. An initial SWOT Analysis was undertaken which reviewed the strength, weaknesses, opportunities and threats experienced by the Judiciary during the period from 2017. The Conference also formulated a new Vision and Mission statement and restated its values and principles. The Conference produced a Report which was transformed into a Draft Judicial Strategic Plan 2018-2022. Subsequently, with support provided by the UNDP in the form of the services

of a national consultant a more extensive assessment was conducted to establish baselines for the strategic initiatives and priorities. This included the assessment of the physical infrastructure, ICT infrastructure, a sample survey of the caseloads in some courts, and consultation with stakeholders including the judges, judicial officers, and other staff of the Judiciary, legal practitioners as well as the Ministry of Justice (MoJ), and the Ministry of Finance (MoFEA).

Progress on the development of this JSP was delayed by the declaration of the COVID 19 State of Emergency and the partial lock down of the country including the courts. The ongoing COVID 19 Pandemic has had a significant and ongoing impact on the conduct of all business whether public or private and the manner in which all public institutions must conduct business as well as their priorities. The Judiciary is grappling with the situation which has brought to the fore the critical need for substantial and rapid intervention to address current challenges.

This Strategic Plan is organized in four (4) Parts. **Part I** sets out the Vision, Mission, Values and guiding principles which serves as the backdrop to the JSP and its implementation. It also identifies the key drivers that will underpin and ensure delivery of this JSP and its lasting impact on transforming the administration of justice. **Part II** sets out our Strategy comprising eight Outcome-oriented goals and 40 strategic objectives. A log frame sets out the Strategic initiatives, expected outcomes, assumptions/risks, indicative timelines for delivery, performance indicators and tentative budget. **Part III** sets out the Implementation framework (including baselines and annual targets) and monitoring arrangements, and summary of resource considerations (budget). **Part IV** is a summary of the situational analysis which gives an overview of the state of affairs existing immediately before the implementation of this JSP.

2 VISION MISSION AND CORE VALUES

VISION

An independent, effective and efficient justice system for upholding the rule of law

TOWARDS Effective and Equal Justice for all

MISSION

To ensure a fair impartial and timely delivery of quality justice by a competent, motivated and committed staff

OUR CORE VALUES AND GUIDING PRINCIPLES

The following core values are the foundation for this Strategy and will guide the courts, judges and staff in the execution of all aspects of their duties on a daily basis and will be applied in all court processes and procedures. Adherence to these values cannot be compromised and are non-negotiable. The Judiciary of The Gambia commits to upholding them at all times.

| | |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| COMMITMENT | Serve the public interest with dedication to duty |
| FAIRNESS & IMPARTIALITY | Equal treatment and application of the law to all who appear before the courts |
| INTEGRITY | Honest and consistent application of the law in all circumstances |
| INDEPENDENCE | Deliver justice without fear or favour |
| TRANSPARENCY | Justice must not only be done but be seen to be done based only on the law |
| TIMELINESS | Cases must be treated with urgency without undue and unnecessary delays or focus on technicalities |
| EXCELLENCE/COMPETENCE | Competence and the continuous striving for excellence |
| ACCOUNTABILITY | Ensure efficient and effective use of resources |
| ACCESSIBILITY | Ensure availability of courts, reasonable fees, non-cumbersome processes, and efficient and empathic support for those who need it |

3. SWOT ANALYSIS

The strength, weaknesses, opportunities and threats that have been identified and outlined below are the main focus of our strategic priorities and initiatives.

OUR STRENGTHS

- ⇒ Inspirational leadership
- ⇒ An indigenized Judiciary with a strong local commitment
- ⇒ Teamwork cohesion and common understanding among judges
- ⇒ Security of tenure and non-interference in judicial decision making
- ⇒ A gender sensitive judicial administration
- ⇒ Comparatively young and energetic bench and workforce

WE RECOGNIZE OUR WEAKNESSES

- Lack of adequate financial resources to ensure the effective dispensation of justice.
- Inadequate financial and administrative independence and autonomy,
- Inadequate organizational structure
- Inadequate and/or poor physical infrastructure
 - Inadequate number of courts and offices for judges
 - Inadequate library and research facilities
- Very weak ICT infrastructure and lack of automation of court processes and functions
- Inadequate record and case management system
 - Inadequate time management practices
 - Delay in the timely disposal of cases
 - Delays in executing judgments
 - Outdated rules of court
- Weak human resource policy framework and capacity
 - Absence of an adequate performance management system for all staff
 - Uncompetitive terms and conditions of service for both judicial and non judicial staff
 - Poor work environment
 - Inadequate resources for implementation of training policy
 - Difficulty of Attracting experienced lawyers to the bench
 - Shortage of interpreters
- One Centralized Registry for the Superior Courts
- Weakness in the institutional culture

THE OPPORTUNITIES FOR CHANGE

- The commitment of the Judiciary leadership for positive change
- Declared executive goodwill and commitment to the rule of law and independence of the judiciary
- Political stability
- An independent and supportive Bar
- Vibrant University and School of law
- Available development partners
- Supportive media
- Civil society collaboration

THREATS

- ⇒ Uncertain impact of COVID 19 pandemic
- ⇒ Inadequate public investment in the judiciary
- ⇒ Lack of financial independence and autonomy
- ⇒ Attrition of judicial officers
- ⇒ Inadequate resources to address infrastructure needs
- ⇒ The power of the President to dismiss judges under section 141(e) of the Constitution
- ⇒ Weakness of stakeholders' support in the judiciary

PART II

4 OUR STRATEGY

1. Outcome-Oriented Goals

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

2. Strategic Pillars:

- ⇒ Proactive Leadership
- ⇒ Effective Planning and monitoring
- ⇒ Innovative management

Proactive Leadership: This JSP is intended to transform the administration of justice system. It will however require a change of mindset both internally and externally. Externally, it will require greater understanding, recognition and prioritization by Government and the National Assembly of justice delivery as a fundamental requirement of good governance and peaceful co-existence translated into the allocation of substantially more resources to the Judiciary. The Chief Justice and all other frontline managers will proactively engage with relevant stakeholders to foster a change of mindset. They will also take a hands-on approach to the implementation of this JSP.

Effective Planning: Extensive planning will be crucial to ensuring that the initiatives outlined in this strategy are implemented and that effective policies and programmes are put in place with stakeholder participation. Management will plan ahead and ensure that impact and outcomes are monitored and strategies and activities reviewed periodically to achieve the best outcomes. Effective planning will be supported by reliable data provided by the newly established statistics unit. We will also develop reliable and up to date

performance measurement and monitoring systems to ensure that initiatives and reforms are having the desired impact.

Innovative management: The available resources to all public services is limited. Management will search for and develop innovative ideas and practices that consume less resources yet deliver equal or better results. We are going to adopt new approaches to solving current challenges, involve stakeholders in developing innovative ways of dealing with persistent challenges and avoid firefighting tactics.

3. Strategic objectives

Each of our goals will be achieved by the vigorous and tenacious pursuit of the strategic objectives listed under each goal. This is followed by the log frame which sets out the expected outcome, key activities, assumption/risks, responsibility for the activity, timeframe for implementation, key performance indicators and the proposed budget for each strategic objective.

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 Government, 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. The resources available to the Judiciary must be increased to ensure that it is able to deliver its mandate credibly. We will introduce limited cost recovery measures, to the extent that it does not impede access to justice, based on affordability and privatization of some functions/services to free up and direct allocated resources to other crucial areas.

Strategic Objectives

- 1 Enhance Judicial Independence through appropriate legislation and improved stakeholder understanding and support
- 2 Become a sub-vented organization with increased financial allocation for the effective delivery of the Judiciary's mandate
- 3 Establish appropriate mechanisms for retention of fees generated by the Judiciary and the privatization of self-sustainable services
- 4 Increase autonomy in financial management
- 5 Improve management capability of judiciary leadership

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|------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|--------------------------------------------------------------------------|----------------------------------|------------------------------------------------------------------------------------------------------------------|---------------------------|
| 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 | Assumptions/ Risk | Responsibility | Time Frame | Key Performance measures/ Indicators | Budget for SO1 |
| 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 | Government and National Assembly support | Consultant, Chief Justice and MoJ. | January 2021- December 2022 | Bill drafted validated, approved by Cabinet, and Enacted by the National Assembly & Assented to by the President | |
| 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 JSC | January - December 2021 | Framework for routine high level engagement adopted as Policy | |
| 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 | Stakeholders' commitment | Chief Justice, JS Speaker of the National Assembly and Secretary General | January - February 2021 (annual) | Annual report of high-level engagement with key government stakeholders | |

| | | | | | | |
|---------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|---------------------------------------------------------------------------|-----------------------------------|-----------------------------------------------------------------------------------|--------------|
| 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 | National Assembly commitment | Chief Justice, Judicial Secretary and Clerk of National Assembly | January to February 2021 (annual) | Annual consultation with National Assembly | |
| 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 | Court user interest | Committee of Bench, the Bar & other stakeholders | End of Court Session (annual) | Annual conference of court users held and report published | |
| | 1.5.2 Annual Judicial Conference of Bench and Bar during legal year celebrations | Bar & stakeholders support | Judiciary legal Year Celebrations Committee with Bar & other stakeholders | Annual | Annual Judicial conference and banquet of bench and bar held and report published | |
| 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 | Judicial Service Commission Regulation will be enacted | Chief Justice & JSC | January - December 2021 | Minutes of JSC committees on HR, court administration and training | |
| 1.7 Separate JSC Secretariat established | Establish JSC Secretariat | JSC approval and budget provision for Secretariat | JSC and Chief Justice | January - March 2022 | JSC Secretariat established | ⁵ |
| Total D4,200,000⁵ | | | | | | |

⁵ Excluding cost of annual conference of court users

| 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 | Assumption/ Risk | Responsibility | Time Frame | KEY Performance Indicators | Budget For SO3 |
| 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 | MoFEA approval | Chief Justice, JS Head of Finance and MOFEA | January - December 2021 | ▪ Revenue retention policy approved & reflected in J.A. Law | ---- |
| | 3.1.2 Mechanisms for revenue collection & accountability | | | | ▪ Increased % of budget by self-raised revenue | ----- |
| 3.2 Cost recovery policy instituted by Judiciary to reduce recurrent cost | 3.2.1 Develop Policy & plan, approve & implemented | Cost recovery policy will be developed | Chief Justice and JS. & consultant MoFEA | January - July 2022 | <ul style="list-style-type: none"> ▪ Cost recovery Policy & plan implemented ▪ Cost of selected services recovered | |
| 3.3 Self-sustaining services privatized (records preparation, service of process, Sheriff auctions & sales, maintenance etc.) | 3.3.1 Privatization Policy developed and approved | | Chief Justice and Judiciary Task force & Consultant | July - December 2022 | ▪ Self-sustainable services/functions privatized | |
| | 3.3.2 Mechanism for oversight of privatized functions established | | | | ▪ Judiciary Budget excludes affected services. | |
| Total | | | | | | D1,740,000 |

| Strategic Objective 4 | Increase autonomy in financial management | | | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|----------------------------------------------------------|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| Expected Outcome | Key activities | Assumption/ Risk | Responsibility | Time Frame | KEY Performance Indicators | Budget for SO4 |
| 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 | MoFEA & Accountant General support | Consultant, JSC, Chief Justice JS and Accountant General | July 2021 - June 2022 | <ul style="list-style-type: none"> ▪ Self-accounting Finance Policy adopted. ▪ Finance Department restructured with ACCA qualified Head of Finance | - |
| 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 | Mechanism will be created and J.A. Act enacted | Chief Justice, JSC | January - June 2022 | Quarterly Finance Report & minutes of Finance Committee | ---- |
| 4.3 Enhanced internal audit capability | Strengthen the Internal Audit Unit with appointments of staff | MoFEA support, Auditor General | Chief Justice JS & MoFEA, Auditor General | July to December 2021 | Internal audit unit strengthened | D2,827,530 |
| Total | | | | | | D2,827,530 |

| Strategic Objective 5 | Improve management capability of Judiciary leadership | | | | | |
|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|----------------------------------------------|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| Expected Outcome | Key activities | Assumption/ Risk | Responsibility | Time Frame | KEY Performance measures/ Indicators | Budget for SO5 |
| 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 | Human resource policy developed | JSC, Chief Justice, HR Committee & JTI & MDI | January - December 2021 | <ul style="list-style-type: none"> ▪ Revised TOR's of court leaders and Training certificates on management/ leadership from MDI ▪ Requirement in human resource policy and TOR of court leaders | |
| 5.2 High level of internal communication | 5.2.1 Establish Communications Unit. 5.2.2 Establish Platform for internal communication | Capacity exists to create communication unit and platform | Judicial Secretary | March - December 2021 | Active internal communication network | |
| Total D10,000,000 ⁶ | | | | | | |

⁶ Excluding Cost of Communications platform

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 and Cadi Appeal Panel to alleviate the current pressure on the High Court complex which houses the Supreme Court and the Court of Appeal. The High Courts in Banjul and Kanifing that are housed in the magistrate's courts will be moved to appropriate locations. The decentralization program previously initiated will be continued by the construction of an additional high court in another central location in the WCR, Jangjangbureh CRR, and Kerewan NBR. Magistrates courts will also be decongested and expanded. Court facilities will be upgraded/constructed and decentralised. The requirements for the maintenance of a reasonable work environment for each court, judges, judicial officers and other court staff will be standardized, improved and consistently maintained.

Strategic Objectives

- 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.
- 2 Upgrading and rehabilitation of all existing Courts & facilities and construction of facilities for library, storage and archiving.
- 3 Court expansion programme to improve physical access to courts in all Areas and Regions over 5 years.
- 4 Decentralize, standardize and improve court facilities and work environment
5. Improve equipment and transportation
6. Effective assets management and maintenance programme

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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 | Assumption/ Risk | Responsibility | Time Frame | KEY Performance measures/ Indicators | Budget |
| 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 | Government commitment | Chief Justice MOLRG, MOWIT & MoFEA | July-December 2021 | Land allocated by Government | |
| | 1.1.2 Appointment of Architect, Design and BOQ of proposed complexes | Availability of funding | Judicial Secretary & Project Committee GPPA | July 2021- July 2022 | Architectural design submitted & approved | |
| | 1.1.3 Source funding for construction equipping and furnishing | Availability of funding from government and donors | Chief Justice & JS, MoFEA | July 2022 - December 2022 | Funding secured | |
| | 1.1.4 Tender, award and execute projects | Availability of funding | JS, GPPA, Project Committee | January 2022 to December 2023 | New Court Complexes open and in use | |
| Total D400,000,000 | | | | | | |
| Additional budget provision will be required for the Supreme court and Brikama complexes | | | | | | |

| Strategic Objective 2 | Upgrading and rehabilitation of all existing Courts & facilities and construction of facilities for library, storage and archiving. | | | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|--------------------------------------------------------------------------------------|-------------------------|--------------------------------------------------------------------------------------|--------|
| Expected Outcome | Key activities | Assumption/ Risk | Responsibility | Time Frame | KEY Performance measures/ Indicators | Budget |
| 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 | Approval of plan by MoWIT & support of MoFEA | MoWI, MoFEA Chief Justice, JS & Judicial Infrastructure Development Committee (JIDC) | January 2021- June 2022 | Designs and Cost estimates for CIRP | |
| 2.2 Funding secured for CIRP | 2.1.2 Seek Government & donor funding | Resources will be secured from Government and donors | Chief Justice, MoJ, MoFEA & UNDP | January 2021 - 2025 | Government budget provision & Donor Funding Agreement for CIRP | |
| 2.3 Fully upgraded Court Facilities by 2024 | 2.2.3 Tender, award & execute CIRP | Resources will be secured | Judicial Secretary, JIDC & GPPA approval | January 2021-2025 | Newspaper publication of tenders & Handing Over Certificate for CIRP completed works | |
| Total D156,000,000 | | | | | | |

| 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 | Assumption/ Risk | Responsibility | Time Frame | KEY Performance measures/ Indicators | Budget for SO3 |
| 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 | Government Commitment | MoJ, MoWI, CJ & JS (Judicial Infrastructure Development Committee (JIDC)) MoFEA, MoWI, MoJ & Cabinet | January 2021- June 2022 | <ul style="list-style-type: none"> ▪ Designs and Cost estimates for CCIEP ▪ Government approval for CCIEP | |
| 3.2 Funding secured for CCIEP | 3.2.1 Seek Government & donor funding | Availability of funding | Chief Justice, JS, JIDC, MoFEA | July 2021- June - 2022 | Donor Funding/project Agreements & budget provision | |
| 3.3 Expanded court facilities 2022-2024 | 3.2.3 Tender, award & execute CCIEP | Resources will be secured | JIDC & MoWI | January 2022-2025 | Newspaper publication of tenders & Handing Over Certificate for CCIEP completed works | |
| Total D243,093,750 | | | | | | |

| Strategic Objective 4 | Decentralize, standardize and improve court facilities | | | | | |
|----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|------------------------------|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| Expected Outcome | Key activities | Assumption / Risk | Responsibility | Time Frame | KEY Performance measures/ Indicators | Budget for SO4 |
| 4.1 Library, research, archives, records ⁷ , court connected ADR etc. facilities decentralized & improved | 4.1.1 Decentralization plan developed | Availability of funds | Chief Justice, JS, and CCIEP | April-December 2021 January - December 2022 | <ul style="list-style-type: none"> ▪ Plan for Decentralisation of court facilities ▪ Improved library & research facilities and provision for archives, records & court connected ADR etc. | |
| 4.2 Court facilities, equipment, furniture and furnishings Standardized Annex 3 | <p>4.2.1 Develop standardization policy and plan for facilities, equipment, furniture and furnishings</p> <p>4.2.2 Secure funding from Government and partners for execution of Plan</p> <p>4.2.2 Tender award and execute Plan</p> | Resources will be secured | JS, CCIEP and GPPA | January 2022 - December 2025 | Improved facilities available across all courts | |
| Total D16,493,000 | | | | | | |

⁷ Also GO 4 SO1

| Strategic Objective 5 | Improved transportation facilities | | | | | |
|---------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|----------------------------------------------|--------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------|
| Expected Outcome | Key activities | Assumption/ Risk | Responsibility | Time Frame | KEY Performance measures/Indicators | Budget |
| 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 | Availability of funding GPPA approval | Consultant, Chief Justice & JS | April - December 2021 | Transportation policy & transport maintenance schedule | 300 for consultant |
| | 5.1.2 Secure funding to 5.1.3 Upgrade transportation facilities | Availability of funding GPPA approval | Maintenance Unit | July - December 2021 January 2022- January 2025 | Improved budget provision for transportation | |
| | 5.1.2 Annual maintenance | | | January 2022 - 2025 | | |
| Total | | | | | | D34,850,000 |

| Strategic Objective 6 | Effective assets management and maintenance programme | | | | | |
|----------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------|----------------------------------------------|---------------------|---------------------------------------------|----------------|
| Expected Outcome | Key activities | Assumption/ Risk | Responsibility | Time Frame | KEY Performance measures/Indicators | Budget for SO6 |
| 6.1 Strengthened Maintenance capability | 6.1.1 Restructure Estates Unit to improve its capacity to maintain all assets | Availability of funding | Judicial secretary, Estate Unit & consultant | From July 2021-2022 | Costed maintenance schedules for all assets | |
| 6.2 Annual Maintenance of all infrastructure, transportation and equipment | 6.2.1 Design system of periodic maintenance 6.2.2 Improve maintenance budget | | | From January 2021 | Annual maintenance Schedules implemented | |
| Total D3,300,000 | | | | | | |

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 adopt a more integrated but decentralized approach to management and monitoring of judicial and related services to ensure coherence and improve transparency, efficiency, effectiveness. We will also review the system of notaries public, commissioner of oaths and justices of the peace to ensure that they are properly organized and effectively monitored to support the administration of justice.

Strategic Objectives

- 1 Decentralize and restructure the management of the court system
- 2 Decentralize registry system and execution of court decisions
- 3 Re-organize all admin support functions into departments/units
- 4 Integrate the district tribunal administration into the Judicial system
- 5 Full integration of the Cadi Courts into the mainstream court system
- 6 Reform the system of Notaries public, commissioners for oaths, and justices of the peace
- 7 To strengthen the Monitoring and Evaluation Unit for the continuous monitoring and assessment of performance at all levels

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|------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-----------------------------|-----------------------|-----------------------|-----------------------------------------------------------------------|---------------------|
| GOAL 3 | Restructure and strengthen organizational and institutional capacity | | | | | |
| Strategic Objective 1 | Decentralize and restructure the management of the court system | | | | | |
| Expected Outcome | Key activities | Assumption/ Risk | Responsibility | Time Frame | KEY Performance measures/Indicators | Budget |
| 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 | Adoption of a plan or policy for decentralization of court management | --- |
| TOTAL | | | | | | D4, 800, 000 |

| Strategic Objective 2 | Decentralize registry system and execution of court decisions | | | | | |
|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------------------------------------------------|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-------------------|
| Expected Outcome | Key activities | Assumption/ Risk | Responsibility | Time Frame | KEY Performance Indicators | Budget |
| 2.1 Independent and efficient Registry & registry Cadre for each Court system as per Appendix B | 2.1.1 Amend Courts Act 2.1.2. Establish Registry cadre & validation workshops | Legislation will be amended | Chief Justice, JSC, JS, MoJ National Assembly, JS & consultants | October - July 2022 July - December 2022 | Amended Courts Act & Subsidiary Legislation for establishment of Registries & Registry Cadre. Training delivered. | |
| | 2.1.3 Develop TOR for registries and officers & training | Weak human resource capacity | JS & Maste, Consultant | July - December 2022 | TORs & Handbook for all registries All registry data up to date | |
| 2.2 Execution Services decentralized and improved Appendix C | 2.2.1 Review the Sheriff & Civil Process Act & provide for decentralized structure & 2.2.2 Establish Sheriff bailiff Cadre | Legislation will be amended | Chief Justice, Judicial Secretary, Sheriff MoJ | October 2021- July 2022 July - December 2022 | Revise Sheriff and Civil Processes Act & subsidiary registration. | |
| | 2.2.3 Develop TOR for staff & Handbook for executions & training | Weak human resource capacity | | July - December 2022 | TOR and handbook for Execution services & Training delivered | |
| Total | | | | | | D2,000,000 |

| Strategic Objective 3 | Re-organize all admin support functions into departments/units | | | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|---------------------|----------------------------------------------------------------|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Expected Outcome | Key activities | Assumption/ Risk | Responsibility | Time Frame | KEY Performance Indicators | Budget for SO3 |
| 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 | Weak capacity | Chief Justice, JS, Heads of Department Consultant and JTI, JSC | March - July 2021 | <ul style="list-style-type: none"> ▪ Departmental policies and Guidelines issued ▪ Manuals and TORs approved and issued | |
| | 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 | | |
| Total | | | | | | D850,000 |

| Strategic Objective 4 | Integrate the district tribunal into the Judicial system | | | | | |
|-----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|------------------------------------------|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| Expected Outcome | Key activities | Assumption/ Risk | Responsibility | Time Frame | KEY Performance measures/Indicators | Budget for SO4 |
| 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 | Revised District Tribunal Act enacted, Amendment to the Constitution Costed transition report and plan implemented Training conducted and training certificates issues | |
| Total | | | | | | D1,800,000 |

| Strategic Objective 5 | Integrate the Cadi Court System into the mainstream court system | | | | | |
|----------------------------------------------------------------------|----------------------------------------------------------------------------|------------------------------|-----------------------------------|-----------------------|--------------------------------------------------------------------------------|-------------------|
| Expected Outcome | Key activities | Assumption/ Risk | Responsibility | Time Frame | KEY Performance measures/Indicators | Budget for SO5 |
| 5.1 Cadi Court System integrated into the mainstream court structure | 5.1.1 Amend Constitution and merge Cadi Appeal Panel into Appellate system | Constitution will be amended | Chief Justice, MoJ and consultant | March - December 2022 | Constitutional Amendment to integrate Cadi court system into mainstream courts | |
| | 5.1.2 Establish Cadi High Court & Subordinate Court | | Chief Justice & Consultant | July - October 2023 | Revised/new rules of Court - Supreme Court, GCA, High Court and Cadi Courts | |
| | 5.1.2 Validation and training workshop | | Chief Justice & Consultant | November 2023 | Validation & training workshop reports | |
| Total | | | | | | D1,450,000 |

| Strategic Objective 6 | Reform the system of Notaries public, commissioners for oaths, and justices of the peace | | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-----------------------------------------------------------|---------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| Expected Outcome | Key activities | Assumption / Risk | Responsibility | Time Frame | KEY Performance measures/ Indicators | Budget for SO6 |
| 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 | | Consultant Chief Judicial & Judicial Secretary | February 2021 | Appointment of Task forces/ committee on reform of institutions | |
| | 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 | Legislation will be enacted | Chief Justice, Consultants, MoJ National Assembly and JTI | January 2021- June 2022 July - Dec 2022 Dec 2022- June 2025 | <ul style="list-style-type: none"> ▪ Revised or new legislation ▪ 100% of all notaries, commissioners and justice of the peace trained and recertified | |
| Total | | | | | | D1,320,000 |

| Strategic Objective 7 | Strengthen the Monitoring and Evaluation Unit for the continuous monitoring and assessment of performance at all levels | | | | | |
|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|--------------------------------------|-----------------------------------------------------|-----------------------------------------|-------------------------------------------------------------------------------------------|-------------------|
| Expected Outcome | Key activities | Assumption/ Risk | Responsibility | Time Frame | KEY Performance measures/Indicators | Budget for SO7 |
| 7.1 M & E Unit staff recruited | 7.1.1 Recruit staff Acquire M & E software 7.1.2 Make budget provision | Availability of resources | Judicial Secretary, Chief Justice & Consultant, JSC | January - June 2021 January 2021 | Budget Approved. Staff recruited Software installed & training program approved | |
| 7.2 Annual staff-evaluation and improvement plan of court performance instituted | 7.2.1 Staff assessment conducted by M & E Unit | Capacity to conduct staff assessment | M & E Unit Senior Management | December 2021- January 2022 | Annual workshop to discuss evaluation report instituted | |
| Total | | | | | | D2,262,000 |

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.

Strategic Objectives

- 1 Develop and establish an efficient records management system
- 2 Review and improve the case management system
- 3 Review of all Judicature Acts and Rules to reduce undue technicalities and bottlenecks
- 4 Reform all processes for the execution of court decisions
- 5 Introduce Court performance measurement system

| 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 | Assumption /Risk | Responsibility | Time Frame | KEY Performance measures/Indicators | Budget for SO1 |
| 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 | Act will be enacted | Chief Justice, National Records Office (NRO), MoJ Records management consultant | January - December 2022 | <ul style="list-style-type: none"> ▪ Courts records management & disposal Policy approved ▪ Revised Disposal of Records Act enacted | |
| | 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 | Availability of funding | Master, JS & NRO | January - December 2022 From March 2022 January - December 2022 | <ul style="list-style-type: none"> ▪ Records archiving and disposal Manual Approved ▪ Automated Records management system & database installed ▪ Disaster prevention & recovery plan | |
| | 4.1.6 Develop TOR for Records 4.1.7 Staff and conduct training | In house capacity | NRO, JS, Master, Director & JTI | January - March 2022 July-October 2022 | TORs for Records Unit staff & training certificates | |
| 4.2 Records Centre and Electronic Records Database | 4.2.1 Create records Centre | Availability of funding | JS, Director & Master | January - December 2022 | Records Centre with all courts connected to database | |
| Total | | | | | | D32,350,000 |

| Strategic Objective 2 | Review and improve the case management system | | | | | |
|------------------------------------------------------|------------------------------------------------------------------------------------------------------|-------------------------|----------------------------------------------------------|------------------------------------------------------|---------------------------------------------------------------------|--------|
| Expected Outcome | Key activities | Assumption / Risk | Responsibility | Time Frame | KEY Performance measures/Indicators | Budget |
| 2.1 Improved efficiency in the conduct of cases | 2.1.1 Map out and formalize all workflows according to case type | | Chief Justice & Judicial Officers, Consultant and JTI | December 2021 | All case management guided by workflows | |
| | 2.1.1 Introduce time management guidelines for all courts including the time scheduling of cases | | Chief Justice Conference of judges, magistrates & GBA | January - February 2022 | Time management guidelines | |
| | 2.1.2 Develop case management handbook for each court/division 2.1.3 Automate case management | Availability of Funding | Case management consultant Chief Justice ICT Unit | January - July 2022 August 2022 - August 2023 | Case management handbook Case management software and system | |
| 2.2 Specialized divisions reintroduced in High Court | 2.2.1 Review rules of court on the Specialized divisions of the high Court | | Chief Justice Rules Committee | December 2021 | Specialized Divisions re-established in High Court | |
| | 2.2.1 Encourage judges to specialize & facilitate training | | | 2021-2025 | Training conducted | |

| | | | | | | |
|---------------------------------------------------------------|----------------------------------------------------------------------------|-----------------------------------|-------------------------------------------------|-----------------------|----------------------------------------------------------------------------------------------------------|--------------------|
| 2.3 Significant reduction of case backlog | 2.3.1 Define Case backlog & establish baseline for each case type | | Bar, NALA & MoJ, Judiciary | July 2021 | Case Backlog policy & Plan developed. | |
| | 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 | Fast Track court established Practice Direction issued | |
| 2.4 Establish limits for remand custody & Prisons decongested | 2.4.1 Review Bail Provisions. | Criminal Offences Bill is enacted | MOJ, & National Assembly | From January 2021 | 2.4.1 Sentencing Guidelines. 2.4.2 % of detainees held in remand for more than 12 month decreases | |
| | 2.4.2 Develop and Adopt Sentencing Guidelines | | Judiciary | | | |
| | 2.4.3 Training on Guidelines | Judiciary | From March 2021 | | | |
| Total | | | | | | D41,215,000 |

| Strategic Objective 3 | Review of all Judicature Acts and rules to reduce undue technicalities and bottlenecks | | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|-----------------------------------------------------|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| Expected Outcome | Key activities | Assumption / Risk | Responsibility | Time Frame | KEY Performance measures/ Indicators | Budget for SO3 |
| 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, | 3.1.1 Identify bottlenecks and unnecessary technicalities that cause delays. 3.1.2 Propose reform measures & Develop time bound reform programme | Revised laws will be enacted by National Assembly | Rules Committee, Law Reform Commission, MoJ and GBA | January 2021 - December 2022 | <ul style="list-style-type: none"> ▪ Report of committee on reform of courts enabling legislation published ▪ Time bound reform programme ▪ Revised Laws enacted | |
| 3.2 Review of the system of the Rules Committee | 3.2.1 Plan for better streamlining of the development of the rules of the various courts | | Rules Committee Chief Justice | From January 2021 - | More efficient operation of the Rules Committees | |
| | 3.2.2 Training module on court rules at JTC | | JTI | From January 2022 | Report of Periodic training on court rules | |
| 3.3 Well trained and efficient registry staff | 3.2.3 Design training programme for registry staff on rules and other proceedings | | Master & JTI | From January - 2022 | Trainings conducted & certificates issued to registry staff | |
| Total | | | | | | D2,350,000 |

| Strategic Objective 4 | Reform all processes for the execution of court decisions | | | | | |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|-------------------------------------------|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Expected Outcome | Key activities | Assumption/ Risk | Responsibility | Time Frame | KEY Performance measures/ Indicators | Budget for SO4 |
| 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 | Revised laws will be enacted Support of the Bar | Bench and Bar, Rules Committee, MoJ | January - December 2022 | Revised Sheriff and Civil Processes Act with subsidiary legislation | |
| 4.2 Well trained Sheriff and Bailiffs Cadre | 4.2.3 Develop execution handbook | Support of JTI | Sheriff, Master, Judicial Secretary & JTI | January 2021 - December 2023 | <ul style="list-style-type: none"> ▪ Execution Handbook ▪ Annual training programme on execution ▪ Training certificates issued on civil execution | |
| Total | | | | | | D850,000 |

| Strategic Objective 5 | Introduce court performance measurement system | | | | | |
|------------------------------------------|--------------------------------------------------------------------------------|---------------------|-----------------------------------------|-------------------|--------------------------------------------------------------------------------------------|-----------------|
| Expected Outcome | Key activities | Assumption/ Risk | Responsibility | Time Frame | KEY Performance measures/Indicators | Budget for SO5 |
| 5.1 Court performance regularly measured | 5.1.1 Develop court performance measurement system | | Consultant and M&E Unit Statistics Unit | March - June 2022 | <ul style="list-style-type: none"> ▪ Performance indicators developed | |
| 5.2 Annual performance plan approved | 5.1.2 Introduce annual court performance assessments & design assessment tools | | Chief Justice, JS, M&E Unit JSC | March - June 2022 | <ul style="list-style-type: none"> ▪ Annual Court performance assessment | |
| | 5.1.3 Use assessment results to develop improvement plan | | Judicial Secretary, Master | January 2023 | <ul style="list-style-type: none"> ▪ Improvement plan implemented | |
| 5.3 Court user satisfaction monitored | 5.3.1 Carry out court user Satisfaction survey | | M&E Unit & Statistics Unit | January 2024 | <ul style="list-style-type: none"> ▪ Annual Court user Satisfaction Results | |
| Total | | | | | | D580,000 |

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

Although there have been improvements, the Judiciary continues to be faced with human resource challenges. The arrangement in place for determining human resource needs and the recruitment and selection, management and development of human resource 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. Training resources will be focused on the most critical capacity needs of the judiciary which will be determined following a training needs assessment. The Judicial Training Institute will be upgraded and training programmes including mandatory continuous training for judges, judicial officers and other staff instituted.

Strategic Objectives

- 1 Formulation of a Comprehensive Human Resource Policy and Human Resource Development Plan for the Judiciary
- 2 Recruitment of competent and qualified Human Resources personnel to assist the Judiciary in the formulation of essential policies, strategies and tools such as: a Training Policy and Plan for each category of staff, recruitment and retention plan etc.
- 3 Development of a HR performance management system
- 4 Develop legal and administrative framework for Judicial Training Institute

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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 | Assumptions/ Risk | | | KEY Performance measures/ Indicators | Budget for SO1 |
| 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 | Availability of funds for HR Consultant. PMO support | Chief Justice, JSC, JS, HR Consultant & PMO | March - December 2021 | <ul style="list-style-type: none"> ▪ HR Assessment Reports ▪ HR Audit/Staff Audit | |
| | 1.1.2 Qualifications and TOR for each function developed with scheme of service for each unit | PMO Support | Consultant and JSC | January - July 2022 | <ul style="list-style-type: none"> ▪ TORs ▪ Job Evaluations ▪ Job Analysis ▪ Schemes of Service | |
| 1.2 Capacity and competence of current staff assessed. | 1.2.1 An Independent HR & competency assessment | Availability of funds for HR Consultant | Consultant, JS JSC, Head of HR, PMO | July - December 2022 | HR Audit Competency Assessment | |
| | 1.2.2 An organizational cultural assessment | | Consultant, JSC, Head of HR | July - December 2022 | Assessment Report approved | |

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|------------------------------------------------------------------|----------------------------------------------------------------|------|------------------------------------|-------------------------|--------------------------------------------|-------------------|
| 1.3 A comprehensive HR Policy and HR development Plan | 1.3.1 Develop policy and plan for capacity building & training | ---- | HR Unit | August to December 2022 | HR Policy and Plan and HR Development Plan | |
| 1.4 Recruitment and Retention policy for all judiciary personnel | 1.4.1 Develop recruitment and retention policy | | JSC, Consultant and Director of HR | August-December 2022 | HR Recruitment and Retention Policy | |
| | | | | | Total | D1,650,000 |

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|-----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|----------------------------------------|-----------------------|-----------------------------------------------------|---------------------------|
| 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 | Assumption/ Risk | Responsibility | Time Frame | KEY Performance measures/ Indicators | Budget for SO2 |
| 2.1 Competently staffed and efficient HR Department | 2.1.1 Recruit HR professional as director of HR Department | Relevant HR Expertise available | Chief Justice and JSC | February 2021 | HR Department & Staff Appointed | --- |
| 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 | Relevant policies developed/updated | --- |
| 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 | KPIs, work plans and in place for all staff | (In - House) |

| Strategic Objective 3 | Development of Human Resource performance management system | | | | | |
|--------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|------------------------------|--------------------------------|----------------------------------------------|-------------------------------------------------------------------------------------|-----------------|
| Expected Outcome | Key activities | Assumption /Risk | Responsibility | Time Frame | KEY Performance Indicators | Budget for SO3 |
| 3.1 Performance Management System (PMS) | 3.1.1 Develop PMS 3.1.2 Design Performance Appraisal (PA)forms 3..1.3 Organize training workshops on PA | Relevant expertise available | HR Department | June 2022 July - October 2022 | Performance Appraisal system developed for each category of staff & approved by JSC | --- |
| 3.2 Staff performance regularly monitored | 3.2.1 Appraise staff performance | ----- | HR Department | Twice yearly from July 2022 | End of court term & annual Performance Evaluation | --- |
| 3.3 Confidence in court leadership assessed (Heads of each court system) | 3.3.1 Design mechanism for Court leadership performance Review | Relevant expertise available | JSC & HR Department Consultant | From December 2022 | Annual performance review reports of court leaders | |
| Total | | | | | | D575,000 |

| Strategic Objective 4 | Develop legal and administrative framework for Judicial Training Institute | | | | | |
|---------------------------------------------------------------------------------------|----------------------------------------------------------------------------|----------------------------------------|-------------------------------------------------------|-------------------------|--------------------------------------------------------------------------------------------------------------------------------|----------------|
| Expected Outcome | Key activities | Assumption/ Risk | Responsibility | Time Frame | KEY Performance Indicators | Budget for SO4 |
| 4.1 JTI formally established by statute | 4.1.1 Develop legal framework for the JTI | JTI law will be enacted | Consultant, JSC, Chief Justice, JS, Head of JTI & MoJ | February 2022 | JTI Bill approved and enacted | |
| 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 | Support of MoLRG | Chief Justice, JSC and MoLRG | January - December 2022 | Judicial Training School established | |
| | 4.2.2 Develop & conduct more training programmes | Technical assistance will be available | JTI and TA | From January. 2021 | Scheduled JTI trainings | |
| 4.3 Improved Funding of JTI | 4.3.1 Identify Donors & partners & submit funding proposals | Funding will be secured | Chief Justice And Judicial Secretary | January 2021 | <ul style="list-style-type: none"> ▪ Budget allocation for JTI ▪ Funding agreements signed with donors | |
| 4.4 International partnerships forged | 4.3.2 Identify Partners | Interest from identified partners | JS/CJ, Head of Judicial Training Institute | From March 2021 | Partnership Programmes signed | |
| Total D13,606,000 | | | | | | |

GOAL 6 Harness ICT to support court functions

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 volume of hearing and need and thereafter the subordinate courts. An electronic filing system and proceedings through video conferencing will be institutionalized.

Strategic Objectives

- 1 Develop an ICT policy and strategy
- 2 Automate all key functions including filing, payment systems etc.
- 4 Evaluate, improve and expand the Court Assisted Transcription system (CATS) and infrastructure
- 5 Introduce an E-Judiciary platform

| | | | | | | |
|-------------------------------------------|------------------------------------------------------------------------------------------------------------|-----------------------------|--------------------------------------------------------------|-----------------------|-------------------------------------------|-------------------|
| GOAL 6 | Harness ICT technology to support court functions | | | | | |
| Strategic Objective 1 | Develop an ICT policy and strategy | | | | | |
| Expected Outcome | Key activities | Assumption/ Risk | Responsibility | Time Frame | KEY Performance Indicators | Budget SO1 |
| 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 | | Head of ICT, Chief Justice Judicial Secretary and consultant | From January 2021 | ICT Needs Assessment report | |
| | 1.1.2 Develop ICT Policy & Strategy | Capacity exists | Chief Justice, JS, Head of ICT & Consultant | From January 2021 | Approved policy and strategy | |
| | 1.1.3 Adopt Costed Plan of Action & road map | | Head of ICT and Judicial Secretary | January 2021 | Approved Action plan | |
| | 1.1.4 Submit proposals to donors/organize donor conference | Donor interest | Chief Justice & JS | From January 2021 | Donor conference organized | |
| Total | | | | | | D1,675,000 |

| Strategic Objective 2 | Automate all key functions including filing, payment systems etc. | | | | | |
|--------------------------------------------------------------|---------------------------------------------------------------------------|--------------------------|-----------------------------------------|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Expected Outcome | Key activities | Assumption/ Risk | Responsibility | Time Frame | KEY Performance measures /Indicators | Budget SO2 |
| 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 | Assessment report on functions to be automated | |
| 2.2 All key functions digitized and/or automated | 2.2.1 Costed Plan of action for digitization and automation | | JS, Head of ICT and Director of Finance | From January 2021 | Costed Plan approved | |
| | 2.2.2 Secure funding | | Chief Justice, JS, Head of ICT | January - December 2021 | Funding secured & Tender for procurements | ---- |
| | 2.2.3 Implementation of Plan of Action | Funding available for TA | JS, Head of ICT & TA | July 2021- December 2023 | <ul style="list-style-type: none"> ▪ Key functions digitized, automated and operational ▪ Staff trained on systems | |
| Total | | | | | | D100,000 |

| Strategic Objective 3 | Improve and expand the CATS system and infrastructure | | | | | |
|------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|------------------------------|------------------------------------------|-----------------------|---------------------------------------------------------|--------------------|
| Expected Outcome | Key activities | Assumption/ Risk | Responsibility | Time Frame | KEY Performance measures/Indicators | Budget SO3 |
| 3.1 CATS System installed in all Courts 3.2. Funding to Implement CATs expansion Plan Secured | 3.1.1 Evaluate efficacy of current CATs System | Relevant expertise available | Head ICT/ consultant | From January 2021 | CATS upgrading and expansion Plan Approved and launched | --- |
| | 3.1.2. Develop and implement plan to upgrade CATS system | Availability of funding | JS and Head of ICT | March - December 2021 | | |
| | 3.1.3 Solicit funding | | | March - December 2021 | 100% superior Courts on CATS by 2024 | |
| | 3.1.4 Design CATS training programme to improve capacity of ICT UNIT | Relevant expertise available | Head of ICT, Consultant | From October 2021 | CATS Training programme | |
| | 3.1.5 Institutionalize training programme | Availability of funding | Chief Justice, JS Head JTI & Head of ICT | From December 2021 | CATS training funded in the recurrent budget | |
| Total | | | | | | D29,250,000 |

| Strategic Objective 4 | Introduce an E- Judiciary | | | | | |
|-------------------------------|----------------------------------------------|--------------------------------------------------------------------------------|-----------------------------------------|---------------------|--------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| Expected Outcome | Key activities | Assumption/Risk | Responsibility | Time Frame | KEY Performance measures/indicators | Budget SO4 |
| 4.1 Gambia E-Judiciary System | 4.1.1 E-Judiciary Study conducted | Cyber security challenges | Judicial Secretary Consultant | From January 2021 | E-Judiciary Report | |
| | 4.1.2 Develop & cost Implementation road map | <ul style="list-style-type: none"> ICT Infrastructure re stable | Consultant & Chief Justice, Head of ICT | From January 2021 | Approved E-Judiciary Plan | |
| | 4.1.3 Submit funding proposals | <ul style="list-style-type: none"> Reliable Internet | Judicial Secretary Donors | From March 2021 | <ul style="list-style-type: none"> Budgetary allocation improved Funding Agreements with donors and partners | |
| | 4.1.5 Execute implementation plan | Competent ICT staff & funding | ICT Team & Judicial Secretary | January 2023 - 2024 | E-Judiciary fully operational | |
| Total | | | | | | D31,651,000.00 |

GOAL 7 1. 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 court services necessary to deal with all disputes without travelling outside their region. Court facilities will be made more litigant friendly with more assistance to lay litigants available or self-represented court users and availability of competent interpretation and translation services. The court connected 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 to access the courts.

Strategic Objectives

- 1 Improve access to court facilities by the disadvantaged and differently able persons
- 2 Increase awareness of, and strengthen, the court connected ADR system
- 3 Improve access to specialized courts and tribunals and strengthen oversight over them.
- 4 Simplify rules and processes for lay litigants

| | | | | | | |
|------------------------------------------------------------------|---------------------------------------------------------------------------------------------|-----------------------------|--------------------------------------|---------------------------------------------|----------------------------------------------------------|-------------------|
| 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 | Assumption/ Risk | Responsibility | Time Frame | KEY Performance measures/ Indicators | Budget SO1 |
| 1.1 All court facilities accessible to differently abled persons | 1.1.1 Ramps constructed in all courts 1.1.2 Restrooms re-designed | Availability of funding | Estate Department | <i>Part of court infrastructure upgrade</i> | Court facilities accessible to differently abled persons | |
| 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 | Workshop report on legal Aid review | |
| | 1.2.2 Introduce brail system for blind court users | | | January 2024 | Brail system acquired and made available | |
| | 1.2.3 Budget allocated for sign language interpretation | | | From 2023 | Sign language interpretation available | |
| Total | | | | | | D1,150,000 |

| Strategic Objective 2 | Increase awareness and use of Court Connected ADR | | | | | |
|-------------------------------------------|------------------------------------------------------------------|-----------------------------|---------------------------------|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| Expected Outcome | Key activities | Assumption/ Risk | Responsibility | Time Frame | KEY Performance measures/ Indicators | Budget SO2 |
| 2.1 Revive court connected ADR | 2.1.1 Review the ADR framework | | Bench and Bar | February 2021 | Evaluation report & plan of action | |
| 2.2 Improve capacity of ADR practitioners | 2.2.1 Arrange refresher & new training and certification for ADR | | JTI & Master | From June 2021 | <ul style="list-style-type: none"> ▪ Training of ADR practitioners conducted. ▪ Judges and Judicial officers trained ▪ Certification complete | |
| 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 | Practice Direction on Court connected ADR issued Changes to rules of court | |
| Total | | | | | | D1,915,000 |

| Strategic Objective 3 | Improve access to specialized courts and tribunals and strengthen administrative oversight | | | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|-----------------------|-------------------------------------------------------------------------|-------------------|
| Expected Outcome | Key activities | Assumption/ Risk | Responsibility | Time Frame | KEY Performance measures/ Indicators | Budget |
| 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. | Policy reform will be agreed by government stakeholders | JS & presiding magistrates, Departments of Social Welfare & Labour, MoHSW, Local government councils, SSHFC etc. | March 2023 | Workshop on framework for management of specialized tribunals conducted | |
| | 3.1.2 Enact legal framework | | | | | |
| | 3.1.3 Review of all statutes of specialised courts and align with legal framework | | Chief Justice Consultant | October 2023 | Oversight Legislation enacted and respective statutes amended | |
| 3.2 Improve administration and oversight of special courts | 3.2.1 Establish Administrative Unit | Allocate resources and appoint Head and assign personnel | Ministry of Finance Chief Justice | January - July 2024 | Unit for oversight of specialized courts operational | |
| Total | | | | | | D3,220,000 |

| Strategic Objective 4 | Simplify processes for lay litigants | | | | | |
|-----------------------------------------------------|---------------------------------------------------------------------------|---------------------|----------------|-----------------------|---------------------------------------------------|----------|
| Expected Outcome | Key activities | Assumption/ Risk | Responsibility | Time Frame | KEY Performance Indicators | Budget |
| 4.1 Procedures Guide for lay litigants | 4.1.1 Develop manual outlining processes and procedures for lay litigants | | Master | January-December 2022 | Procedures Guide for lay litigants published | --- |
| 4.2 Strengthened Registry support for lay litigants | 4.1.2 Assign staff to support lay litigants | | Master | From January 2022 | Lay litigants support staff identified & in place | Internal |

GOAL 8 Improve communication 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 initiatives. More rigorous complaints mechanisms will be introduced. The Judiciary web-site will be reinstated and enhanced to ensure that all court decisions are published timeously and available.

Strategic Objectives

- 1 Strengthen transparency and accountability
- 2 Enhance the awareness of court users.
- 3 Establish complaints and court user feedback procedures.
- 4 Create partnerships for best practices.

The next Part will set out the expected outcomes, key activities, assumptions for achieving the foregoing objectives. This will be followed by the Implementation framework.

| GOAL 8 | Improve communication and stakeholder/court user confidence in the judiciary | | | | | |
|---------------------------------------|-------------------------------------------------------------------------------------|---------------------------------|----------------------------------|-------------------|-------------------------------------------------|-------------------------------|
| Strategic Objective 1 | Strengthen transparency and accountability | | | | | |
| Expected Outcome | Key activities | Assumption / Risk | Responsibility | Time Frame | KEY Performance measures/ Indicators | Budget |
| 1.1 Improve access to court decisions | 1.1.1 Revive website | Competent ICT staff | ICT Unit | From March 2021 | Informative and interactive website operational | -- |
| | 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 | Online payment system installed | ICT Unit | | From June 2021 | Subscription portal available |
| Total | | | | | | D500,000 |

| Strategic Objective 2 | Enhance the awareness of court users. | | | | | |
|-----------------------------------------------------------------------|------------------------------------------------------------------------------------------------|-----------------------------|--------------------------------|-------------------|-------------------------------------------------|----------------|
| Expected Outcome | Key activities | Assumption/ Risk | Responsibility | Time Frame | KEY Performance measures/ Indicators | Budget |
| 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 | From March 2021 | Court user feedback Portal operational | |
| 2.2 Information and assistance to court users available in all courts | 2.2.1 Adopt cost user satisfaction guidelines 2.2.1 Create information desk and train staff | | PR Unit and Judicial Secretary | January 2022 | Guide to court services | |
| | | | | December 2021 | Court information desk set up | |
| Total | | | | | | D50,000 |

| Strategic Objective 3 | Establish complaints and court user feedback procedures. | | | | | |
|--------------------------------------------|-----------------------------------------------------------------|-----------------------------|-------------------------------------------|-------------------|-------------------------------------------------|---------------|
| Expected Outcome | Key activities | Assumption/ Risk | Responsibility | Time Frame | KEY Performance measures/ Indicators | Budget |
| 3.1 Mechanism for complaints and feed back | 3.1.1 Design process and Issue guidelines | | Judicial Secretary and PR Officer, Master | December 2021 | Guidelines available to court users | --- |
| | 3.1.2 Assign responsibility for feed back | | Judicial Secretary | | Focal persons assigned | Inhouse |

| Strategic Objective 4 | Strengthen/Create partnerships for best practices | | | | | |
|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------|-----------------------------|---------------------------------------------------------|-------------------|-------------------------------------------------------------------------------|-------------------|
| Expected Outcome | Key activities | Assumption/ Risk | Responsibility | Time Frame | KEY Performance measures/ Indicators | Budget |
| 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 CA and other court leaders | From January 2021 | Partnerships with other judicial bodies enhanced and created through projects | --- |
| | 4.1.2 Promote bilateral meetings and exchange of intellectual resources | | Chief Justice and Judiciary leadership | From January 2021 | Research materials, books and intellectual resources shared | |
| Total | | | | | | D2,500,000 |

PART III

1 Implementation

The Judiciary's leadership has the primary responsibility of ensuring effective delivery of the JSP. However, such implementation requires cooperation of several other stakeholders including the government, the National Assembly and donor community as well as the legal profession and the general public in providing necessary and other support. Successful implementation would require the full participation of all Judiciary personnel, the full commitment of all units and department heads and all those identified as responsible actors or stakeholders in the administration of justice.

Work Plans & Progress Reports

Implementation will be through the delivery of Annual Work Plans. These will be prepared and updated periodically. To facilitate execution, Annual Work Plans will be divided into Quarterly plans and monthly progress reports submitted to the appropriate committees and the M & E unit.

The JSP Implementation Framework indicating the KPIs, baselines and annual targets for implementation is set out as **ANNEX I**.

Implementation Committee

A JSP implementation Committee (JSPIC) chaired by the Chief Justice will be established for the overall monitoring of the implementation of the JSP. The JSPIC will meet quarterly to track the implementation of work plans using a reporting matrix which will be submitted to it by the M & E Unit.

The Quarterly Meeting will track progress, address challenges and ensure that budgetary allocations are made available for implementation, appraise both the internal and external environment, monitor risk factors, and if necessary modify approaches and activities. The senior management team (SMT) comprising all heads of department and court systems will review monthly progress reports prepared by responsible actors to ensure that implementation is on track and major issues/challenges are escalated to the JSPIC for resolving. Other existing structures within the Judiciary will be involved in monitoring relevant areas and will be expected to provide feedback.

Annual Review meetings of the Judiciary will be held which will produce a report for sharing with the Government and Partners. This report will also feed into the Judiciary's Annual Report.

Other Critical Success Factors

Teamwork: Judiciary comprises administrative support functions and the courts. Success will require the dedicated collaboration and teamwork of all function heads and staff. The Judiciary leadership will work on motivating all staff and in creating an enabling environment for success to be assured.

Communication: Effective communication is the key to ensuring success. We will strive to keep all staff informed about the status of implementation at all times and to maintain their interest and buy in.

Motivation: One of the priority initiatives is the improvement of the work environment for all who work in the Judiciary. Staff motivation for the success of this Strategy is paramount. We will identify reform champions, institute a reward system in each department and also initiate other measures that would generate and maintain interest in the successful implementation of the JSP.

2. Monitoring and Evaluation

The JSP sets the approach the Judiciary will take to achieve its Vision and Mission and its Priorities during the period of the Plan. It is critical to the success of this JSP that a system for monitoring implementation and also ensuring that the activities are yielding the desired results is put in place.

Role of M & E Unit

The M & E Unit has an important role in monitoring the implementation of this strategy and evaluating performance and measuring success. It should focus on developing performance measurement tools to be applied periodically. In this regard, it should use the quantitative data produced by the Statistics Unit and other qualitative assessment tools to measure and report on performance. Quarterly and Annual M & E reports will provide a measurable and credible basis for determining the impact of the strategic initiatives and will also feed into the work of the JSPIIC and the Judiciary leadership.

2 RESOURCE CONSIDERATION

The Judiciary dedicates itself to work tirelessly to realize its objectives and achieve its goals. A substantial amount of financial, human and technical resources is required to implement this JSP. This will require significant improvement of the Judiciary's recurrent and development budget. An indicative budget is shown for the achievement of all strategic objectives in the log frame. A detailed budget is presented in ANNEX II. It will also necessitate the forging of partnerships with, and support of, development partners dedicated to improving democratic governance and the rule of law.

The total budget identified per goal over the five years of the strategy D376,343,957.00 and US\$9,207,564.21 approximately.

A summary of the budget is set out below. A more detailed Budget is set out as Annex II

| GOAL 1 - STRENGTHEN THE INDEPENDENCE OF THE JUDICIARY AND ITS AUTONOMY | | | |
|-------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------|
| Strategic Objectives | | Budget | |
| | | Dollar (USD\$) | GMD |
| 1 | Enhance Judicial Independence through appropriate legislation and improved stakeholder understanding and support | | 4,200,000 |
| 2 | Become a sub-vented organization with increased financial allocation for the effective delivery of the Judiciary's mandate | 133,000 (D6,884,410) | 152,191,340 |
| 3 | Establish appropriate mechanisms for retention of fees generated by the Judiciary and the privatization of self-sustainable services | | 1,740,000 |
| 4 | Increase autonomy in financial management | | 2,827,530 |
| 5 | Improve management capability of judiciary leadership | | 10,000,000 |
| TOTAL | | 133,000 | 170,958,207 |

| GOAL 2 - UPGRADE AND EXPAND PHYSICAL INFRASTRUCTURE AND IMPROVE THE WORK ENVIRONMENT | | | |
|---------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|---------------------------------------------------------------------------------------------------------|
| Strategic Objectives | | Budget | |
| | | Dollar (USD\$) | GMD |
| 1 | Construction of new Court Complexes for the Supreme Court, Court of Appeal/Cadi Appeal Panel and a court complex in Brikama | 7,519,776.19 (D389,750,000) | 10,250,000 additional funds required for the construction of the Supreme Court and Brikama complexes |
| 2 | Upgrading and rehabilitation of all existing Courts & facilities and construction of facilities for library, storage and archiving | 2,411,594.2 (D124,800,000) | 31,200,000 |
| 3 | Court expansion programme to improve physical access to courts in all Areas and Regions over 5 years. | 3,757,971.01 (D194,475,000) | 48,618,750 |
| 4 | Decentralization & standardization of court facilities and work environment | 50,000 (D2,585,000) | 13,908,000 |
| 5 | Improve equipment and transportation | | 34,850,000 |
| 6 | Effective assets management and maintenance programme | | 3,300,000 |
| TOTAL | | 13,739,341.40 | 142,126,750 |

| GOAL 3 - RESTRUCTURE AND STRENGTHEN ORGANIZATIONAL AND INSTITUTIONAL CAPACITY | | | |
|--------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|----------------------|-------------------|
| Strategic Objectives | | Budget | |
| | | Dollar (USD\$) | GMD |
| 1 | Decentralize and restructure the management of the court system | | 4,800,000 |
| 2 | Decentralize registry system and execution of court decisions | | 2,000,000 |
| 3 | Re-organize all admin support functions into departments/units | | 850,000 |
| 4 | Integrate the district tribunal administration into the Judicial system | | 1,800,000 |
| 5 | Full integration of the Cadi Courts into the mainstream court system | | 1,450,000 |
| 6 | Reform the system of Notaries public, commissioners for oaths, and justices of the peace | | 1,320,000 |
| 7 | To strengthen Monitoring and Evaluation Unit for the continuous monitoring and assessment of performance at all levels | 14,000 (D717,000) | 1,545,000 |
| TOTAL | | 14,000 | 13,765,000 |

| GOAL 4 - IMPROVE EFFICIENCY OF COURT PROCESSES AND SERVICE DELIVERY | | | |
|----------------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------------------------|------------------|
| Strategic Objectives | | Budget | |
| | | Dollar (USD\$) | GMD |
| 1 | Develop and establish an efficient records management system | 600,000 (D31,056,000) | 1,294,000 |
| 2 | Review and improve the case management system | 750,000 (D38,815,000) | 2,400,000 |
| 3 | Review of all Judicature Acts and Rules to reduce undue technicalities and bottlenecks | | 2,350,000 |
| 4 | Reform all processes for the execution of court decisions | | 850,000 |
| 6 | Introduce Court performance measurement system | | 580,000 |
| TOTAL | | 1,350,000 | 7,474,000 |

GOAL 5 - DEVELOP HUMAN RESOURCES CAPACITY REQUIRED FOR A MODERN JUDICIARY.

| Strategic Objectives | | Budget | |
|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-------------------|
| | | Dollar (USD\$) | GMD |
| 1 | Formulation of a Comprehensive Human Resource Policy and Human Resource Development Plan for the Judiciary | | 1,650,000 |
| 2 | Recruitment of competent and qualified HR staff to assist the Judiciary in the formulation of essential policies, strategies and tools such as: a Training Policy and Plan for each category of staff, recruitment and retention plan etc. | | 0 |
| 3 | Development of a HR performance management system | | 575,000 |
| 4 | Develop legal and administrative framework for Judicial Training Institute | 100,000 (D5,176,000) | 8,430,000 |
| TOTAL | | 100,000 | 10,655,000 |

| GOAL 6 - HARNESS ICT TO SUPPORT COURT FUNCTIONS | | | |
|--------------------------------------------------------|------------------------------------------------------------------------------------------------|--------------------------|-------------------|
| Strategic Objectives | | Budget | |
| | | Dollar (USD\$) | GMD |
| 1 | Develop an ICT policy and strategy | | 1,675,000 |
| 2 | Automate all key functions including filing, payment systems, and internal communications. | | 100,000 |
| 3 | Evaluate, improve and expand the Court Assisted Transcription system (CATS) and infrastructure | | 29,250,000 |
| 4 | Introduce an E-Judiciary platform | 600,000 (D31,051,000) | 600,000 |
| TOTAL | | 600,000 | 31,625,000 |

| GOAL 7 - 1. IMPROVE ACCESS TO THE COURTS AND TRIBUNALS | | | |
|---------------------------------------------------------------|----------------------------------------------------------------------------------------|----------------|-----------|
| Strategic Objectives | | Budget | |
| | | Dollar (USD\$) | GMD |
| 1 | Improve access to court facilities by the disadvantaged and differently able persons | | 1,150,000 |
| 2 | Increase awareness of, and strengthen, the court connected ADR system | | 1,915,000 |
| 3 | Improve access to specialized courts and tribunals and strengthen oversight over them. | | 3,220,000 |

| | | | |
|--------------|------------------------------------------------|--|------------------|
| 4 | Simplify rules and processes for lay litigants | | 0 |
| TOTAL | | | 6,285,000 |

| GOAL 8 - IMPROVE COMMUNICATION AND STAKEHOLDER/COURT USER CONFIDENCE IN THE JUDICIARY | | | |
|----------------------------------------------------------------------------------------------|----------------------------------------------------------|----------------|------------------|
| Strategic Objectives | | Budget | |
| | | Dollar (USD\$) | GMD |
| 1 | Strengthen transparency and accountability | | 500,000 |
| 2 | Enhance the awareness of court users. | | D50,000 |
| 3 | Establish complaints and court user feedback procedures. | | 0 |
| 4 | Create partnerships for best practices. | | D2,500,000 |
| TOTAL | | | 3,050,000 |

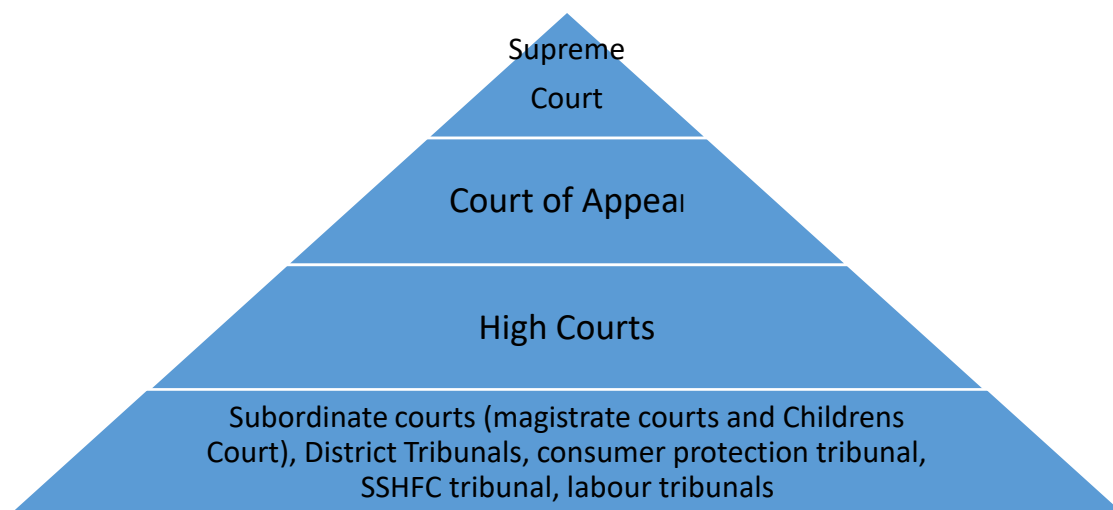
PART IV

SITUATION ANALYSIS

4.1 The Court System

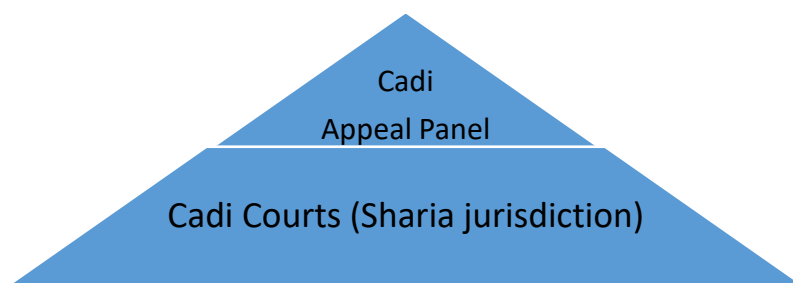
The Judiciary comprises a system of superior and subordinate courts in a parallel four-tier and two-tier hierarchical system operating side by side. Judicial power of The Gambia is vested in these courts exercised by them within the scope of the jurisdiction vested in each court by the Constitution and the law.

The four-tier system comprises the Supreme Court at the apex, Court of Appeal, High Courts, and subordinate courts and tribunals in descending order. Appeals from decisions of the subordinate courts and



tribunals lie to the High Court, from there to the Court of Appeal and thereafter to the Supreme Court. The High Court is both a court of first instance of unlimited jurisdiction and an appellate court. Appeals lie against its decisions to the Court of Appeal and thereafter to the Supreme Court. The Supreme Court also has original jurisdiction in matters concerning the interpretation of the Constitution etc.

The two-tier system is the Cadi court system which comprises the cadi courts, as courts of first instance, and the Cadi Appeals Panel as the final appellate court.



Current Challenges

An assessment of the Judiciary carried out (July 2020) shows that the Judiciary is faced with enormous challenges and will be unable to effectively and credibility deliver on its Constitutional mandate without serious interventions. These challenges are mostly attributable to years of under-funding, an outgrown and weak organizational structure, low management capacity, a poor and rundown infrastructure much of which requires replacement or extensive maintenance, non-automation of functions and processes, an insufficient number of competent staff, a poor work environment, and the absence of important policies and tools that could facilitate the management or administration of the courts.

4.2 Financial Resources

The UN Basic Principles on the independence of the Judiciary 1985 state that: “it is the duty of each Member State to provide adequate resources to enable the judiciary to properly perform its functions”. It is the responsibility of the Government to therefore allocate the required resources for the courts to function and deliver the services that would ensure that the rule of law is effectively maintained.

A comparison of the allocations to the Judiciary from 2020 with other Government Ministries (without taking into account supplementary allocations during the year from which the Judiciary does not benefit) show the following:

| BUDGET HEAD | INSTITUTION | 2018 | 2019 | 2020 |
|-------------|-----------------------------|-------------------|--------------------|--------------------|
| 01 | Office of The President | 541,233,948 | 697,663,751 | 691,263,469 |
| 02 | National Assembly | 116,935,268 | 139,273,419 | 196,449,726 |
| 03 | Judiciary | 98,527,401 | 164,091,692 | 170,000,000 |
| 10 | Ministry of Foreign Affairs | 872,599,433 | 1,257,882,799 | 1,005,827,877 |
| 11 | Ministry of Justice | 86,975,000 | 346,162,635 | 297,400,096 |

Apart from being under funded in terms of the actual resources required to deliver on its core mandate, a major challenge for the Judiciary is access to the approved budgeted amount from the CRF. An analysis of the revised budget figures against actuals show that in 2017, 88% of the budget was funded, this dropped to 69% in 2018 and 60% in 2019. The line items that suffered the most significant cuts in 2019 are building maintenance by 55%, equipment maintenance by 75%, stationary 20%, printing expenses by 89%, library by 40%, training by 85%, furniture and fittings by 60%, and office equipment 63%. None of the funds budgeted for rehabilitation works was released to the Judiciary. So that, apart from the payroll budget, the Judiciary is unable to finance vital needs critical to a well-functioning institution. As part of the IFMIS system, the Judiciary also does not seem to have the flexibility of reallocating the resources made available to it on a monthly basis.

Section 144 of the 1997 Constitution provides that the Judiciary is self-accounting and the monies appropriated from the CRF or by Act of the National Assembly shall be paid by the Director of Treasury (Accountant General) to the accounting officer (Judicial Secretary) as required by the CJ. Until recently (2019 & 2020 budget process) the Judiciary had struggled to achieve some financial independence from the Ministry of Finance. In terms of the allocation of resources the CJ is mandated to submit annual estimates of expenditure of budget to the President for presentation to the National Assembly. The President is required to present it without amendment but may attach his comments. However, as stated in the GNDP, the Constitutional provisions which sort to ensure a Judiciary that had administrative and financial autonomy “remained a dead letter”⁸.

The Constitutional provisions and the stated objectives of the GNDP notwithstanding, the Judiciary was still required to present and negotiate its budget estimates with the Ministry of Finance. This anomaly is attributable to the administrative mindset that persisted in perceiving and treating the Judiciary as a Government Department and therefore falling under the jurisdiction of the Ministry of Finance as a budget agency.

With regard to self-raised revenue, the Judiciary is allowed to retain 4% of Sheriff sales proceeds. A case was made for the Judiciary to retain the filing fees and court fees collected, however approval is pending. Justice delivery is not money making and while some consideration should be given to ensuring that some of the Judiciaries functions are self-sustaining, that ought not to be regarded as a significant factor in determining the Judiciary’s budget.

⁸ See Outcome 1.2, Page 14

With respect to self-accounting status, the Judiciary maintains an account with the Central Bank into which monies allocated to the Judiciary by the Ministry of Finance are paid monthly based on a cash plan submitted by the Judiciary. The amount transferred depends on the revenue paid into the CRF by the tax authority. The allocation is made by a government cash allocation committee. The allocation appears to be discretionary as there are no criteria guiding decisions. The Judiciary manages its accounts through the IFMIS system. Budget activities are entered into the IFMIS and all spending has to be according to activities even if the budget is underfunded. Self-accounting status ordinarily should have enabled the Judiciary control its own funds subject only to an internal and external auditing system and compliance with applicable financial policies.

Financial autonomy for the Judiciary requires that the Judiciary should be treated like a sub-vented organization, so that its monies are quarterly transferred from the CRF directly to its account. Self-accounting also would require an independent accounting system managed by qualified and competent finance and accounting staff as well as an effective internal audit system.

4.3 Organizational Issues

The Constitution vests the administration of Judiciary in the Chief Justice. It also establishes a Judicial Service Commission chaired by the Chief Justice that is responsible for ensuring that the human resources required by the Judiciary is in place and properly managed. The JSC's functions also include making proposals to improve the administration and efficiency of the courts, to prepare and implement programmes for the education of the public about the administration of justice, and to exercise such other functions as may be conferred by an Act of the National Assembly. The JSC however deals only with the appointment of Judicial officers. Its other functions do not appear to have been pursued. There is no structure under the JSC. Nor have additional functions been prescribed by an Act of the NA. The Chief Justice is assisted by the Judicial Secretary (JS) in administrative and financial matters. The JS has a deputy JS and principal assistance secretary.

In addition to the administrative functions, the Chief Justice presides over the Supreme Court as its President, and is responsible for the management of the cases in that court assisted by a principal registrar. The Chief Justice is also directly responsible for the management of all 12 high courts. All cases filed in the high court are submitted to the Chief Justice for assignment to a judge for hearing. This arrangement has been in place since the high court was only one court presided by the Chief Justice in the 1970s. Meanwhile, the size of the courts has grown exponentially way beyond its organizational capacity, by a permanent Supreme Court, a GCA operating in panels, from 3 high courts in 1994 to 12 courts, from 3 magistrates court in Banjul, Kanifing, Brikama and a traveling magistrate, to

magistrates court complexes in 6 out of the 7 regions, and a system of tribunals, as well as the added transfer of the District tribunal system to the Judiciary.

The Court of Appeal is presided by a President also responsible for the management of the cases in that court assisted by a principal registrar. The magistrates' courts are headed by principal magistrates and assisted by registrars. The administration functions in the Judiciary are centralized and managed from the office of the JS. The registrars on the other hand appear to be supervised by the master, although the master's role in this regard is not articulated.

Apart from what is set out in the rules of court with regard to cases, an articulated policy document or guidelines which describes the role and responsibility of de-factor heads of the various courts is lacking.

While appeals lie from the district tribunals to the high court, the administration of the tribunals is the responsibility of the Ministry of Lands and Regional Affairs which are presided by the regional Seyfolu (chiefs). The tribunal scribes are the responsibility of the Judiciary. Recommendation have recently been made to integrate the district tribunals into the Judiciary. This would require not only a revision of the District Tribunals Act to remove various anomalies but also organization arrangements for their administration and supervision, as well as the financial arrangements for resourcing them.

Execution of court decisions is under the jurisdiction of a Sheriff appointed under the Sheriff and Civil Processes Act. The function is centralized and bailiff's and process servers work out of a one roomed office in the High Court in Banjul. A legal practitioner is appointed to the office of Sheriff. However, the office requires guidelines in the form of operational manuals or rules as well as resources for its proper functioning.

An optimal internal organization of the Judiciary is essential to its effective and efficient performance. It is necessary to have in place a robust organizational structure to support the Chief Justice in the discharge of his administrative mandate.

4.4 Case management and backlog

The inadequate automation of court processes has made the work of a judge tedious and back breaking. The case management practices are at the moment entirely dependent on the rules of court, most of which have not been reviewed since they were enacted. The Rules Committee responsible has not been active. The Committee does not have rules of procedure nor any mechanism in the various laws triggering meetings or revision of the rules. Practice directions have also been sporadic.

Case assignment and management is not guided by policy. Case management appears to be the individual prerogative of the presiding judge in the High court. Principal magistrates do not have authority over the management of cases in their area of jurisdiction, the scheduling of cases or time management.

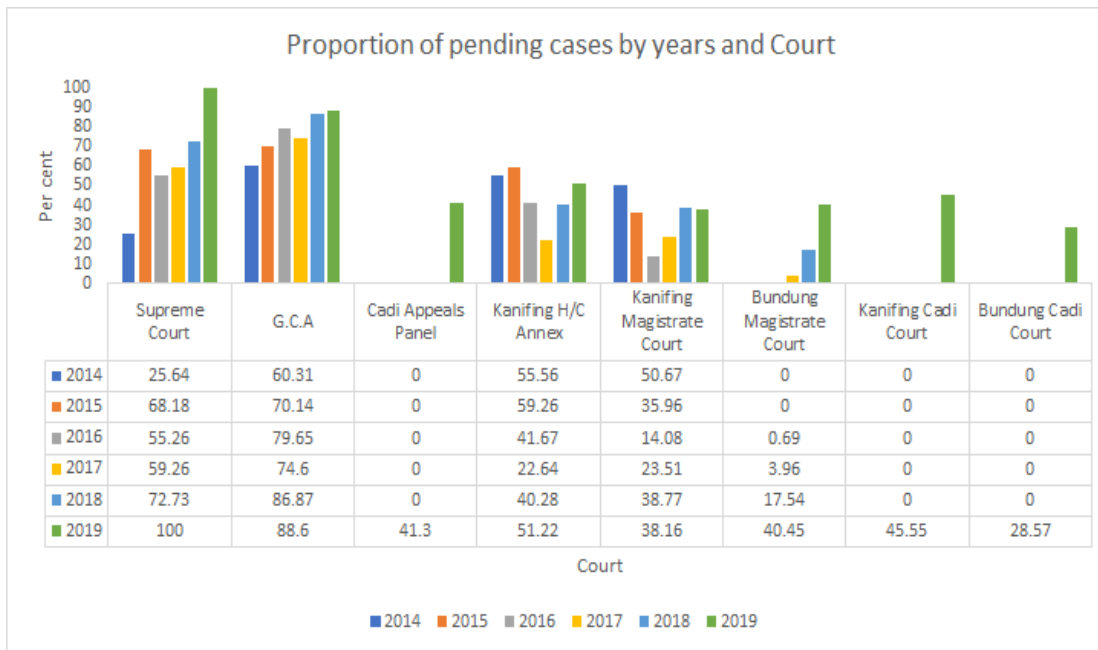
The results of an assessment of the cases in the appellate courts, a high court and 2 magistrates courts indicate significant numbers of cases that have spent from 1-5years in the system without conclusion.

Case Backlog Table (As at 31st December 2019)

| COURTS | 2014 | | 2015 | | 2016 | | 2017 | | 2018 | | 2019 | | Total | |
|---------------------------|------|-------|------|-------|------|-------|------|-------|------|-------|------|-------|-------|-------|
| | No. | % | No. | % | No. | % | No. | % | No. | % | No. | % | No. | % |
| Supreme Court | 10 | 25.64 | 15 | 68.18 | 21 | 55.26 | 16 | 59.26 | 24 | 72.73 | 32 | 100 | 118 | 61.78 |
| G.C.A ⁹ | 79 | 60.31 | 101 | 70.14 | 184 | 79.65 | 47 | 74.60 | 86 | 86.87 | 101 | 88.60 | 598 | 76.47 |
| Cadi Appeals Panel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 19 | 41.30 | 19 | 7.79 |
| High Court - Kanifing | 5 | 55.56 | 16 | 59.26 | 15 | 41.67 | 12 | 22.64 | 29 | 40.28 | 21 | 51 | 98 | 41.18 |
| Kanifing Magistrate Court | 414 | 50.67 | 242 | 35.96 | 49 | 14.08 | 79 | 23.51 | 592 | 38.77 | 390 | 38.16 | 1766 | 37.39 |
| Bundung Magistrate Court | 0 | 0 | 0 | 0 | 4 | 0.69 | 26 | 3.96 | 161 | 17.54 | 396 | 40.45 | 587 | 13.98 |
| Kanifing Cadi court | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 215 | 45.55 | 215 | 11.54 |
| Bundung Cadi Court | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 114 | 28.57 | 114 | 5.60 |

The above table shows the percentage of cases pending at the end of the year in which they were filed. It shows that of the cases filed between 2014-2019, in the Supreme Court and Court of Appeal 59% and 76% respectively were pending. It is to be noted that almost 50% of these were awaiting records. In the high court Kanifing 41% were pending, Bundung and Kanifing magistrates' courts, 41% and 31% respectively. In contrast only 8% were pending in the Cadi Appeals Panel, 11.5% and 6% respectively pending in the Kanifing and Bundung Cadi courts. Over all, the Cadi court system appears to be the most efficient in the timely disposal of cases.

⁹ This figure includes the cases awaiting the settlement and/or preparation of records



| Age of Back log (in Some Courts) | | | | | | | | |
|-----------------------------------------|---------------|--------|--------------------|--------------------|---------------------------|--------------------------|---------------------|--------------------|
| | Supreme Court | G.C.A | Cadi Appeals Panel | Kanifing H/C Annex | Kanifing Magistrate Court | Bundung Magistrate Court | Kanifing Cadi Court | Bundung Cadi Court |
| 2014 | 8.5% | 13.2% | 0.0% | 5.1% | 23.4% | 0.0% | 0.0% | 0.0% |
| 2015 | 12.7% | 16.9% | 0.0% | 16.3% | 13.7% | 0.0% | 0.0% | 0.0% |
| 2016 | 17.8% | 30.8% | 0.0% | 15.3% | 2.8% | 0.7% | 0.0% | 0.0% |
| 2017 | 13.6% | 7.9% | 0.0% | 12.2% | 4.5% | 4.4% | 0.0% | 0.0% |
| 2018 | 20.3% | 14.4% | 0.0% | 29.6% | 33.5% | 27.4% | 0.0% | 0.0% |
| 2019 | 27.1% | 16.9% | 100.0% | 21.4% | 22.1% | 67.5% | 100.0% | 100.0% |
| Total | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

There is need for policies on the duration of the litigation process including the definition and elimination of backlogs, time management and case scheduling with priority given to criminal cases to avoid long remand stays for detainees, i.e. a case management system mapping out the treatment of a case from filing to disposal. The Appeal system also must look into the records preparation system which is not time bound nor monitored. An efficient system for dealing with cases which is at the core of the judicial process must be supported by appropriate technology which would enable digitization of all records and automation of processes for greater efficiency.

New rules introduced in 2013 have had a tremendous impact on reducing the time taken in leading evidence in chief. The Court connected ADR also introduced earlier was inexplicably discontinued by 2014. However, the impact of these have never been qualitatively appraised. Evidence of their success has been mostly anecdotal.

4.5 HR Issues

An assessment of human resource issues raised by judiciary personnel was conducted in the development of this strategy. The assessment included a high-level comparative survey of the terms and conditions of service across the higher echelon of the public sector, the work environment, motivation and morale, training and capacity building, the capacity of support staff, and complaints about excessive work load. The results of the assessment primarily inform the strategic objectives and initiatives on HR in this JSP.

The Report of the Committee on Review of the Terms & Conditions of service of Judicial Officers 2017 found that Judges in The Gambia were paid far below the level of their peers in the sub-region even taking into account economic differences. Furthermore, apart from their emoluments judicial officers did not enjoy other benefits commonly enjoyed in those countries including medical insurance for themselves and their dependents, book allowances, quinquennial leave¹⁰, retirement on salary and the opportunity to attend judicial conferences as well as access to continuous judicial education, access to building or car loans. Low fuel allocation and lack of connectivity to internet services and frequent power outages also contribute to a poor work environment. A review of the existing salaries and allowances for judges (following an improvement in 2019) when compared to other senior public officers like Speaker, Ministers and Permanent Secretaries were found to be competitive. However, those offices enjoyed greater perks in terms of extra remuneration earned from frequent travel, board fees (for permanent secretaries) and medical insurance for heads of institutions in parastatals etc.

The rest of the staff are on the Government integrated Pay Scale. A comparison of salaries of non-management staff with non - Judicial officer category, showed a significant gap when compared to salaries in other sub-vented government institutions like GRA. For instance, while a Senior Officer at GRA earns D18,300 a Registrar's salary is D8,000 net. Sub- Officers at GRA earn a gross Salary between D13,300 to D9,650, while salaries of Assistant Registrars and Assistant Bailiffs are between D4,330 and D9,624 (net). A Clerk/Snr Guard at GRA earns D8,200, Court clerks earn between D3,800 to D8,000. GRA staff also enjoyed significant extra allowances. A GRA clerk has total allowances of D6,300 on top of his or her salary.

¹⁰ This is an educational study tour available to superior court judges that have served on the bench for at least 5 years taken every 5 years for a period of 1 month whereby arrangements are made for the judge to sit with a judge in a corresponding court in a commonwealth country.

4.6 Performance environment

Work environment is generally poor. All offices require general refurbishing. Staff offices suffer from extreme over-crowding, limited working equipment like computers, lack of regular maintenance, lack of constant running water or continuous electricity supply, with poor sanitary conditions in all courts. While judges are regarded by the rest of the staff as better off, some judges do share offices and have reported using their own resources to improve their environment. The library resources are inadequate and judicial officers in the subordinate courts have limited access to library resources.

The perception of low income among all categories of staff and the poor work environment in most courts, negatively impact morale and motivation. More than 80% magistrates and 50% of Judges respectively (who participated in the survey) are willing to leave the Judiciary for better opportunities. In the case of Magistrates more than 50% complained of not feeling valued by the Government or Senior Judicial Officers. Whilst the Cadis believe they are valued, they are also willing to leave the Judiciary for better options. The case of the support staff is more dire. Key support staff like secretaries, typists, clerks, process servers complained about lack of opportunity for training.

Judicial officers complained of excessive workloads given the volume of cases per judge, in some cases exceeding 200 creating a serious case management challenge. Further analysis of the age of the cases pending is required to determine the reason for the accumulation of cases. Unreasonable delays in the disposal of cases and execution of court decisions has been found to stem from systemic weaknesses including the absence of an efficient case management system, automation, timelines and case scheduling, and the dismantling of the specialized divisions.

4.7 Training and Capacity Building

While the need for training and capacity building is glaring, there is an urgent need to develop a comprehensive training policy to guide JTI. It was noted that a training plan was not being followed. Most training is on the job and not structured. More than 50% of the support staff indicated that they have not received the training required for their positions, but were expected to learn on the job. A majority of Judges and Magistrates have benefited from local training through the Judicial Training Institute (JTI).

The JTI appears to have been set up by the Chief Justice in 2014 to provide training and capacity building for judicial officers. It is currently under the supervision of the President of the Court of Appeal. Literature on how this was done is not available. It would appear that its establishment is informal in that it does not have an official instrument establishing it and does not feature as a recognized budget institution, and consequently is not allocated

any resources from the CRF. It is primarily dependent on donor support. It is noted that the Institute has established links with the Judicial College UK and Commonwealth Magistrates' and Judges Association both of which have collaborated and conducted some training for Judges. While the idea of a local institution to address the capacity needs of the Judiciary is a sound one, without regular funding, its ability to deliver the capacity building needs of the Judiciary is very limited.

More than 60% of the support staff (who participated in the survey) have diplomas or university level education. The mismatch between qualification and output does not seem to stem from the level of basic education generally, but from the lack of appropriate training and a proper performance monitoring and measurement system. 90% of staff surveyed indicate that they have never been appraised. 81% of staff who benefitted from a promotion were dissatisfied with the process.

4.8 Physical Infrastructure

An inventory of all court infrastructure was undertaken to determine - courts and offices available compared to number of Judges and Magistrates employed/required; capacity to accommodate new administrative units; storage/archiving facilities; adequacy of ICT infrastructure; quality of access to the courts; transportation facilities, and amenities.

The results show:

An acute shortage of appropriate Courtrooms for Judges and Magistrates and office space for administrative staff, thus affecting work efficiency.

- Inadequate furniture in courtrooms and offices.
- Inadequate ICT equipment coupled with a lack of internet connectivity.
- poor or inexistent archives or poor storage facilities. and
- low standard and unhygienic toilet facilities.

For instance, the Court of Appeal does not have its own court and shares the Supreme Court Building which means that neither of its panels can hear cases when the Supreme Court is in session. 14 Office staff were sharing 5 rooms of barely 35 square meters with their filing cupboards and tables with 4 desktops between them. The Court of Appeal judges do not have offices and are working from the Supreme and High Court offices thus adding pressure on the high court with 4 judges sharing 2 offices.

Sizes of court halls are all adequate but require major face-lift to get them to standards All court hall furniture ranging from Judges table, lecterns and public seats are in very critical condition and require immediate attention. The High court complexes in Banjul, Brikama, Mansakonko and Basse High Courts are all in dire need of renovation. One of the courts and offices in both Banjul and Kanifing magistraes court complexes are being used for the High court as an annex thus increasing the pressure on those courts

Archives and Storage: Facilities are full to capacity and highly inadequate. The Supreme Court, High Court and Cadi court in Banjul share the same archive which is poorly maintained and full to capacity. Similarly, storage rooms are also full to capacity and inadequate.

Amenities (toilets, waiting area, car parking and Direction Signage): The toilets are inadequate and in a complete state of dilapidation due to heavy usage. There are no special toilets designed for physically challenged people.

Magistrates Courts: The condition of all magistrates' courts buildings is described as in critical need of intervention. ICT infrastructure is woefully inadequate and over 50% unused and needing replacement.

Magistrates and Administrative Offices: All Magistrates, Cadis as well as support staff are sharing office space within a confined area. As a result, support staff sit outside during office hours. Some of the office doors do not have locks. There is no ceiling in the offices in Brikama, making the rooms uncondusive for use. All furniture is in extremely critical condition.

Access: Generally, Access for people with disability is a challenge. The only ramps available in the Bundung and Kanifing magistrate courts are not made to any standard and have instead become a health and safety hazard. Signage and communication in general need to be improved in all courts with a help desk Assistant to orient and guide the general public.

4.9 Information and Communication Technology

Interviews conducted indicate that a major obstacle to efficiency is that most functions are not automated i.e. they are done manually. In order to put in place a record management system, for instance, the record keeping must first be automated (to make tasks more efficient). For technology to be “leveraged” key functions must be digitized and then automated. Suitable IT infrastructure must be installed supported by appropriate software, to connect the Judiciary both internally and externally¹¹.

33 personnel are sharing 6 computers, 3 printers and 1 copier. All personnel in magistrates courts, including the magistrates, queue for the limited computers and printing facilities.

There is a need for capacity development on basic ICT for almost all courts staff, adequate internet infrastructure that would ease communication and improve efficiency. Stand by power systems are available in Banjul and Kanifing while a water reservoir is available only in Banjul. There is no waste management system in any of the courts causing a health and safety hazard for staff and the general public.

¹¹ Rwanda was cited to the consultants as an African country that automated its judiciary.

4.10 Computer Aided Transcription System (CATS):

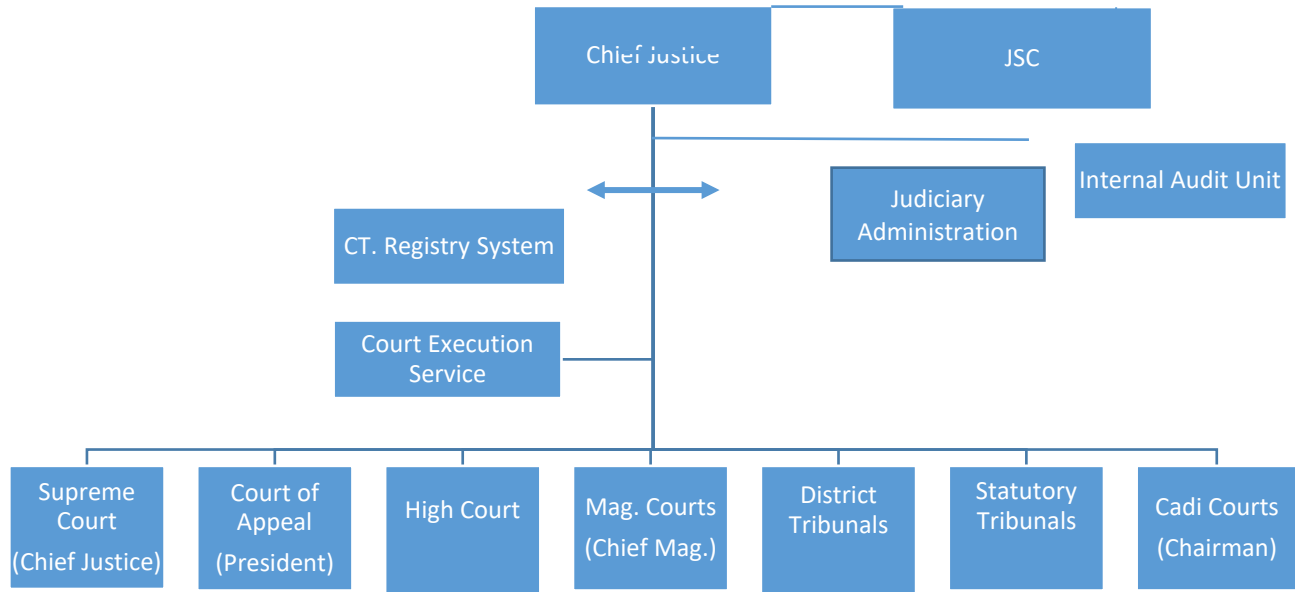
The effort to automate court proceedings commenced in 1993 when stenographers were trained under a USAID project. The completion of their training coincided with the 1994 Military Coup. The stenographers were engaged in the Commissions of Inquiry but it appears they all disappeared into the international job market at the end of the commissions.

The current CATS is a system of recording court proceedings. The system utilizes amplifiers and recording equipment to capture the proceedings. This is then transmitted to assigned transcribers who transcribe the proceedings. It was introduced in the early 2000's to 2 courts but for some reason was not installed in more than 2 courts at any given time, nor did it consistently work in the courts installed. The CATS system has not been functioning since 2015. All the courts at the date of this report were recording proceedings long hand. The secretaries and typists assigned to judges or the court usually only type decisions after they are delivered, and proceedings are typed only when an appeal against the decision is filed. This results in significant waste of court time and is the main cause of all delays in appeals.

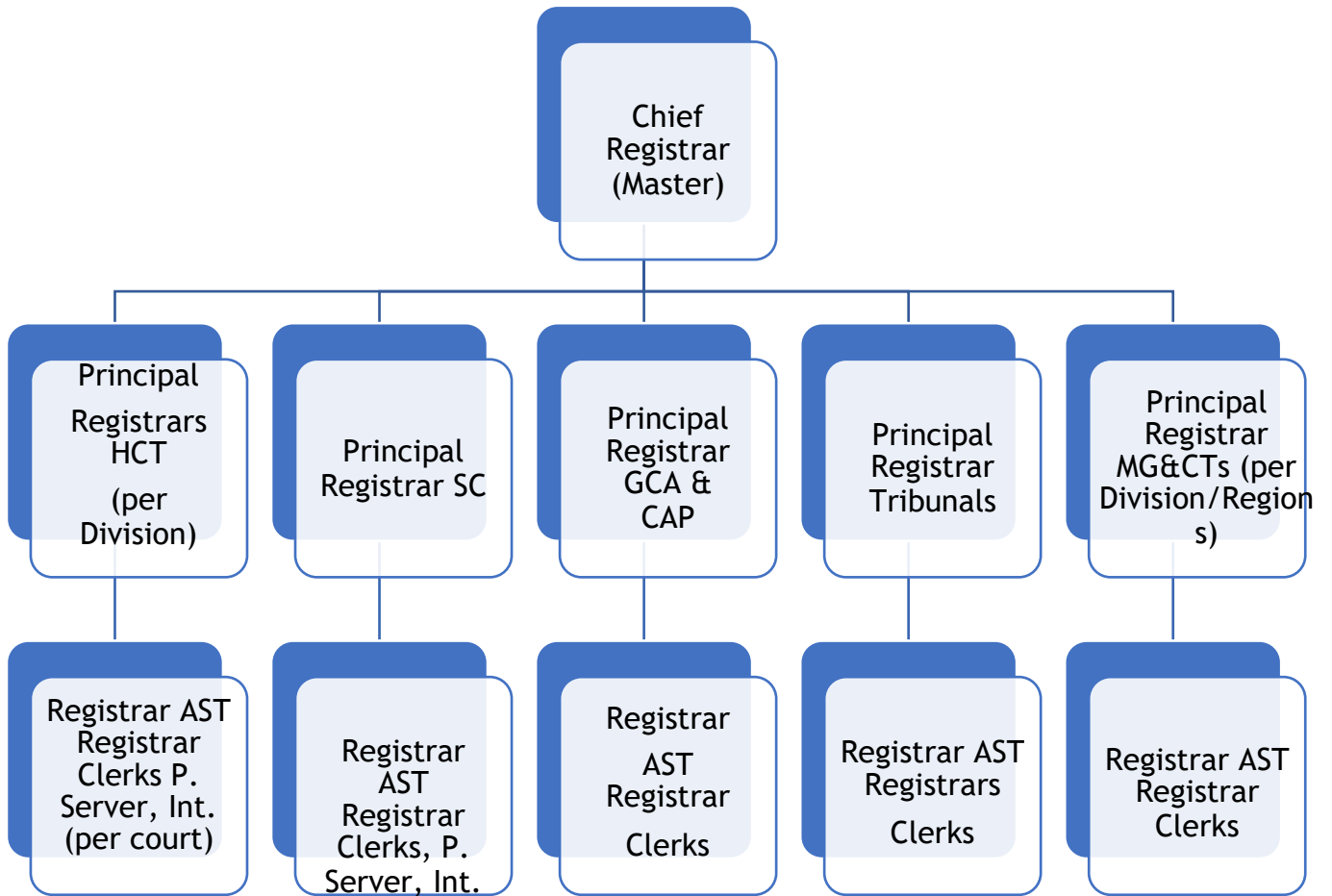
The main reason behind the none functioning of the CATS equipment has been attributed to poor maintenance and inappropriate supporting equipment. The appropriate servers were not purchased for the CATS. Instead single user desktops were used as servers. This led to frequent breakdowns. The high attrition rate of transcribers was found to be mainly due to poor pay for such a highly skilled job.

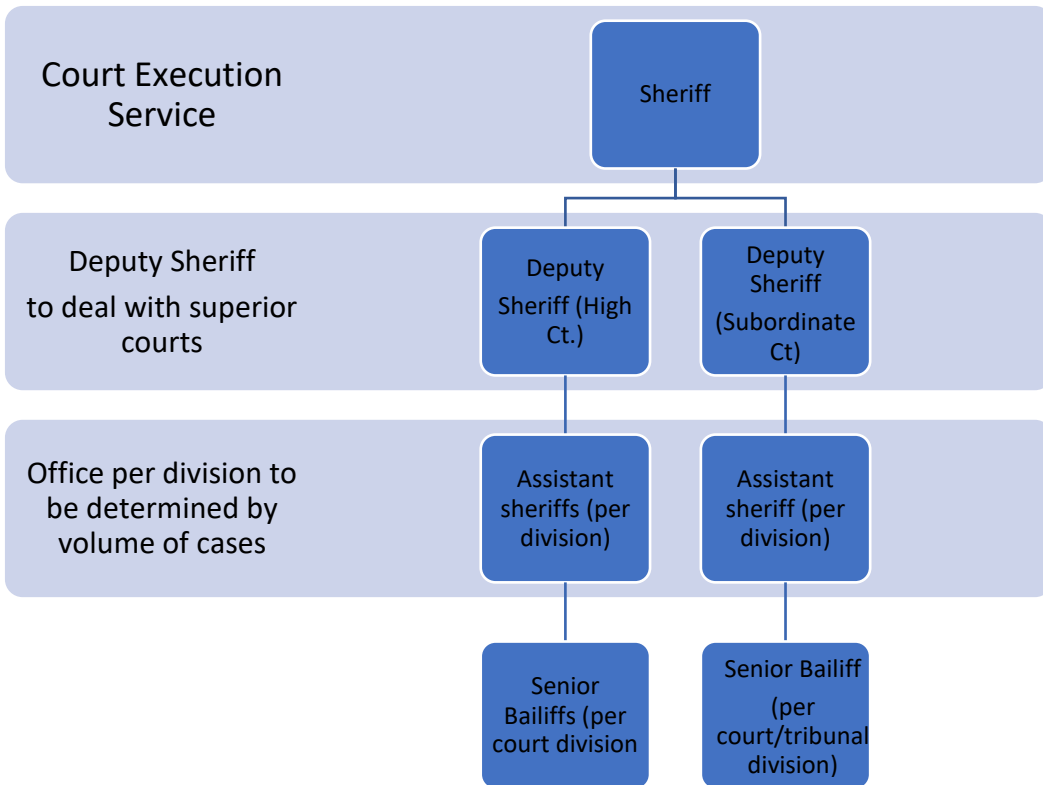
At the time of this Report plans were well underway to reintroduce the CATS system.

JUDICIARY STRUCTURE

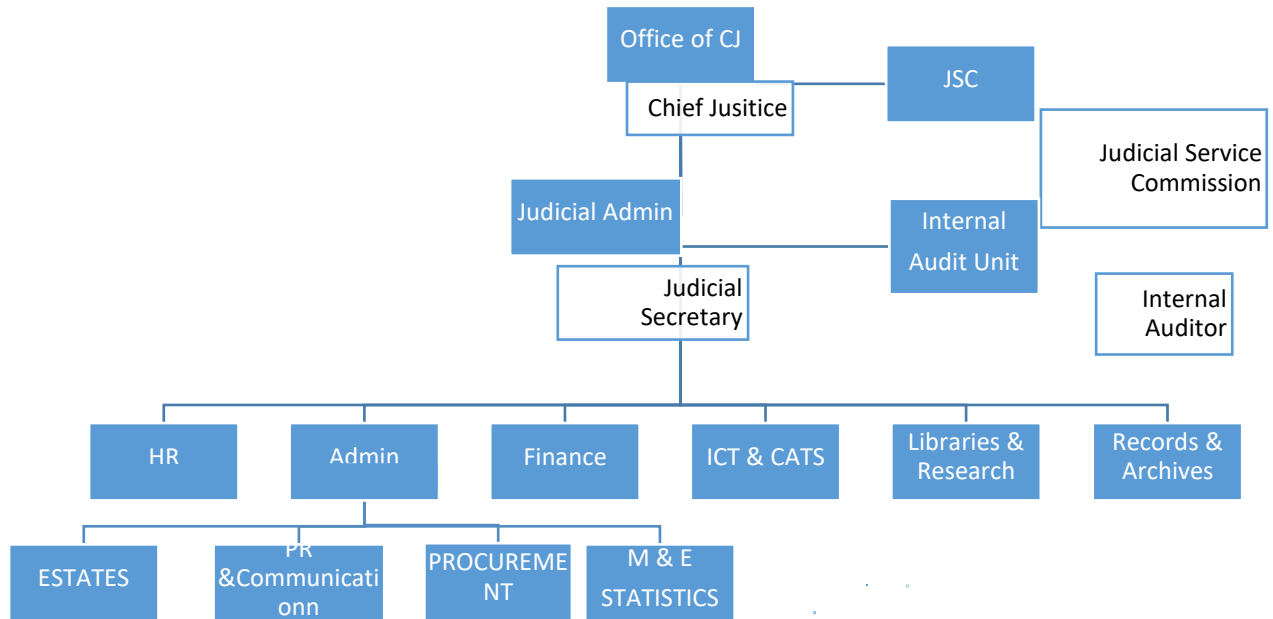


Court Registry System





JUDICIARY ADMINISTRATION



ANNEX I IMPLEMENTATION FRAMEWORK

This implementation Programme is for a period of five years and will be reviewed in 2023.

| | | | | | | | |
|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|----------------------------------------------|-------------|-------------------------------------------------------------------------------------------------|
| 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 | | | | | |
| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1 | Judicial Administration Bill validated Approved by Cabinet & Enacted by National Assembly and Assented to by the President | Final Report of Committee on the review of the terms & conditions of service of Judicial Officers | <ul style="list-style-type: none"> Secure funding & advertise for Consultant. Draft J.A. Bill validated, approved and enacted by NA. | Implementation of JA Act commences | Implementation of J.A. Act continues | Ditto | <ul style="list-style-type: none"> Ditto First Review of Act |
| 2 | Policy Framework for routine high-level engagement with Government adopted | --- | <ul style="list-style-type: none"> Committee to draft framework established Framework adopted & implemented | Implementation of Framework | Implementation of Framework continues | ditto | Review Framework |
| 3 | Annual report of high-level stakeholder engagement | Section 120 (4)- Constitution ¹² | Organise and hold annual stakeholder meeting | Organise and hold annual stakeholder meeting | Organise and hold annual stakeholder meeting | | <ul style="list-style-type: none"> Organise meeting. Impact Assessment. |
| 4 | Annual Engagement with NA or NA Select | Section 144 of the Constitution ¹³ | Organise meeting during budget session | Organise meeting during budget session | Organise meeting during budget session | | <ul style="list-style-type: none"> Organise meeting. Impact |

¹² Section 120(4) of the Constitution provides that “The Government and all departments and agencies of the Government shall accord such assistance to the courts as the courts may reasonably require to protect their independence, dignity and effectiveness.

¹³ Section 144 of the Constitution which provides that the Judiciaries budget shall be presented to the President who then presents it to the NA with his comments. That the Judiciary shall be self-accounting.

| | | | | | | | |
|---|-----------------------------------------------------------------------|--------------------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------|-----------------------------------------------------------|-------|----------------------------------------------------------------------------------------------------|
| | Committee on Judiciary | | | | | | assessment |
| 5 | Annual conference of court users (ACCU) held and report published | --- | Hold ACCU during Legal Year Celebrations & publish report | Hold ACCU during Legal Year Celebrations & publish report | Hold ACCU during Legal Year Celebrations & publish report | | <ul style="list-style-type: none"> • Hold Conference. • Impact assessment. |
| 6 | Annual Judicial conference of bench and bar held and report published | ---- | Organise & hold conference and banquet of bench and bar | Organise & hold conference and banquet of bench and bar | Organise & hold conference and banquet of bench and bar | | <ul style="list-style-type: none"> • Organise meeting. • Impact assessment |
| 7 | Minutes of JSC committees on HR, court administration, & training. | -Section 147 of Constitution ¹⁴ | Establish Committees in J.A. Bill. Committees functional | Committees functional | Committees functional | Ditto | Ditto |
| 8 | JSC Secretariat established | ---- | Seek JSC approval. | Appoint Secretary & establish secretariat | Review performance and improve capacity | Ditto | Ditto |

¹⁴ Section 147 of the Act.

| Strategic objective 2 | | Become a sub-vented organization with increased financial allocation for the effective delivery of Judiciary's mandate | | | | | |
|--------------------------------------------|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|----------------------------------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------------|
| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1 | 100% or more increase to recurrent budget 2022 & development budget fully funded | 60% of recurrent budget funded in 2019 0% of development budget funded | -----% of recurrent and Development budget funded | 100% of recurrent and development budget funded | 50% + increase on recurrent budget 100% development budget funded | 50% + increase on recurrent budget 100% development budget funded | 50% + increase on recurrent budget 100% development budget funded |
| 2 | Donor funding secured for over 50% of JSP budget | | Donor conference planned & held. Project proposals submitted | Project proposals submitted & funding agreements signed. | Project Implementation | Project implementation & evaluation | Ditto. |
| 3 | Independent Pay Scale for Judiciary operational | ---- | J.A. Act makes provision for Pay scale. Consultant appointed to develop pay scale | Pay scale implemented | Pay scale operational | Ditto | Pay Scale Review conducted |
| 4 | Improved terms and conditions for staff implemented | Final Report of Committee | <ul style="list-style-type: none"> JSC approves improved benefits with | Quinquennial leave for Superior | Government plots, Building and Vehicle | Two-year review of terms and conditions of | Revised terms & conditions |

| | | | | | | |
|----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|-------------------------------------------------------|----------------------------|--|
| (Improved allowances, Medical Insurance, Quinquennial leave for judicial officers, Building and Vehicle loan scheme) | on Review of terms and conditions of Judicial officers 2017. Risk and special incentive approve in 2022 budget | <ul style="list-style-type: none"> implementation plan. Improved allowances, Medical Insurance | court judges 3 per year (Hct \$10,000 Medical Insurance D7M) | loan scheme (50M building loan scheme. (20M Car loan) | service (salary Increment) | |
|----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|-------------------------------------------------------|----------------------------|--|

| Strategic Objective 3 | | Establish appropriate mechanisms for retention of fees generated by the Judiciary and the privatization of self-sustainable services | | | | | |
|--------------------------------------------|---------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------------|------------------------------------|
| Key Performance Measures/Indicators | | Baseline 2020 | | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2024 |
| 1 | Revenue retention policy approved & reflected in J.A. Law. | 4% sheriff sales retained | Draft and approve Policy after consultation | All fees & other revenue retained excluding fines and penalties | All fees & other revenue retained excluding fines and penalties | 10% budget is self-raised revenue | 15% budget is self- raised revenue |
| 2 | Increased % of budget self-raised revenue | | <ul style="list-style-type: none"> Engage MoFEA & OP on the policy | | | | |
| 3 | Cost recovery Policy & plan implemented & budgeted recurrent cost reduced | 100% of appeal records preparation paid by appellant | <ul style="list-style-type: none"> Costs to be passed to court users identified. Develop Draft Policy in consultation | Cost recovery Policy implemented. Cost of selected services recovered | Implementation continues. Recurrent costs reduced | Implement-ation continues. | Ditto |

| | | | | | | | |
|---|------------------------------------------------|------------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------|--------------------------|--------------------------|-------|
| | | | with GBA and validate. | | | | |
| 4 | Self-sustainable services/functions privatized | Records preparation self financing | Develop policy guideline & identify Services/ functions to be privatized | Supervisory mechanism established & Implementation commences | Implementation continues | Implementation continues | Ditto |

| Strategic Objective 4 | | Increase autonomy in financial management | | | | | |
|-------------------------------------|-------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|-------|-------|
| Key Performance Measures/Indicators | | Baseline 2020 | Annual Targets | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1 | Self-accounting Finance Policy adopted, Finance Department restructured with ACCA qualified Head of Finance | Finance Department independent of Government system | <ul style="list-style-type: none"> Financial & accounting policy and manual developed and adopted Appoint Head Finance & Restructure department. | <ul style="list-style-type: none"> Quarterly Finance Report & minutes of Finance Committee produced | Budget transferred to Judiciary bank account quarterly | Ditto | Ditto |
| 2 | Internal audit unit established & operational | | <ul style="list-style-type: none"> Engage with national audit to develop internal audit policy Establish Unit & Appoint internal auditor with support staff | Quarterly audit report submitted to CJ and JSC | Quarterly audit report submitted to CJ and JSC | Ditto | Ditto |

| Strategic Objective 5 | | Improve management capability of court leadership | | | | | |
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| Key Performance Measures/Indicators | | Baseline 2020 | Annual Targets | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 5.1 Revised TOR's & Training certificates on management/ leadership for all court leaders | | Current TORs | <ul style="list-style-type: none"> Amend schemes of service and TORs for court leadership positions. <p>Organise annual training on management and court leadership</p> | 50% of all leadership trained on management/ leadership by end 2021 | 100% of all leaders and managers trained on management/ leadership by end 2022 | Refresher workshop | --- |
| 5.2 Active internal communication network | | 65% negative rating on communication between staff and management ¹⁵ | <p>Establish communications unit</p> <p>Create platform for internal communications.</p> | 60%+ staff rate communication within the judiciary as above average by year end | 80%+ staff rate communication within the judiciary as above average by year end | Ditto | Ditto |

¹⁵ Internal survey July 2020

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| GOAL 2 - | Upgrade and expand court infrastructure and improve the work environment | | | | | |
| Strategic objective 1 | A new Court Complex for the Supreme Court, Court of Appeal/Cadi Appeal system constructed | | | | | |
| Key Performance Measures/Indicators | Baseline 2020 | Annual Target | | | | |
| | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1.1 Land allocated by Government for construction of GCA/CAP Complex | Accommodated in Supreme Court complex Land identified in Bakau Mile 7 | Pursue formal land allocation by Government. Appoint Consultant to design complexes and prepare BOQs | Tender and appointment of contractors & consultants for construction works | -- | --- | ---- |
| 1.2 Architectural design submitted and approved | Design concept | Architectural design submitted & approved, BOQ prepared | | | | |
| 1.3 Funding secured | | 1.3.1 Develop funding proposals. donor conference 1.3.2 At least 20% Complementary funding from Government | <ul style="list-style-type: none"> Funding pursued and secured Construction works commences | Construction works completed. Complex open and in use by GCA & CAP | | |
| 1.4 New Court complexes open and in use | Average rate of disposal of cases in year filed is 40% per annum ¹⁶ | Average case disposal in year filed increases to 60% | Average case disposal in year filed increases to 70% | Complex in use & GCA Panels sitting simultaneously | 100% of all appeals disposed of in the year filed | Ditto |

¹⁶ Summary of case data filed. Note that record extracted from register of appeal cases filed and includes cases awaiting preparation of records. If these are excluded, the average rate of disposal jumps to approximately 70%.

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| | Strategic objective 2 | Upgrading and rehabilitation of all existing Courts & facilities and construction of facilities for library, storage and archiving and also a court complex in Brikama for West Coast Region | | | | | |
| | Key Performance Measures/Indicators | Baseline 2020 | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1 | Designs and Cost estimates for CIRP Newspaper publication of tenders | Court Infrastructure Assessment and Inventory July 2020 | CIRP Approved Designs and BOQs complete with costs | Tender and appointment of contractors & consultants for construction works | | | |
| 2 | Government budget provision & Donor Funding Agreements for CIRP. At least 10% complementary Government funding secured | | Develop donor proposals & submit to donor conference Donor funding pursued and secure | Upgrade/ Construction works commences according to plan | | | |
| 3 | Handing Over Certificates for CIRP completed works | | | Delivery of completed works according to plan | Delivery of completed works Upgrade completed by December | Annual maintenance | Ditto |

| Strategic Objective 3 | | Court expansion & decentralization programme to improve access in all Areas and Regions over 5 years | | | | | |
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| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1 | Designs and Cost estimates for CCIEP | Architectural designs for Mile 7 | <ul style="list-style-type: none"> • CIRP Approved • Designs and BOQs for court complexes (KMC, WCR, CRR (with residence), NBR (with residence)) | | | | |
| 2 | Government budget provision & Donor Funding Agreements for CCIEP | | <ul style="list-style-type: none"> • Develop proposals & submit to donor conference • Funding pursued and secured • Tenders and appointment of contractors | <ul style="list-style-type: none"> • Construction commences (KMC & WCR, NBR & CRR) • Funding pursued and secured. • At least 10% from Government | Construction continues (CRR & NBR) Funding pursued and secured. At least 10% from Government | Construction continues | |
| 3 | Handing Over Certificates for CIRP completed works | | | | Construct/completed (KMC & WCR) | NBR & CRR completed | |

| Strategic Objective 4 | | Decentralized & standardized court facilities | | | | | |
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| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2015 |
| 1 | Plan for Decentralization of court facilities | Plan developed | <ul style="list-style-type: none"> Physical & online library access identified for all courts. | | | | |
| 2 | Funding secured | | <ul style="list-style-type: none"> Develop proposals & submit to donor conference | | | | |
| 3 | Improved library & research facilities and Provision for archives & court connected ADR etc. | | <p>Funding pursued and secured.</p> <p>At least 10% from Government</p> | <p>Subscription to online library and research facilities for all Judicial officers</p> <p>Tenders and appointment of contractors</p> | <p>Construction works commence.</p> <p>50% of all courts completed</p> | 100% completion | |

| Strategic Objective 5 | | Improved transportation facilities | | | | | | |
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| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| 1 | Transportation policy & transport maintenance schedule | Maintenance unit budgeted | Consultant appointed Policy & schedules approved & costed | Maintenance Unit operational | | | | |
| 2 | Improved budget provision for transportation. | | Improved funding sought and secured | <ul style="list-style-type: none"> • 6 Utility vehicles and 15 motor-cycles acquired. | <ul style="list-style-type: none"> • 6 Utility vehicles and 15 motor-cycles acquired. | Staff bus acquired | Depreciated vehicles replaced | |
| | Vehicle Depreciation policy & schedule | | | <ul style="list-style-type: none"> • Depreciated vehicles replaced • Improved funding sought and secured | <ul style="list-style-type: none"> • Depreciated vehicles replaced • Improved Budget sought and secured | Depreciated vehicles replaced | | |

| Strategic Objective 6 | | Effective assets management and maintenance | | | | | | | |
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| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 | | |
| 1 | Costed maintenance schedules for all assets | Maintenance unit budgeted | <ul style="list-style-type: none"> • Appoint consultant. • Design system of periodic maintenance | <ul style="list-style-type: none"> • Restructure maintenance unit • Improve capacity of Unit | | | | | |
| 2 | Annual maintenance Schedules implemented | | Maintenance budget increased | <ul style="list-style-type: none"> • 75% of all scheduled maintenance carried out | 100% of all schedule maintenance carried out | Ditto | Ditto | | |

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| GOAL 3 | | Restructure and strengthen organizational and institutional capacity | | | | | |
| Strategic Objective 1 | | Decentralize and restructure the management of the court system | | | | | |
| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1 | Adoption of a policy and a plan for decentralization of court management | <ul style="list-style-type: none"> Constitution section 121 | Study and report on possible plan for restructuring of the management of the courts | | | Ditto | Structure reviewed |

| Strategic Objective 2 | | Decentralize registry system and execution of court decisions | | | | | |
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| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1 | Amended Courts Act & Subsidiary Legislation for establishment of Registries and Registry Cadre & TORs & Handbook | Courts Act Cap. 6:01 | <ul style="list-style-type: none"> Drafting consultants appointed and Act & subsidiary legislation revised. Validation workshop for Acts Revised Acts enacted. | <ul style="list-style-type: none"> Restructure registries decentralize and establish registry Cadre Develop TOR for all functions and officers Develop handbook & Conduct training All courts' registers up to date by end 2022 | <ul style="list-style-type: none"> All courts with effective registries Maintain all registries up to date | Ditto | Ditto |
| 2 | Revise Sheriff and Civil Processes Act, subsidiary legislation, TOR and handbook for Execution services | Sheriff & Civil Processes Act Cap. 9:01 | <ul style="list-style-type: none"> Drafting consultants appointed and Act & subsidiary legislation revised. Validation workshop for Acts <p>Revised Acts enacted.</p> | <ul style="list-style-type: none"> Restructure Sheriff department. Develop TOR for all functions and officers Develop handbook & Conduct training functions and officers Develop handbook & Conduct training | <ul style="list-style-type: none"> Delays in executions reduced <p>Complaints about execution reduced</p> | Complaints about execution process eliminated | Complaints about execution process eliminated |

| Strategic Objective 3 | | Re-organize all admin support functions into departments/units | | | | | |
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| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1 | Departmental policies, Guidelines, manuals and TORs approved for all admin support functions and issued: H.R, Estates, Public Relations <ul style="list-style-type: none"> • Libraries • ICT & Court Recording • Statistics • M & E & | Budget Provision for Units | Develop department/unit Policies | <ul style="list-style-type: none"> • Design training for all policies and roles • Formulate implementation guidelines/operation manuals | Conduct Training for each department/unit | Training for all units institutionalized | Ditto |
| | | | TOR for all positions | Conduct Training for each department/unit conducted | | | |

| Strategic Objective 4 | | Integrate the district tribunal administration into the Judicial system | | | | | |
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| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1 | Revised District Tribunal Act enacted | District Tribunal Act Cap. 6:03 | Engage MoJ & MoLRG | <ul style="list-style-type: none"> Appoint consultant to Review District Tribunal Act. Validation Workshop Develop costed transition & integration plan | <ul style="list-style-type: none"> Conduct training for members and scribes Supervisory Unit established under Chief Magistrate | District tribunals fully integrated | Ditto |
| 2 | Costed transition report and plan implemented | | | Develop training programme for members and scribes | Budget allocation transferred to Judiciary | | |

| Strategic Objective 5 | | Integrate the Cadi Court System into the mainstream court system | | | | | |
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| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1 | Constitutional Amendment to integrate Cadi court system into mainstream courts | | | Appoint consultant to amend Constitution to merge Cadi Appeal Panel into Appellate system | Establish Cadi High Court & Subordinate Court | | |
| 2 | Revised/new rules of Court - Supreme Court, GCA, High Court and Cadi Courts | | | | Appoint consultant to revise all rules | Training on court rules institutionalized at JTI | Annual refresher |
| 3 | Validation & training workshop reports | | | | Validation workshop on new rules | | |

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| Strategic Objective 6 | | Establish an Independent Monitoring and Evaluation Unit for the continuous monitoring and assessment of performance at all levels | | | | | |
| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1 | TOR for M&E Unit approved Budget Approved Staff recruited Software installed | | <ul style="list-style-type: none"> Develop TOR Recruit staff Acquire M & E software Make budget provision | Self-assessment conducted by M & E Unit | | | Review assessment tools |
| 2 | Annual workshop to discuss evaluation report | | Develop training programme | Conduct annual self-assessment of court performance | Ditto | Ditto | |
| | | | Conduct training of all staff on self assessment | Organise workshop to discuss self-assessment report | Ditto | Ditto | |
| | | | | Design improvement plan | Ditto | Ditto | |

| Strategic Objective 7 | | Reform the system of Notaries public, commissioners for oaths, and justices of the peace | | | | | |
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| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1 | Appointment of Task forces/ committee on reform of institutions | Consultant appointed | Establish separate Task forces to review consultants' recommendations & develop policy & reform plan | Design training programme for <ul style="list-style-type: none"> • Notaries public • Justices of the Peace • Commissioners of Oaths | | | |
| 2 | Revised or new legislation | | Review legislation | Conduct training | Institutionalize annual training at JTI | Institutionalize annual training at JTI | Ditto |
| 3 | 100% of all notaries, commissioners and justice of the peace trained and recertified | | Enact legislation | Review appointment of all current notaries, JPs and Commissioners & reissue certificates | | | |

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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 | | | | | |
| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1 | Courts records management & disposal Policy approved | Disposal of Records Act 1949 CAP 8.08 NRO engaged on issues | Appoint consultant to Develop records management archiving and disposal policy & Plan to automate system | Appoint Consultant to Review Disposal of Records Act 1949 CAP 8.08 | | | |
| 2 | Revised Act enacted by National Assembly | | | | | | |
| 3 | Records archiving and disposal Manual Approved Automated Records management system installed Disaster prevention & recovery plan | | Secure funds to automate system | <ul style="list-style-type: none"> Automate system Develop and implement disaster prevention & recovery plan | All manual records digitized and automated | All manual records digitized and automated | Ditto |
| 4 | TOR developed for Unit & training conducted Records centre & ll courts connected to database | | | Develop TOR for Records Unit & Training Programme Staff and conduct training | Create records Centre & electronic records database | | |

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| GOAL 4 | | Improve efficiency of court processes and service delivery | | | | | |
| Strategic Objective 2 | | Review and improve the case management system | | | | | |
| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1 | All case management guided by workflows | Rules of Court & practice directions | Develop funding proposal for TA (Donor conference) | Map out and formalize all workflows relating to all case types | Workflows applied | Ditto | Ditto |
| 2 | Time management guidelines | | Introduce time management guidelines for all courts including the time scheduling of cases | | | | |
| 3 | Case management handbook | | | <ul style="list-style-type: none"> Develop case management handbook for each division | Institutionalize training on case management for all court staff | Annual training conducted | Ditto |
| 4 | Case management software installed | | | <ul style="list-style-type: none"> Case management software acquired and installed & training conducted | | Annual Training conducted | Ditto |
| 5 | Specialized Divisions re-established in High Court & operational | | Review and reinstate rules of court on the Specialized divisions of the high Court | <ul style="list-style-type: none"> All Judges identify areas of specialization. | | | |

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| 6 | Training Programme for Judges & Judicial Officers | | | <ul style="list-style-type: none"> Personal development plan for judges and magistrates | Secure findings for Training Programme | Training conducted according to Training Plan | Ditto |
| 7 | Case Backlog Policy and Plan & Fast Track court operational | | | 50% of case backlog eliminated | 80% of case backlog eliminated | 100% case backlog eliminated | All cases disposed within trial time set |
| 8 | Sentencing Guidelines | Draft sentencing guidelines for magistrates courts | | % of detainees held in remand for more than 12 month decreases 50% | Detainees held in remand for less than 12 months by 12/2021 | | |

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| GOAL 4 | | Improve efficiency of court processes and service delivery | | | | | |
| Strategic Objective 3 | | Review of all Judicature Acts and rules to reduce undue technicalities and bottlenecks | | | | | |
| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1 | Report of committee on reform of courts enabling legislation review published | Existing rules of court | Establish committee on reform of court rules | Reform and modernize all Courts enabling legislation including: | Reform and modernize all Courts enabling legislation including: | | |
| 2 | Time bound reform programme developed | | Identify bottlenecks and unnecessary technicalities that cause delays | Courts Act, Subordinate Courts Act, Law of England Application Act, Tribunal legislation | GCA Act, Supreme Court Act, Mohammedan Law Recognition Acts | | |
| 3 | Revised Law enacted | | Propose reform measures & Develop time bound reform programme | | | | |
| 4 | Permanent Rules Committee established and operational | | Review & Develop Institutional framework for Permanent Rules Committee for the continuous review of all courts' rules | Training module on court rules at JTC | Permanent rules committee sitting regularly | Permanent rules committee sitting regularly | Ditto |

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| 5 | Periodic seminar on court rules instituted. | | | Design training programme for registry staff on rules and other proceedings | | | |
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| GOAL 4 | | Improve efficiency of court processes and service delivery | | | | | |
| Strategic Objective 4 | | Introduce court performance measurement system | | | | | |
| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1 | Performance indicators developed | | | Develop court performance measurement system | | | |
| 2 | Court performance assessment in use | | | Introduce annual court performance assessments & design assessment tools | Annual court assessment | Annual court assessment | Ditto |
| 3 | Improvement plan operational | | | | Use assessment results to develop improvement plan | Use assessment results to develop improvement plan | Ditto |
| 4 | Annual Court user Satisfaction Results | | | | | Carry out court user Satisfaction survey | Ditto |

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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 | | | | | |
| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1 | HR Assessment Reports & HR Audit/Staff Audit | Establishment of HR Department in progress | Appoint Consultants for: <ul style="list-style-type: none"> ▪ HR Audit ▪ Competency Assessment ▪ Job Evaluation ▪ Job Analysis | Implementation of audit, assessment & evaluation outcomes | Implementation of audit, assessment & evaluation outcomes | Ditto | Ditto |
| 2 | HR Policy and Plan HR Development Plan | | <ul style="list-style-type: none"> • Appoint consultant to develop HR policies and Plan. | | <ul style="list-style-type: none"> • Appoint consultant to conduct organizational cultural assessment | Execute improvement plan | Execute improvement plan |
| 3 | Organizational cultural assessment | | <ul style="list-style-type: none"> • Organize workshop on policies | | <ul style="list-style-type: none"> • Review report and develop improvement plan | | |
| 4 | HR Recruitment and Retention Policy | | TORs & Schemes of Service for all functions & staff | Develop recruitment and retention plan | Execute recruitment and retention plan | ditto | ditto |

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| GOAL 5 | Develop the human resources capacity required for a modern judiciary | | | | | | |
| Strategic Objective 2 | Establish HR department headed by competent and qualified personnel to manage the staff and also assist the Judiciary in the formulation and update of essential policies, strategies and tools. | | | | | | |
| Key Performance Measures /Indicators | Baseline 2020 | | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1 | HR Department & Staff Appointed | Recruitment of HR Head in progress | Recruit HR professional as director of HR Department | | | | |
| 2 | Relevant policies up to date | | | Identify HR policy gaps review and update policies | | Review & Update Policies | Ditto |
| 3 | KPIs & work plans | | Identify & Develop KPI's and individual workplans | Identify & Develop/update KPI's and individual workplans | Identify & Develop/update KPI's and individual workplans | Ditto | Ditto |

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| GOAL 5 | | Develop the human resources capacity required for a modern judiciary | | | | | |
| Strategic Objective 4 | | Develop legal and administrative framework for Judicial Training Institute | | | | | |
| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1 | JTI Bill Approved and Enacted | JTI operating informally | | <ul style="list-style-type: none"> Appoint consultant to Develop legal framework for Establishing JTI Enact law | | | |
| 2 | Judicial Training School established | | | <ul style="list-style-type: none"> Secure permanent Premises Improve budget allocation and allocate staff and other resources Develop & conduct training programmes | Develop & conduct training programmes | Ditto | Ditto |
| 3 | Partnership Programmes | | | Develop and submit partnership proposals | Develop and submit partnership proposals | Ditto | Ditto |
| 4 | Funding secured | | Identify Donors & TA | Develop and submit funding proposals | Develop and submit funding proposals | Ditto | Ditto |

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| GOAL 6 | | Harness ICT technology to support court functions | | | | | |
| Strategic Objective 1 | | Develop an ICT policy and strategy | | | | | |
| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1 | ICT Needs Assessment report | Report in progress | Conduct needs assessment to determine ICT requirements including Arabic based system for Cadi Courts | | | | |
| 2 | Approved policy and strategy | | Develop ICT Policy & Strategy | | Review Policy and strategy | | Review Policy and strategy |
| 3 | Approved Action plan | | Adopt Costed Plan of Action & road map | | Review costed Plan of Action & Road map | | Review costed Plan of Action & Road map |
| 4 | Funding secured | | <ul style="list-style-type: none"> Submit proposals to donors/ donor conference At least 20% Government funding | Submit proposals to donors/ donor conference | Submit proposals to donors/Partners | --- | -- |
| | | | | | At least 20% Government funding secured | | |

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| GOAL 6 | | Harness ICT technology to support court functions | | | | | |
| Strategic Objective 2 | | Automate all key functions including filing, payment systems, and internal communications | | | | | |
| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1 | Assessment report on functions to be automated | In progress | Conduct assessment & Identify functions for digitizing & automation | | | | |
| 2 | Approved policy and strategy | | Costed Plan of action of digitization and automation | | | | |
| 3 | Costed Plan approved | | Submit proposal to donors/ donor conference | Submit proposal to donors | Submit proposal to donors | | |
| | | | Implement plan of action | Implement plan of action | Implement plan of action | Ditto | Ditto |

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| GOAL 6 | | Harness ICT technology to support court functions | | | | | |
| Strategic Objective 3 | | Improve and expand the CATS system and infrastructure | | | | | |
| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1 | CATS upgrade and expansion plan | CATS plan for upgrade & expansion in progress | Evaluate efficacy of current CATS System | 100% of High Courts on CATS by 12.2021 | Supreme Court, GCA & CAP on CATS by 12 2022 | 10% Subordinate courts on CATS | 20% Subordinate courts on CATS |
| 2 | 100% Courts on CATS by 2024 | | Develop and implement plan to upgrade CATS system | | | | |
| 3 | CATS Training programme Launched at JTI | | <ul style="list-style-type: none"> Submit proposal to donors/ donor conference. Implement Plan of Action | <p>Submit proposal to donors</p> <p>Implement plan of action</p> | <p>Submit proposal to donors</p> <p>Implement plan of action</p> | <p>Submit proposal to donors</p> <p>Implement plan of action</p> | |
| 3 | CATS training funded in the recurrent budget | | Design training programme to improve capacity of ICT UNIT | Institutionalize training programme at JTI | Conduct periodic training on CATS | Ditto | Ditto |

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| GOAL 6 | | Harness ICT technology to support court functions | | | | | |
| Strategic Objective 4 | | Introduce an E-Judiciary | | | | | |
| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1 | E- Judiciary Report | | Appoint consultant to conduct E-Judiciary Study | | | | |
| 2 | Approved policy and strategy | | Workshop and consultations | | | | |
| 3 | Budgetary allocation secured | | Implementation road map developed, costed and approved | % Budgetary allocation from Government | | | |
| 4 | Funding Agreements with donors and partners | | Submit proposal to donors/ donor conference | Secure funding from donors & partners | | | |
| | | | | Implementation | Implementation | Ditto | |

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| GOAL 7 | | Improve access to justice | | | | | |
| Strategic Objective 1 | | Improve access to court facilities by underprivileged and differently able | | | | | |
| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1 | Court facilities accessible to differently abled | | | | Ramps constructed in all courts Rest rooms re-designed as part of G2-S03 | Ramps constructed in all courts Rest rooms re-designed as part of G2-S03 | Ditto |
| 3 | Workshop report on legal Aid review | | | | <ul style="list-style-type: none"> • Conference on review of System of Legal aid with GBA, police, prison service and other stakeholders. • Seek funding to implement Conference Report | Implementatio n of Conference Report | Implementatio n of Conference Report |
| 4 | Brail system acquired and made available | | | | | Introduce brail system for blind court users | |
| 5 | Sign language interpretation available | | | | Budget allocated | Ditto | ditto |

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| GOAL 7 | | Improve access to justice | | | | | | |
| Strategic Objective 2 | | Increase awareness and use of court connected ADR | | | | | | |
| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| 1 | Committee report on Court connected ADR revival | ADR court rules | Establish stakeholder committee of court users to review ADR framework | | | | | |
| 2 | Training of ADR practitioners conducted & Certification completed | | Arrange refresher & new training and certification for ADR with JTI | Conduct annual refresher & new training and certification for ADR. At JTI | Conduct annual refresher & new training and certification for ADR. At JTI | Ditto | Ditto | |
| 3 | Practice Direction on Court connected ADR issued. | | Include mandatory provisions in court rules for ADR | Include mandatory provisions in court rules for ADR | | | | |
| 4 | Training of Master and Registrars on ADR | | Design and conduct ADR training for court staff | Conduct annual refresher training for court staff | Conduct annual refresher training for court staff | Ditto | Ditto | |

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| GOAL 7 | | Improve access to justice | | | | | |
| Strategic Objective 3 | | Improve access to specialized courts and tribunals and strengthen administrative oversight | | | | | |
| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1 | Workshop on framework for management of specialized tribunals conducted | Existing statutes on children's court, rent tribunal, industrial tribunal, SSHFC tribunal, Rates courts etc | | | Organise workshop of stakeholders to Propose changes. • Appoint consultant to draft legislation | | |
| 2 | Enact Legislation & Amend existing statutes | | | | • Enact Framework legislation • Appoint consultant to review all statutes of specialised courts and align with new framework Act | | |
| 3 | Approved Plan Implemented | | | | Formulate implementation plan with stakeholders | | |
| 4 | Unit for oversight of specialized courts operational | | | | | Establish Judiciary Unit to supervise administration of specialized courts | Specialized unit funded and operational |

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| GOAL 7 | | Improve access to justice | | | | | |
| Strategic Objective 4 | | Simplify rules and processes for lay litigants | | | | | |
| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | |
| 1 | Procedure guide for lay litigants published | | | | Develop guide outlining processes and procedures for lay litigants. | Review guide annually | Review guide |
| 2 | Lay litigants support staff identified & in place | | | | Assign staff to support lay litigants in Subordinate courts | Assign staff to support lay litigants in Subordinate courts in all courts | |

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| GOAL 8 | | Improve communication and stakeholder/court user confidence in the judiciary | | | | | |
| Strategic Objective 1 | | Strengthen transparency and accountability | | | | | |
| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1 | Informative and interactive website | | Revive website | Maintain website up to date | Ditto | Ditto | Ditto |
| 2 | Subscription portal available | | Publish final court decisions on website | Introduce subscription portal for lawyers and public | Maintain subscription portal | Ditto | Ditto |

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| GOAL 8 | | Improve communication and stakeholder/court user confidence in the judiciary | | | | | |
| Strategic Objective 2 | | Enhance experience of court users | | | | | |
| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1 | Court user feedback Portal operational | | <ul style="list-style-type: none"> Create court user feedback portal on website Establish mechanism for addressing feedback | Maintain portal | Ditto | | |
| 2 | Guide to court services | | Adopt cost user satisfaction guidelines | | | | |
| 3 | Court information desk set up | | Create information desk and train staff | Training institutionalized at JTI | Conduct court user service training | Ditto | |

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| GOAL 8 | | Improve communication and stakeholder/court user confidence in the judiciary | | | | | |
| Strategic Objective 3 | | Establish complaints and court user feedback procedures | | | | | |
| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1 | Guidelines for complaints available to court users | | Design process and Issue complaints Procedure guide | Guideline published on website | | | |
| 2 | Focal person assigned | | Assign responsibility for feedback to compliments | All complaints addressed and feedback given within time set | All complaints addressed and feedback given within time set | Ditto | Ditto |

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| GOAL 8 | | Improve communication and stakeholder/court user confidence in the judiciary | | | | | |
| Strategic Objective 4 | | Create partnerships for best practices | | | | | |
| Key Performance Measures/Indicators | | Baseline 2020 | Annual Target | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | 2025 |
| 1 | Partnerships formed | ---- | Reach out to similar jurisdictions & Create partnerships | Reach out to similar jurisdictions & Create partnerships | Ditto | Ditto | Ditto |
| 2 | Research materials, books and intellectual resources shared | ---- | Promote bilateral meetings and exchange of intellectual resources | Promote bilateral meetings and exchange of intellectual resources | Ditto | Ditto | Ditto |

APPENDIX A

STANDARDIZATION OF COURT FACILITIES

| Supreme Court | Court of Appeal | Cadi Appeal Panel | High Court | Magistrate court | Other Tribunals | Cadi Courts | District Tribunals |
|----------------------------------|-------------------------------------|------------------------------|-----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|-------------------------------------|-------------------------------------|
| Courtroom with public gallery | 2 Court rooms with public galleries | Court room | Court rooms with public galleries | Court room with public galleries | Court room with public galleries | Court room with public galleries | Courtroom with public galleries |
| Conference Room | 2 conference rooms | Conference room | --- | --- | --- | Shared office with conference table | Shared office with conference table |
| 7 Offices for Judges | 6 Offices for Judges | 3 offices | 1 judge's office per court | 1 office principal/ 1 st Class magistrate Shared office for 2 nd & 3 rd class magistrates | Office for presiding magistrate Shared office for panel members | | |
| Office for principal registrar | Office for principal registrar | Office - Assistant registrar | | | | | |
| 1 office for Research assistants | 1 office for Research assistants | | 1 office for Research assistants & Judges Secretary | - | - | - | - |

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| <p>1 Office for clerks and process servers and Interpreters</p> <p>➤ Offices for secretaries</p> <p>➤ Registrar's Office</p> | <p>1 office for Research assistants</p> <p>1 Office for clerks and Process servers and interpreters</p> <p>➤ Offices for secretaries</p> <p>Registrar's Office and Scribe for</p> | | <p>1 office for Research assistants</p> <p>Offices for clerks process servers and interpreter</p> <p>➤ Offices for secretaries and Assistant Registrars</p> | <p>Office for principal/first class magistrate</p> <p>Shared office space for 2nd class magistrates</p> <p>➤ Offices for clerk, process servers and interpreters</p> <p>➤ Office for Pool secretaries</p> | <p>Offices for clerks, process servers and interpreters and orderlies</p> <p>➤ Offices for secretaries and Assistant Registrar</p> <p>➤ Library Room</p> | <p>➤ Office for Cadis' secretary and scribe</p> | <p>Shared Office for Panel members</p> <p>➤ Office for the secretary and scribe</p> |
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| <ul style="list-style-type: none"> ➤ Library ➤ Orderlies and Drivers room ➤ I.C.T/C.A.T.S Office ➤ Records office, registry and archives and ➤ Prisoners holding room | <p>Cadi</p> <ul style="list-style-type: none"> ➤ Library room ➤ Orderlies and Drivers Room ➤ I.C.T/C.A.T.S Office ➤ Records office, registry , archives and Store | | <ul style="list-style-type: none"> ➤ Library room ➤ Orderlies and Drivers Room ➤ I.C.T/C.A.T.S Office ➤ Records office, registry ,archives and store ➤ Prisoners holding room | <ul style="list-style-type: none"> ➤ Registrar 's Office ➤ Library Room ➤ Orderlies and Drivers Room ➤ I.C.T/C.A.T.S ➤ Records office, registry, archives and store | <ul style="list-style-type: none"> ➤ I.C.T/C.A.T.S ➤ Records office, registry, archives and store ➤ Child Offenders holding room for children's court ➤ Public waiting ➤ Segregated sets of toilets for male and female for Court staff, public | <ul style="list-style-type: none"> ➤ Library Room ➤ I.C.T/C.A.T.S ➤ Records Office Archives and store | <ul style="list-style-type: none"> ➤ Records Office Archives and store |
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| <ul style="list-style-type: none"> ➤ Public waiting area ➤ Segregated sets of toilets for male and female for Court staff, public ➤ Space for a canteen (away from the court) | <ul style="list-style-type: none"> ➤ Prisoners holding room ➤ Public waiting area ➤ Segregated sets of toilets for male and female for Court staff, public ➤ Space for a | | <ul style="list-style-type: none"> ➤ Public waiting area ➤ Segregated sets of toilets for male and female for Court staff, public ➤ Space for a canteen (away from the court) ➤ Master's | <ul style="list-style-type: none"> ➤ Prisoners Holding room ➤ Public waiting ➤ Segregated sets of toilets for male and female for Court staff, public ➤ Space for a canteen (away from the court) | <ul style="list-style-type: none"> ➤ Space for a canteen (away from the court) ➤ Execution / Deputy Sheriff and Bailiff Units | <ul style="list-style-type: none"> ➤ Public waiting ➤ Segregated sets of toilets for male and female for Court staff & public ➤ Space for a canteen (away from the court) | <ul style="list-style-type: none"> ➤ Public waiting ➤ Segregated sets of toilets for male and female for Court staff, & public ➤ Space for a canteen (away from the court) |
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| | canteen (away from the court) | | Office ➤ Master's Secretary and Clerk's Office ➤ Sheriff's Office(M ain High Court ➤ Office for Sheriff's Clerk and Secretary ➤Execution / Deputy Sheriff and Bailiff Units also for other High Court | ➤ Execution / Deputy Sheriff and Bailiff Units | | ➤ Execution / Deputy Sheriff and Bailiff Units | ➤ Execution / Deputy Sheriff and Bailiff Units |
| | | | | | | | |

STANDARDIZED COURT EQUIPMENTS

COURTROOMS AND GALLERIES

- Proper Desk and Chairs for Court, Staff and Users
- Air Conditioner and Fan
- Laptops for proceedings (Superior Courts)
- CAT System
- PA Systems (Superior Courts)
- Sitting Area for differently abled persons

CONFERENCE ROOM

- Conference Table
- Chairs
- Projectors
- Coffee Table
- Air Conditioner

JUDGES /CADI'S OFFICE

- Each Judge's Office Full set of the Laws of The Gambia and Gambia Law Report, rules of court and practice direction
- Computer with internet Connectivity (Braille for the Blind and Arabic Keyboards for Cadi's)
- Cupboards for Laws and Court Dress
- Fridge
- Visitor Chairs
- Sofas
- Coffee Table
- Filing Cabins
- Air Conditioner and Fan
- Toilet

MAGISTRATES OFFICE

- Each Magistrates Office Full set of the Laws of The Gambia and Gambia Law Report, rules of court and practice direction
- Computer with internet Connectivity (Braille for the Blind)
- Cupboards for Laws
- Fridge
- Visitor Chairs
- Filing Cabins
- Air Conditioner and Fan
- Sitting Area for differently abled persons
- Toilet(Shared Toilet for Magistrate sharing Office)

CADI /DISTRICT & OTHER TRIBUNALS OFFICES

- Office space for Chairperson/ Magistrate
- Partitioned Office for other panel members
- Conference Table
- Desk and Chairs
- Computer with internet Connectivity(Braille for the Blind and Arabic Keyboards for Cadi's)
- Fridge
- Filing Cabins
- Air Conditioner and Fan
- Shared Toilet

OFFICES RESEARCH ASSISTANTS ‘

- Cubicles office spaces
- Computer with Internet Connectivity
- Desk and Chairs
- Filing Cabins
- Fridge
- Air Conditioner and Fan
- Toilets

CLERKS ,PROCESS SERVERS AND INTERPRETERS OFFICES

- Cubicles Office spaces
- Desk and Chairs
- Filing Cabins
- Fridge
- Air Conditioner and Fan

SECRETARIES

- Computers with internet connectivity
- Desk and Chairs
- Filing Cabins
- Photocopying Machines and Printers
- Fridge
- Air Conditioner and Fan

REGISTRAR’S OFFICE

- Computers with internet Connectivity
- Desk and Chair
- Filing Cabins
- Visitors Chairs
- Photocopying Machines and Printers
- Fridge
- Air Conditioner and Fan

ORDERLIES AND DRIVERS OFFICE

- Desk
- Chairs
- Fridge
- Air Conditioner and Fan

I.C.T/C.A.T.S OFFICE

- CATS Equipment
- Desk
- Chairs
- Fridge
- Computers with Internet Connectivity
- Air Conditioner and Fan

RECORDS OFFICE /REGISTRY

- Shelves
- Storage Boxes
- Computers with internet Facility
- Desks
- Chairs
- Ladder
- Trolley
- Filing Cabins
- Air Conditioner and Fan

ARCHIVES /STORES

- Shelves
- Ladder
- Trolley
- Storage Boxes
- Proper Ventilation
- Space within for Storing Cleaning Items

LIBRARY

- Books
- Laws of the Gambia and Practice Direction
- Gazettes
- Desk and Chairs
- Computers with Internet Connectivity
- Filing Cabin for Librarian
- Air Conditioner and Fan

PRISONERS WAITING ROOM

- Benches
- Water Dispenser
- Segregated toilets Male and Female
- Desk and Chair for Prison Officers

MASTER'S OFFICE

- Full set of the Laws of The Gambia and Gambia Law Report, rules of court and practice direction
- Computer with internet Connectivity
- Cupboards for Laws
- Fridge
- Visitor Chairs
- Sofas
- Coffee Table
- Filing Cabins
- Air Conditioner and Fan
- Toilet

SHERIFF 'S OFFICE

- Full set of the Laws of The Gambia and Gambia Law Report, rules of court and practice direction
- Computer with internet Connectivity
- Cupboards for Laws
- Fridge
- Sofa
- Visitor Chairs
- Filing Cabins
- Toilet
- Air Conditioner and Fan

EXECUTIONS DEPUTY SHERIFF AND BAILIFF UNIT

- Cubicles spaces
- Computers with internet connectivity
- Desk and Chairs
- Filing Cabins
- Fridge

PUBLIC WAITING AREAS

Proper Benches and Shade
Stationed Water Fountains

CANTEEN SPACE (To be privatised)

Kitchen

Store

Wash Hand Area

Food Counter

Table and Chairs

Fans

Proper Ventilation

SEGREGATED TOILETS FOR STAFF AND PUBLIC

Male and Female for both separately for both Staff and Public