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TABLED BY:	Hon. Aden Duale Leader of Majority Party		
JUDICIAL SERVICE COMMISSION			
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JSC SUB SECTOR
FY 2020/21 to 2022/23

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List of Acronyms

AJS	:	Alternative Dispute Resolution
CJE	:	Continuous Judicial Education
CUC	:	Court Users Committee
EACC	:	Ethics and Anti-Corruption Commission
EDR	:	Elections Dispute Resolution
ELC	:	Environment and Land Court
FY	:	Financial Year
GJLOS	:	Governance Justice Law and Order Sector
IFMIS	:	Integrated Financial Management Information System
JSC	:	Judicial Service Commission
JTI	:	Judiciary Training Institute
KMJA	:	Kenya Magistrates and Judges Association
KPI	:	Key Performance Indicator
LSK	:	Law Society of Kenya
MDA's	:	Ministries, Departments and Agencies
MTEF	:	Medium Term Expenditure Framework
NSIS	:	National Security and Intelligence Service
TNA	:	Training Needs Assessment

EXECUTIVE SUMMARY

The Judicial Service Commission (JSC) is a constitutional body established under Article 171(1) of the Constitution of Kenya. The Constitution confers upon the JSC an expansive and liberal mandate in the discharge of its functions. The mandate of the Commission as provided for under Article 172 (1) of the Constitution is to promote and facilitate the independence and accountability of the Judiciary and the efficient, effective and transparent administration of justice.

The Commission executes this mandate under **General administration; Planning and support services programme**. The Programme has two sub programmes namely: Administration and Judicial Services; and Judicial Training.

During the MTEF Period the Commission reviewed and approved key policies critical in contributing to efficiency and effectiveness of justice, which include; Code of conduct, Court Annexed Mediation, Bail and Bond and the Judiciary and Judicial Service Commission Organogram. To address research and development needs which are aimed at increasing the Judiciary's capacity to effectively perform its duties, several policy documents were reviewed in the year and are at various completion stages. These include Development of Draft Rules and Guidelines on Alternative Dispute Resolution (AJS), Justice Needs Survey, Training Needs Assessment (TNA), Courts Administrators Hand-book, Kadhi's Court Handbook and Manual, Training policy, Employee Handbook and Induction Manual, Strategies to clear case backlogs in superior courts, environmental law bench book and Manual on complaints against Judicial Officers.

The Judiciary Training Institute (JTI) coordinated successful Annual Judges Colloquium and the Magistrates and Kadhis' Colloquia. The colloquia are crucial in that they allow Judges, Magistrates and Kadhis to introspect the preceding year and discuss critical issues relating to the administration of justice.

Various trainings on specific topics were also held including environmental law, wildlife law, ICT Trainings, Election dispute resolution (EDR) and specific civil and criminal law areas.

Discussions in these trainings were on emerging jurisprudence, new legislation and comparative aspects. JTI also co-hosted other trainings for Judiciary staff including ICT staff, and trained other judicial staff on registry management, customer care and professionalism within their line of duty. Newly recruited staff had induction sessions that will enable them undertake their duties efficiently. The FY2017/18 ended with a series of trainings on Election Dispute Resolution (EDR), for both judges and magistrates, in readiness for hearing and determination of election disputes after the 2017 general elections.

In the FY2017/18, the Commission also advertised and competitively recruited 42 judicial officers and 23 judiciary staff in order to not only reduce the shortage experienced in various courts but to also promote expeditious disposal of cases. Equally the commission promoted 220 judicial staff on merit. These promotions have impacted positively on performance and employee morale.

In addition to the above, the Commission investigated, heard and concluded over 70% of public complaints against Judges and another 62% of disciplinary cases against judiciary staff in endeavors to bring about more transparency and accountability in administration of justice. Public confidence has continuously increased on the commission's work with members of the public coming out to report complaints with the assurance that the same are effectively investigated and concluded by the commission.

This report evaluates and appraises the Commission's performance in the implementation of its mandate over the last three years. It also provides projections for the medium term. It details the achievements and fiscal performance over the period. The report also presents the Commission's medium-term priorities and financial plan for the MTEF period 2019/20 – 2021/22 which are guided by its Strategic Plan and the framework on Sustaining Judiciary Transformation.

CHAPTER ONE

1. INTRODUCTION

1.1. Background

The Judicial Service Commission (JSC) is a constitutional body established under Article 171(1) of the Constitution of Kenya. The Constitution confers upon the JSC an expansive and liberal mandate in the discharge of its functions. The mandate of the Commission as provided for under Article 172 (1) of the Constitution is to promote and facilitate the independence and accountability of the Judiciary and the efficient, effective and transparent administration of justice.

The membership of the Commission is provided for under Article 171 (2) of the Constitution as follows: The Chief Justice who is the chairperson of the Commission; one Supreme Court judge and one Court of Appeal judge elected by other Supreme Court and Court of Appeal judges respectively; one High Court judge and one magistrate elected by members of the Kenya Magistrates and Judges Association (KMJA); the Attorney General; two advocates elected by members of the Law Society of Kenya; one person nominated by the Public Service Commission; and two members, a man and a woman who are not lawyers appointed by the President with approval of the National Assembly to represent public interest.

1.2. Sub Sector Vision and Mission

1.2.1. Vision

A Commission of excellence in facilitation of an independent and accountable Judiciary

1.2.2. Mission

To promote an independent and accountable Judiciary through oversight; capacity building and Constructive stakeholder engagement

1.3. Strategic Goals/Objectives of the Sub-sector

The Commission implements the General Administration and Support Services Programme. The two sub programmes under this include; Administration and judicial services; judicial

training. The following strategic objectives guide the implementation of activities and delivery of outputs:

- a. Improve Efficiency and Effectiveness in Administration of Justice
- b. Attract and Retain Competent Human Capital
- c. Enhance Transparency, Independence & Accountability of Justice
- d. Improve Stakeholder Engagement, visibility and Image of the Commission
- e. Enhance capacity of Judges, Judicial Officers and staff
- f. Improve Curriculum for Continuing Education and Training
- g. Enhance Research and Policy Framework
- h. Constructive Stakeholder Engagement

1.4. Sub-Sector and their Mandate

The Commission's mandate as stipulated in Article 172 of the Constitution is to promote and facilitate the independence and accountability of the Judiciary for the efficient, effective and transparent administration of justice.

The functions of the Commission as provided under Article 172 (1) of the Constitution are to: Recommend persons for appointment as judges to the President; and Review and make recommendations on terms and conditions of service for judges, judicial officers and judicial staff (other than remuneration of judges and judicial officers). It also appoints and receives complaints against, investigates and removes from office or otherwise discipline registrars, magistrates, other judicial officers and staff of the Judiciary prepares and implements programmes for the continuing education and training of judges and judicial officers as well as advising the national government on improving the efficiency of administration of justice. The Commission has strengthened the JTI to support its function of preparing and implementing programmes for the continuing education and training of judges and judicial officers. In this regard, the JTI has the following responsibilities:

- a) To provide and co-ordinate the provision of continuous judicial education to all judges and magistrates and to co-ordinate the provision of continuous professional development to all other employees working in the Judiciary.
- b) To conduct research and develop policy on various aspects related to the administration of justice.
- c) To have constructive engagement with stakeholders and other arms of government.

1.5. Autonomous and Semi-Autonomous Government Agencies

The commission does not have Semi-autonomous Government agency under its vote

1.6. Role of Sub-Sector Stakeholders

The Judicial Service Commission appreciates the significant role of stakeholders. The stakeholders include:

- **The Judiciary** which dispenses justice;
- **Ethics and Anti-Corruption Commission (EACC)** and **National Security and Intelligence Service (NSIS)** supports the recruitment process for Judges, judicial officers and staff to ensure those selected meet integrity requirements of the Constitution;
- **National Assembly** approves budgetary allocation to support administration of justice; in addition, National Assembly through legislation supports Commissions work. It also approves JSC membership of LSK nominees and representatives of the public.
- **Law Society of Kenya** provides clearance for applicants from the legal profession.
- **The Executive** appoints the Commission's commissioners and approves the appointment of the Chief Justice, Deputy Chief Justice and the Judges selected by JSC.
- **National Treasury** provides for proper budgetary and expenditure management of public financial resources. It coordinates MDAs in the preparation and implementation of the annual national budget through issuance of Circulars and administration of the Integrated Financial Management Information System (IFMIS).
- **The Office of the Controller of Budget** oversees the implementation of the JSC's budget by authorizing withdrawals from the Consolidated Fund through approval of exchequer requests.
- **Office of the Auditor- General** is the external auditor for JSC whose mandate is to confirm whether or not public money has been applied lawfully and in an effective way through routine audits and preparation of annual reports which are submitted to Parliament.

- **The media** has supported the commission in publicizing information that is of public interest especially during the recruitment of the Chief Justice and Deputy Chief Justice and other Judges of superior courts.
- **Development partners** have been supportive in providing additional funds to support service delivery.
- **Salaries and Remuneration Commission** sets and regularly reviews the remuneration and benefits of the State Officers within the Commission.
- **Other public commissions** such as Gender and Equality Commission and the Commission on Administrative Justice have been important in increasing awareness and access to justice by all. The Commissions provide very vital inputs in the processes of the Commission to validate policy documents.

CHAPTER TWO

2. PROGRAMME PERFORMANCE REVIEW 2016/2017-2018/2019

During the years under review, implementation of activities by the Commission took into consideration the lessons learnt from previous years, the strategic issues, best practices from other jurisdictions and emerging issues in administration of justice. The Commission achieved the following outputs during the MTEF period.

2.1. Review of Sector Programme Performance

The Judicial Service Commission (JSC) accomplished the following key achievements during the MTEF period under review;

1. In the period under review the commission enacted 14 policies aimed at improving efficiency and effectiveness in the administration of Justice. The policies that were approved include;
 - a) Policy of decentralization of resources to court stations
 - b) Human Resource Manual
 - c) Disability policy
 - d) Bail and Bond Policy
 - e) Sentencing Policy
 - f) Judiciary ICT Policy
 - g) Record Management Curriculum Policy
 - h) Judicial Organization Review
 - i) Guidelines for seconding magistrates to Tribunals
 - j) JSC Service Charter
 - k) Records Management Policy
 - l) Policy on resignation
 - m) Policy on occupation safety and health
 - n) Guidelines for payment of medical ex-gratia.
2. Revised organizational structure for JSC and the Judiciary. During the period under review, the Commission carried out a job analysis which resulted to revised organizational structures for JSC and the Judiciary. The review was intended to match competence and eliminate skill redundancy by streamlining service centers and removing duplication of duties. Upon Implementation of the structure, service delivery will be enhanced thus improving administration of justice.

3. Attracting and retaining highly talented human resource has been one of the major priorities for the Judicial Service Commission. During the period under review, the Commission strategically focused on filling key job positions needed for the accelerated dispensation of justice. The period under review witnessed the second appointment of a Chief Justice and Deputy Chief Justice following the promulgation of the new Constitution, among other positions.
4. The Commission taking cognizance of the need to speed up the justice dispensation process in line with the commission's strategic objectives, the Commission approved and recruitment of High Court judges, Environment and Land Court judges. In the period under review the commission recruited 29 Judges of superior courts.
5. During the Period under review, the Commission made several appointments for Judicial Officers and Staff to address staffing needs for effective service delivery. In the period under review the commission made 213 appointments of Judicial Officers and staff.
6. The Promotion of staff by the Commission is meant to boost morale and increase productivity as well as address succession in the Judiciary and the Commission. The Commission during period under review promoted 131 judicial staff in the cadres of Executive Assistant and Secretarial who had undergone suitability interviews. The Commission also promoted 178 Judicial officers in the same period.
7. The Commission exercises disciplinary control over employees of the Judiciary. During the period under review the Commission processed over 40 cases of discipline, and appeals.
8. Under Article 172 (1) (c) of the Constitution, the Commission is mandated to receive complaints against, investigate and remove from office or otherwise, discipline Registrars, Magistrates, other Judicial officers and other staff of the Judiciary. In the review period, The Commission received 161 new public complaints against judges and magistrates, 124 of which were heard and concluded while 3 complaints were forwarded to the Hon Chief Justice for administrative action. The Commission sent 4 petition to the President recommending appointment of a tribunal provided under Article 168(4) to further investigate the Judges.
9. The Commission exercises disciplinary control over employees of the Judiciary. During the review period, the Commission processed 46 disciplinary cases out which 35 were heard and concluded

Judicial Training Achievements

a) Training

In the financial year 2018/19 a total of 154 judges were trained on emerging issues on extractives industries, wildlife and environmental crime, election dispute resolutions (EDR) blue economy, plea bargaining, rules, active case management (ACM) to enhance growth of jurisprudence. Other training conducted to enhance capacity building for judges included judgement writing, mediation, strategies for clearing case backlogs, criminal justice and death penalty cases management.

In addition to the above 580 magistrates and Kadhis were trained on various topics namely: Wildlife and environmental law, elections petitions handling, economic and organized crimes emerging issues, children and law, gender, anti-corruption, refugee law and judgecraft. A total of 330 magistrates were also sensitized on Environment and Land as well as Employment and Labor relations matters.

Together with the above annual judges' colloquium and annual magistrates' colloquium were held where all judges and magistrates came together to in a forum that provided opportunity for introspection, and feedback gathering from stakeholders as well as discussions on merging issues and new legislation areas. A first annual symposium was also held for the tribunals while various courts (Supreme Court, COA, High Court, ELC and ELRC) also held their conferences to discuss issues specific to those courts and strategies for clearing case backlogs.

Other than the above JTI facilitated training for 3208 judicial staff who were trained in areas identified as critical to service-delivery. The areas trained on included registries management, pre-retirement, legal research matters and various courses undertaken at Kenya school of government to promote efficiencies and effectiveness in administration of justice and various support units within the judiciary. 230 of the staff were trained on leadership and integrity while JTI also co-hosted other trainings for Judiciary's drivers on defensive driving and other staff on customer care and professionalism within their line of duty.

All the 1024 newly recruited magistrates, law clerks and legal researchers were inducted in workshops where they were empowered with the necessary skills and competence to enable them perform their roles efficiently and effectively from the start.

b) Research and Policy

To address research and development needs aimed at increasing the Judiciary's capacity to effectively perform its duties, several policy documents were reviewed. The policy documents are at various completion stages. These policies include:

- (i). Development of draft Rules and guidelines on ADR: The draft addresses various concerns on ADR like civic engagement and awareness as well as suggesting a creation of a workable system of ADR.
- (ii). Justice Needs Survey: The program is underway and survey was conducted on the Justice needs of the public through partnering with stakeholders to provide data for decision making.
- (iii). Training Needs Assessment and Training Policy
- (iv). Employee orientation and Induction Handbook
- (v). Development of curriculum for court process servers
- (vi). Alternative Justice system policy

Table 2.1: Sub Sector Programme Performance.

Programme	Key Output	Key Performance Indicators	Planned Target			Achieved Targets			Remarks
			2016/17	2017/18	2018/19	2016/17	2017/18	2018/19	
Program Name:	General Administration, Planning and Support Services.								
Program Outcome:	Promotion of an accountable and independent Judiciary and the efficient, effective and transparent administration of justice								
Sub Programme 1: Administration and Judicial Services	Best practices mainstreamed in Judiciary operations to improve efficiency	No of policies developed/reviewed.	6	4	4	5	4	4	Achieved
	Enhanced Capacity and performance of the Judiciary in administration of justice	No of Judges recruited.	0	31	41	0	31	0	Ongoing
		No of Judicial officers recruited.	52	50	0	52	0	42	
		No of judicial staff recruited.	936	400	200	936	327	23	

Programme	Key Output	Key Performance Indicators	Planned Target			Achieved Targets			Remarks
			2016/17	2017/18	2018/19	2016/17	2017/18	2018/19	
		No of Judicial officers/staff promoted.	77	500	328	775	462	320	
	Enhanced Transparency, Independence & Accountability of Justice	%age of complaints heard and concluded.	100%	100%	100%	100%	92%	74%	
		Percentage of staff disciplinary cases concluded	100%	100%	100%	55%	62%	57%	
	Increased public awareness of the commission and functions	No of key stakeholder forums held.	5	5	4	5	4	4	
		No of Public outreaches	2	2	0	2	2	0	

Programme	Key Output	Key Performance Indicators	Planned Target			Achieved Targets			Remarks
			2016/17	2017/18	2018/19	2016/17	2017/18	2018/19	
		No of IEC materials published.	5	5	4	5	5	3	
Sub Programme 2: Judicial Training	Enhanced capacity of Judges, Judicial Officers and staff	%age of Judges Trained	100% (154)	100%	100%	99%	99%	100% (154)	Achieved
		% age of Judicial Officers Trained	100% (500)	100%	100%	98%	98%	100% (500)	Achieved
		No. of staff trained	5000	346	1600	699	1551	315	

2.2. Expenditure Analysis

2.2.1. Analysis of programme expenditure.

Judicial Service Commission approved allocation for recurrent budget FY 2016/17 was Ksh. 450 million, while FY 2017/18, and was 283 million and KShs. 409 million FY 2018/2019. In the period under review the Judicial service commission Budget had been reducing with the financial year 2017/18 being the year with the lowest allocation at 283 Million.

The Commission's budget utilization FY2016/17 was Ksh. 431 Million which represented 96% absorption; Ksh. 193 Million in the year 2017/18 representing 68% utilization and Ksh. 379 Million in FY2018/19 representing 92% utilization. The reduction in budget absorption in FY2017/18 is attributed to lack of exchequer and late release of supplementary 2 to reinstate the budget cut.

The expenditure trend is depicted in the bar graph 1 below:

Graph 1

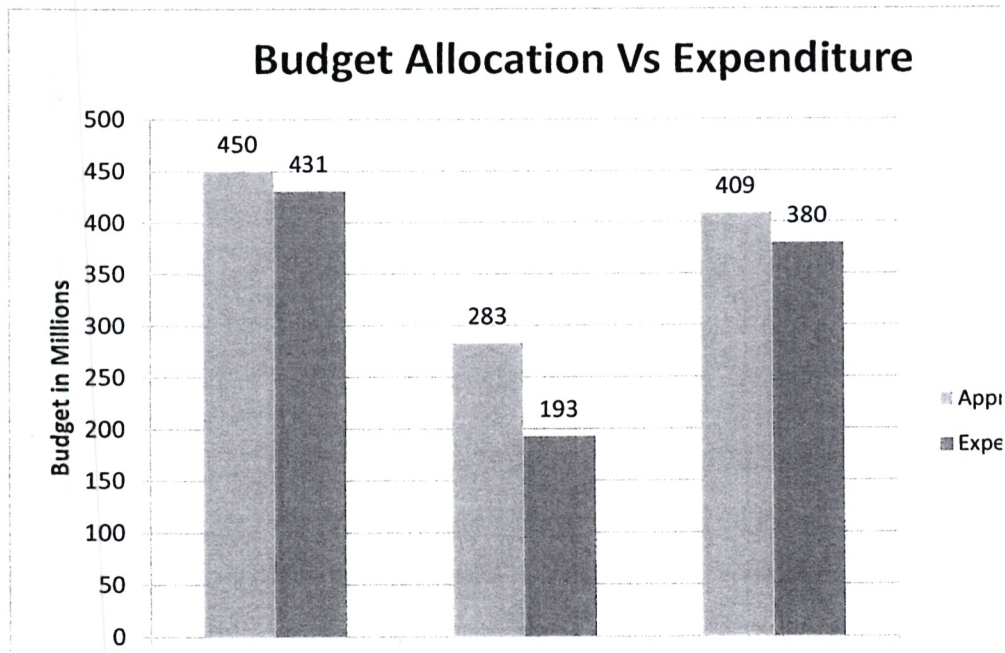


Table 2.2: Analysis of Recurrent Expenditure by Sector and vote

ANALYSIS OF RECURRENT EXPENDITURE BY SECTOR AND VOTE							
Sub -Sector Name: Judicial Service Commission.							
		APPROVED BUDGET ALLOCATION			ACTUAL EXPENDITURE		
		2016/17	2017/18	2018/19	2016/ 17	2017/ 18	2018/ 19
Vote and Vote Details	Economic Classification						
2051: Judicial Service Commission	Gross	450	283	409	431	193	380
	AIA	-	-		-	-	
	NET	450	283	409	431	193	380
	Compensation to Employees	5	5	0	0	0	0
	Transfers	-	-		-	-	
	Other Recurrent	445	278	409	431	193	380

Table 2.4 Analysis of Programme/Sub-programme Expenditure by Sector and Vote

	APPROVED BUDGET			ACTUAL EXPNDITURE		
	2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
PROGRAMME 1: General administration, Planning and support services.						
Sub- Programme 1: - Administration and Judicial Services	246	215	243	237	150	235
Sub- Programme 2: Judicial Training	204	68	165	194	43	145
TOTAL PROGRAMME.....	450	283	409	431	193	380

Low absorption rates in FY 2017/18 is attributed to austerity measures and pending bills as a result of lack of exchequer

2.2.2. Analysis of Programme expenditure by Economic Classification

Table 2.5: Programme Expenditure by Economic Classification

Economic Classification	Approved Budget			Actual Expenditure		
	2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
PROGRAMME 1:General administratin planning and support services						
Current Expenditure						
Compensation Of Employees	5	0	0	2	0	0
Use Of Goods And Services	445	283	409	429	193	380
Grants And Other Transfers	0	0	0	0	0	0
Other Recurrent	0	0	0	0	0	0
Capital Expenditure						

Acquisition Of Non-Financial Assets	0	0	0	0	0	0
Capital Grants to Government Agencies	0	0	0	0	0	0
Other Development	0	0	0	0	0	0
TOTAL PROGRAMME.....	450	283	409	429	193	380
TOTAL VOTE.....	450	283	409	429	193	380

2.2.3. Analysis of Capital Projects by Program

The Commission did not have any capital projects in the period under review.

2.3. Review of Pending Bills

In the year 2018/19, the commission had pending bills totaling KShs. 1.3 Million reduction from FY2017/18 which stood at KShs 44million. This was due to lack of exchequer.

Table 2.8: Summary of Pending Bills by nature and Type (KShs. Million)

Type/nature	Due to lack of Exchequer			Due to lack of provision		
	2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
1. Recurrent						
Compesation of employees	0	0	0	0	0	0
Use of goods and services e.g utilities, domestic or foreign travel etc.	14	44	1.3	0	0	0
Social benefits e.g NHIF, NSSF	0	0	0	0	0	0
Other expense	0	0	0	0	0	0
2. Development						
Acquisition of non financial assets	0	0	0	0	0	0
Use of goods and services e.g utilities, domestic or foreign travel etc.	0	0	0	0	0	0
Others-Specify	0	0	0	0	0	0
Total Pending Bills	14	44	1.3	0	0	0

CHAPTER THREE

3. MEDIUM TERM PRIORITIES AND FINANCIAL PLAN FOR THE MTEF PERIOD 2020/21 – 2022/23

3.1. Prioritization of Programmes and Sub-Programmes

Pursuant to the Provisions of the Constitution under Article 172, Judicial Service Commission is mandated to promote and facilitate the independence and accountability of the Judiciary and the efficient, effective and transparent administration of justice. The Commission will therefore execute this mandate under **General administration, Planning and Support Services**

The programme is achieved primarily through the following two Sub Programmes

- Administration and Judicial Services
- Judicial Training

3.1.1. Programmes and their Objectives

The overall objective of the sub-sector programme is to promote the independence and accountability of the Judiciary and facilitating the efficient, effective and transparent administration of justice.

3.1.2. Programmes, sub-programmes, Expected outcomes, Outputs and key performance indicators for the sector.

Table 3.1 Programme/Sub-programme, Outcome, Output and KIPs

Programme	Delivery unit	Key outputs	Key performance Indicator	Target 2017/2018	Actual Achievements 2017/2018	Baseline 2018/2019	Target 2019/2020	Target 2020/2021	Target 2021/2022
Name of the Programme: General administration, Planning and support services.									
Outcome: Promotion of an accountable and independent Judiciary and the efficient, effective and transparent administration of justice.									
SP 1: Administration and Judicial Services	JSC and the Secretariat	Improved Efficiency and effectiveness in the administration of justice	No of policies Reviewed/Developed	4	4	5	5	6	6
		Qualified and Productive Human Capital attracted and retained	No of Judges Recruited	10	0	41	50	50	30
			No of Judicial Officers Recruited	0	42	49	100	100	100
			No of Judiciary Staff Recruited	200	23	87	200	200	100

Programme	Delivery unit	Key outputs	Key performance Indicator	Target 2017/2018	Actual Achievements 2017/2018	Baseline 2018/2019	Target 2019/2020	Target 2020/2021	Target 2021/2022
			No of Judicial Officers/staff promoted	328	320	0	1250	350	150
		Enhanced Transparency, Independence and accountability	% of complaints heard and concluded	100%	92%	100%	100%	100%	100%
			% of disciplinary cases concluded	100%	100%	100%	100%	100%	100%
			Production of Annual Report	1	1	1	1	1	1
		Improved stakeholder engagements	No of stakeholder forums held	4	4	5	4	4	4
			No of IEC materials developed and disseminated	4	4	4	4	4	4

Programme	Delivery unit	Key outputs	Key performance Indicator	Target 2017/2018	Actual Achievements 2017/2018	Baseline 2018/2019	Target 2019/2020	Target 2020/2021	Target 2021/2022
SP 2: Judicial Training	Judiciary Training Institute	Enhanced Staff Capacity	Percentage of Judges trained	100%	100%	100%	100%	100%	100%
			Percentage of Magistrates trained	100%	100%	100%	80%	80%	80%
			No. of staff trained	1600	644	1700	30	30	30
		Policy & Research documents developed.	No. of policies	4	4	6	4	4	4

3.1.3. Programmes by Order of Ranking

3.2. Analysis of Resource Requirement versus Allocation by Sector/Sub-sector

The Commission's printed estimates for FY 2019/20 was Kshs. 565 million for the recurrent vote which was way below the resource requirement of Kshs. 891 Million and the rationalized requirement for the next FY 2020/21 which stands at Kshs. 893 Million. The additional resources are required to bridge the consistent underfunding in critical areas such as recruitment of judicial officers and staff; equipping of enhanced court infrastructure; hearing and determination of complaints; finalization of pending policy documents and capacity development for judicial officers and staff aimed at ensuring enhanced access to justice.

Table 3.2 Recurrent Requirements/Allocations by Sector/Sub-sector (Amount KSh. Million)

ANALYSIS OF RECURRENT RESOURCE REQUIREMENT VS ALLOCATION								
		2019/20 Printed Estimates	REQUIREMENT			ALLOCATION		
			2020/21	2021/22	2022/23	2020/21	2021/22	2022/23
Judicial Service Commission: 2051	Economic Classification							
	Gross	565	1267	1358	1458	576	625	676
	AIA	-	-	-	-	-	-	-
	NET	565	1267	1358	1458	576	625	676
	Compensation to Employees	121	288	307	329	179	188	195
	Transfers	-	-	-	-			
	Other Recurrent	444	979	1051	1129	397	625	481

Table 3.4: Analysis of Programmes and Sub-Programmes (Current and Capital) Resource Requirements.

ANALYSIS OF PROGRAMME EXPENDITURE RESOURCE REQUIREMENT (AMOUNT KSH MILLIONS)												
	2019/20			2020/21			2021/22			2022/23		
	Current	Capital	Total	Current	Capital	Total	Current	Capital	Total	Current	Capital	Total
Programme: General administration, Planning and support services.												
Sub Programme 1: Administration and Judicial Services	405	-	405	676		676	709		709	745		745
Sub Programme 2: Judicial Training	160	-	160	591		591	649		649	714		714
Total Programme	565	-	565	1267		1267	1358		1358	1459		1459
Total Vote	565	-	565	1267	-	1267	1358		1358	1459		1459

Table 3.5: Programme/Sub-Programme Resource Allocation

ANALYSIS OF PROGRAMME EXPENDITURE RESOURCE ALLOCATION (AMOUNT KSH MILLIONS)												
	2019/20 Approved Estimates			2020/21			2021/22			2022/23		
	Current	Capital	Total	Current	Capital	Total	Current	Capital	Total	Current	Capital	Total
Programme: General administration, Planning and support services.												
Sub Programme 1: Administration and Judicial Services	405	-	405	405		403	438		438	475		475
Sub Programme 2: Judicial Training	160	-	160	27.2		173	187		187	203		203
Total Programme	565	-	565	432.2		576	625		625	678		678
Total Vote	565	-	565	432.2		576	625		625	678		678

3.2.2. Programmes and sub-Programmes by economic classification

Table 3.6: Programmes and sub-programmes by economic classification (Amount Ksh. Million)

Economic Classification	Approved Estimates	RESOURCE REQUIREMENT			RESOURCE ALLOCATION		
	2019/20	2020/21	2021/22	2022/23	2020/21	2021/22	2022/23
PROGRAMME 1:							
Current Expenditure							
Compensation Of Employees	121	288	307	329	179	188	195
Use Of Goods And Services	444	979	1051	1129	397	437	481
Grants And Other Transfers	-	-	-	-	-	-	-
Other Recurrent	-	-	-	-	-	-	-
Capital Expenditure	-	-	-	-	-	-	-
Acquisition Of Non-Financial Assets	-	-	-	-	-	-	-
Capital Grants to Government Agencies	-	-	-	-	-	-	-
Other Development	-	-	-	-	-	-	-
TOTAL PROGRAMME.....	565	1267	1358	1458	576	628	676
TOTAL VOTE.....	565	1267	1358	1458	576	628	676

4. Analysis of Resource Requirement Vs. Allocation for Semi-Autonomous Government Agencies

The Commission Does not have a semi-Autonomous Government Agency

CHAPTER FOUR

4. CROSS-SECTOR LINKAGES AND EMERGING ISSUES/CHALLENGES

4.1. Cross-Sector Linkages

The commission has developed strong working relationships with players within and without the sector to enable the achievement of its goals.

- The Ethics and Anti-Corruption Commission supports with the vetting of potential employees and supporting corruption prevention initiatives through capacity building.
- To support the process of establishment of the International and organized Crime Division, the commission has maintained close working relationships with the Office of Director of Public Prosecution to develop rules and procedures for the Division.
- The Commission provides oversight to the Judiciary and therefore has a strong linkage that facilitates policy direction, effectiveness and efficiency of service delivery. The Judiciary further provides technical capacity for development of various policy documents spearheaded by the Judicial Training institute and the Commission.
- The JSC will also strive to create strong partnerships and consultative mechanisms with other key stakeholders, co-sector working groups and relevant government ministries.
- The established court- user-committees (CUCs) in all stations will need to be empowered through capacity building in order to improve efficiency and effectiveness in delivery of Justice.

4.2. Emerging Issues

Transitions of tribunals into the Judiciary – Tribunals are statutory bodies established under various Acts of Parliament with a mandate of resolving disputes in specific areas of law and industry. Prior to the enactment of the Constitution 2010, tribunals previously operated under various ministries within the executive arm of government. The changes introduced in the Constitution prompted their transition into the Judiciary as a component of the court system. The

Judiciary has taken measures to put in place mechanisms for appropriate legal, policy and institutional frameworks for the full transition of tribunals into the Judiciary. Some of the measures taken include the development and presentation of a draft Tribunal Bill to the Attorney General.

Operationalization of the Judicial Fund and its Regulations – The coming into law of the Judicial Fund Act, 2016 is expected to contribute immensely towards how the Judiciary fulfils its mandate. The Commission may require to procure its own integrated financial management system to operate the fund.

Technology- rapid advances in technology globally have changed the way institutions deliver services. The public is increasingly demanding better service experience that embraces technology by public institutions hence the Commission and Judiciary should not be left behind.

More capacity Building for Judges and Magistrates -Sensitization and training of Judges on how to deal with emerging issues as they relate to anti-corruption cases and tax compliance matters is important to help fast-track such cases for the benefit of the Kenyan economy.

4.3. Challenges

- a) Budget Cuts and Inadequate Budgetary Allocations-The Commission has increasingly suffered budget reduction thus impeding on its general operations. As a result a number of planned activities were not implemented in the period under review.
- b) Delay in exchequer releases. In the period under review, exchequer releases to the commission was delayed
- c) Inadequate Human Resource. The optimum staffing levels as per the organogram and the staff establishment is yet to be reached. Some critical areas have no officers or very few staff and this may impact negatively on service delivery.
- d) Lack of office space and training facilities for the Judiciary Training Institute

CHAPTER FIVE

5.1 CONCLUSION

The Commission has made gains in several areas of service delivery as noted in chapter two. The Judicial Service Commission exists to facilitate and hold the Judiciary accountable to deliver Justice expeditiously to the people of this great nation. Therefore, the Commission will continue to perform its facilitation and oversight mandate in an efficient way that upholds the 'value-for-money' principle in its strategic plan and the Sustaining the Judiciary Transformation Operational Plan. This can only be achieved through adequate funding to enable the commission facilitate the independence and accountability of the Judiciary and the efficient, effective and transparent administration of justice.

CHAPTER SIX

6.0 RECOMMENDATION

- a) Adequate funding should be given to the Commission to enable it meet its mandate and its objective promoting efficient administration of justice
- b) The National Treasury should release the exchequers in a timely manner so that the operations of the commission are not hampered
- c) There is need to fill the vacancies in the Secretariat and Judiciary with substantive staff in line with the approved organization structure and thus budgetary allocation should be enhanced to provide for this.
- d) More infrastructure should be provided to enhance service delivery in all units particularly the Judiciary Training Institute



JUDICIAL SERVICE COMMISSION

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Vote No: 2051

Vote Name: JUDICIAL SERVICE COMMISSION.

Part A: Vision

A Commission of excellence in facilitation of an independent and accountable Judiciary

Part B: Mission

To promote an independent and accountable Judiciary through oversight; capacity building and Constructive stakeholder engagement

Part C: Performance Overview and Rationale of Funding.

Our Mandate

The Commission's mandate is stipulated in Article 172 of the Constitution is to promote and facilitate the independence and accountability of the Judiciary for the efficient, effective and transparent administration of justice.

The functions of the Commission are provided under Article 172 (1) of the Constitution are to: Recommend persons for appointment as judges to the President; and Review and make recommendations on terms and conditions of service for judges, judicial officers and judicial staff (other than remuneration of judges and judicial officers). It also appoints and receives complaints against, investigates and removes from office or otherwise discipline registrars, magistrates, other judicial officers and staff of the Judiciary prepares and implements programmes for the continuing education and training of judges and judicial officers as well as advising the national government on improving the efficiency of administration of justice.

The Commission has strengthened the JTI to support its function of preparing and implementing programmes for the continuing education and training of judges and judicial officers. In this regard, the JTI has the following responsibilities

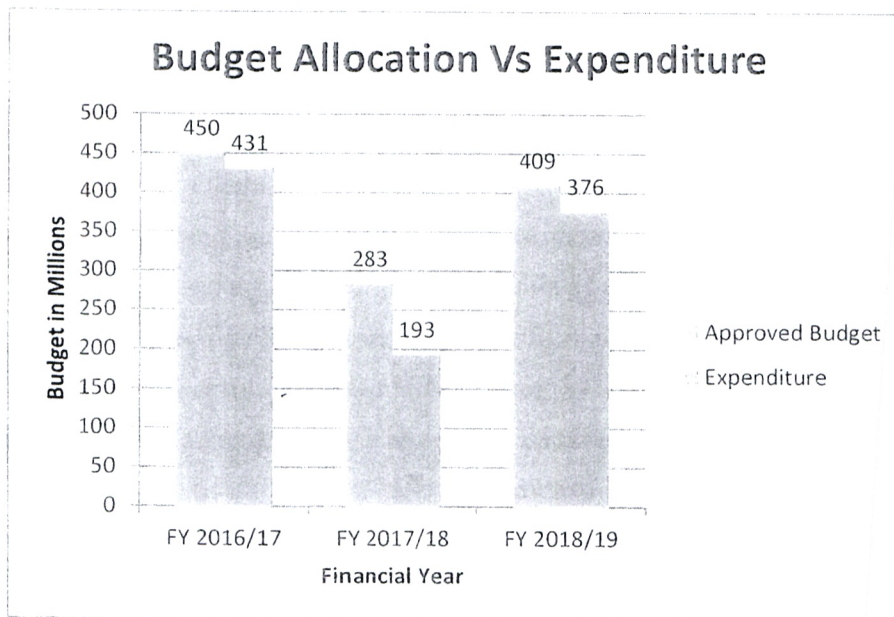
Expenditure Trends

Judicial Service Commission approved allocation for recurrent budget FY 2016/17 was Ksh. 450 million, while FY 2017/18, and was 283 million and KShs. 409 million FY 2018/2019. In the period under review the Judicial service commission Budget had been reducing with the financial year 2017/18 being the year with the lowest allocation at 283 Million.

The Commission's budget utilization FY2016/17 was Ksh. 431 Million which represented 96% absorption ; Ksh. 193 Million in the year 2017/18 representing 68% utilization and Ksh. 379 Million in FY2018/19 representing 92% utilization. The reduction in budget absorption in FY2017/18 is attributed to lack of exchequer and late release of supplementary 2 to reinstate the budget cut.

The expenditure trend is depicted in the bar graph 1 below:

Graph 1



Major Achievements based on the planned outputs/Services for 2016/17-2018/19.

The Judicial Service Commission (JSC) accomplished the following key achievements during the MTEF period under review:

1. In the period under review the commission enacted 14 policies aimed at improving efficiency and effectiveness in the administration of Justice. The policies that were approved include;
 - a. Policy of decentralization of resources to court stations
 - b. Human Resource Manual
 - c. Disability policy
 - d. Bail and Bond Policy
 - e. Sentencing Policy
 - f. Judiciary ICT Policy
 - g. Record Management Curriculum Policy
 - h. Judicial Organization Review
 - i. Guidelines for seconding magistrates to Tribunals
 - j. JSC Service Charter
 - k. Records Management Policy
 - l. Policy on resignation
 - m. Policy on occupation safety and health
 - n. Guidelines for payment of medical ex-gratia.
2. Revised organizational structure for JSC and the Judiciary. During the period under review, the Commission carried out a job analysis which resulted to revised organizational structures for JSC and the Judiciary. The review was intended to match competence and eliminate skill redundancy by streamlining service centers and removing duplication of duties. Upon Implementation of the structure, service delivery will be enhanced thus improving administration of justice.
3. Attracting and retaining highly talented human resource has been one of the major priorities for the Judicial Service Commission. During the period under review, the Commission strategically focused on filling key job positions needed for the accelerated dispensation of justice. The period under review witnessed the second appointment of a Chief Justice and

Deputy Chief Justice following the promulgation of the new Constitution, among other positions.

4. The Commission taking cognizance of the need to speed up the justice dispensation process in line with the commission's strategic objectives, the Commission approved and recruitment of High Court judges, Environment and Land Court judges. In the period under review the commission recruited 29 Judges of superior courts.
5. During the Period under review, the Commission made several appointments for Judicial Officers and Staff to address staffing needs for effective service delivery. In the period under review the commission made 213 appointments of Judicial Officers and staff.
6. The Promotion of staff by the Commission is meant to boost morale and increase productivity as well as address succession in the Judiciary and the Commission. The Commission during period under review promoted 131 judicial staff in the cadres of Executive Assistant and Secretarial who had undergone suitability interviews. The Commission also promoted 178 Judicial officers in the same period.
7. The Commission exercises disciplinary control over employees of the Judiciary. During the period under review the Commission processed over 40 cases of discipline, and appeals.
8. Under Article 172 (1) (c) of the Constitution, the Commission is mandated to receive complaints against, investigate and remove from office or otherwise, discipline Registrars, Magistrates, other Judicial officers and other staff of the Judiciary. In the review period, The Commission received 161 new public complaints against judges and magistrates, 124 of which were heard and concluded while 3 complaints were forwarded to the Hon Chief Justice for administrative action. The Commission sent 4 petition to the President recommending appointment of a tribunal provided under Article 168(4) to further investigate the Judges.
9. The Commission exercises disciplinary control over employees of the Judiciary. During the review period, the Commission processed 46 disciplinary cases out which 35 were heard and concluded
10. In the financial year 2018/19 a total of 154 judges were trained on emerging issues on extractives industries, wildlife and environmental crime, election dispute resolutions (EDR) blue economy, plea bargaining, rules, active case management (ACM) to enhance growth of jurisprudence. Other training conducted to enhance capacity building for judges

included judgement writing, mediation, strategies for clearing case backlogs, criminal justice and death penalty cases management.

In addition to the above 580 magistrates and Kadhis were trained on various topics namely: Wildlife and environmental law, elections petitions handling, economic and organized crimes emerging issues, children and law, gender, anti-corruption, refugee law and judgecraft. A total of 330 magistrates were also sensitized on Environment and Land as well as Employment and Labor relations matters.

Together with the above annual judges' colloquium and annual magistrates' colloquium were held where all judges and magistrates came together to in a forum that provided opportunity for introspection, and feedback gathering from stakeholders as well as discussions on merging issues and new legislation areas. A first annual symposium was also held for the tribunals while various courts (Supreme Court, COA, High Court, ELC and ELRC) also held their conferences to discuss issues specific to those courts and strategies for clearing case backlogs.

Other than the above JTI facilitated training for 3208 judicial staff who were trained in areas identified as critical to service-delivery. The areas trained on included registries management, pre-retirement, legal research matters and various courses undertaken at Kenya school of government to promote efficiencies and effectiveness in administration of justice and various support units within the judiciary.²³⁰ of the staff were trained on leadership and integrity while JTI also co-hosted other trainings for Judiciary's drivers on defensive driving and other staff on customer care and professionalism within their line of duty.

All the 1024 newly recruited magistrates, law clerks and legal researchers were inducted in workshops where they were empowered with the necessary skills and competence to enable them perform their roles efficiently and effectively from the start.

11. To address research and development needs aimed at increasing the Judiciary's capacity to effectively perform its duties, several policy documents were reviewed. The policy documents are at various completion stages. These policies include:
 - a. Development of draft Rules and guidelines on ADR: The draft addresses various concerns on ADR like civic engagement and awareness as well as suggesting a creation of a workable system of ADR.
 - b. Justice Needs Survey: The program is underway and survey was conducted on the Justice needs of the public through partnering with stakeholders to provide data for decision making.
 - c. Training Needs Assessment and Training Policy
 - d. Employee orientation and Induction Handbook
 - e. Development of curriculum for court process servers
 - f. Alternative Justice system policy

Major achievements based on the planned outputs/Services for 2016/17-2018/19

Program me	Key Output	Key Performance Indicators	Planned Target			Achieved Targets			Remarks
			2016 /17	2017 /18	2018 /19	2016 /17	2017 /18	2018 /19	
Program Name:		General Administration, Planning and Support Services.							
Program Outcome :		Promotion of an accountable and independent Judiciary and the efficient, effective and transparent administration of justice							
Sub Program me 1: Administration and Judicial Services	Best practices mainstreamed in Judiciary operations to improve efficiency	No of policies developed/reviewed.	6	4	4	5	4	4	Achieved
	Enhanced Capacity and performance of	No of Judges recruited.	0	31	41	0	41	0	Achieved
		No of Judicial officers recruited.	52	50	0	52	0	42	

Program me	Key Output	Key Performance Indicators	Planned Target			Achieved Targets			Remarks
			2016 /17	2017 /18	2018 /19	2016 /17	2017 /18	2018 /19	
	the Judiciary in administration of justice	No of judicial staff recruited.	936	400	200	936	327	23	
		No of Judicial officers/staff promoted.	77	500	328	775	462	320	
	Enhanced Transparency, Independence & Accountability of Justice	%age of complaints heard and concluded.	100 %	100 %	100 %	100 %	92%	74%	
		Percentage of staff disciplinary cases concluded	100 %	100 %	100 %	55%	62%	57%	
	Increased public awareness of the commission and functions	No of key stakeholder forums held.	5	5	4	5	4	4	Achieved
		No of Public outreaches	2	2	0	2	2	0	Achieved

Program me	Key Output	Key Performance Indicators	Planned Target			Achieved Targets			Remarks
			2016 /17	2017 /18	2018 /19	2016 /17	2017 /18	2018 /19	
		No of IEC materials published.	5	5	4	5	5	3	
Sub Program me 2: Judicial Training	Enhanced capacity of Judges, Judicial Officers and staff	%age of Judges Trained	100 % (154)	100 %	100 %	99%	99%	100 % (154)	Achieved
		% age of Judicial Officers Trained	100 % (500)	100 %	100 %	98%	98%	100 % (500)	Achieved
	No. of staff trained	5000	346	1600	699	1551	315	Lack of funds	

Constraints and challenges in budget implementation and how they will be addressed

In undertaking its activities to ensure that management of public finances complies with the constitution of Kenya 2010 and the PFM Act 2012, the office experienced number of challenges that largely affected execution of our mandate. These included

- a) Budget Cuts and Inadequate Budgetary Allocations-The Commission has increasingly suffered budget reduction thus impeding on its general operations. As a result, a number of planned activities were not implemented in the period under review.
- b) Delay in exchequer releases. In the period under review, exchequer releases to the commission was delayed

- c) Inadequate Human Resource. The optimum staffing levels as per the organogram and the staff establishment is yet to be reached. Some critical areas have no officers or very few staff and this may impact negatively on service delivery.
- d) Lack of office space and training facilities for the Judiciary Training Institute

Recommendations

- a) Adequate funding should be given to the Commission to enable it meet its mandate and its objective promoting efficient administration of justice
- b) The National Treasury should release the exchequers in a timely manner so that the operations of the commission are not hampered
- c) There is need to fill the vacancies in the Secretariat and Judiciary with substantive staff in line with the approved organization structure and thus budgetary allocation should be enhanced to provide for this.
- d) More infrastructures should be provided to enhance service delivery in all units particularly the Judiciary Training Institute

Major Services/Outputs to be provided in 2020/21-2022/23 Medium Term Plan

In the MTEF period 2020/21 to 2022/23 the Commission will perform its constitutional mandate as stipulated in article 172 with the following major services/outputs:

- a) Recommend to the President persons for appointment as judges,
- b) Review and make recommendations on condition of service for judicial officers and staff.
- c) Appoint, receive complaints against, investigate and remove from office or otherwise discipline registrars, magistrates, other judicial officers and other staff of the Judiciary in the manner prescribed by an Act of Parliament,
- d) Prepare and implement programmes for the continuing education and training of judges and judicial officers and staff in line with the big four agenda
- e) Advise the national government on improving the efficiency of the administration of justice.

Part D: Strategic Objectives

The Commission implements the **General Administration and Support Services Programme**.

The two sub programmes under this include; **Administration and judicial services; judicial training**. The following strategic objectives guiding the implementation of activities and delivery of outputs:

- a. Improve Efficiency and Effectiveness in Administration of Justice
- b. Attract and Retain Competent Human Capital
- c. Enhance Transparency, Independence & Accountability of Justice
- d. Improve Stakeholder Engagement, visibility and Image of the Commission
- e. Enhance capacity of Judges, Judicial Officers and staff
- f. Improve Curriculum for Continuing Education and Training
- g. Enhance Research and Policy Framework
- h. Constructive Stakeholder Engagement

Part E: Summary of the programme Key outputs, Performance Indicators and Targets for FY 2018/19-2022-23

Programme	Delivery unit	Key outputs	Key performance Indicator	Target 2018/2019	Actual Achievements 2018/2019	Baseline 2019/2020	Target 2021	Target 2022	Target 2023
Name of the Programme: General administration, Planning and support services.									
Outcome: Promotion of an accountable and independent Judiciary and the efficient, effective and transparent administration of justice.									
SP 1: Administration and Judicial Services	JSC and the Secretariat	Improved Efficiency and effectiveness in the administration of justice	No of policies Reviewed/Developed	4	4	5	5	5	5

		Qualified and Productive Human Capital attracted and retained	No of Judges High Court Judges Recruited	11	0	30	0	24	23
			No of ELC judges recruited	20	0	20	10	10	5
			No of ELRC Judges Recruited	10	0	10	0	0	12
			No of Judicial Officers Recruited	100	76	50	50	50	50
			No of Judiciary Staff Recruited	100	80	442	2173	528	525
			No of Judicial Officers	200	178	200	200	200	2000
		Enhanced Transparency, Independence and accountability	% of complaints heard and concluded	100%	92%	100%	100%	100%	100%

			% of disciplinary cases concluded	100%(46)	76%(35)	100%	100%	100%	100%
			Production of Annual Report	1	1	1	1	1	1
		Improved stakeholder engagements	No of stakeholder forums held	4	4	5	4	4	4
			No of IEC materials developed and disseminated	4	4	4	4	4	4
SP 2: Judicial Training	Judicial Training Institute	Enhanced Staff Capacity	Percentage of Judges trained	100%(154)	100%(154)	100%	100%	100%	100%
			Percentage of Magistrates trained	100%(500)	100%	100%	100%	100%	100%
			No. of staff trained	1600	315	30	30	30	30
		Policy documents developed.	No. of policies	4	4	5	5	5	5

*Part F: Summary of Expenditure By Programmes and Sub Programmes
2018/19-2022/23*

Programme	Approved Budget 2018/19	Actual Expenditure 2018/19	Baseline 2019/20	Estimates 2020/21	Projected Estimates	
					FY 2021/22	FY 2022/23
Name of the Programme: General administration, Planning and support services.						
subprogrammes						
Sub Programme 1: Administration and Judicial Services	243	234	405	676	709	745
Sub Programme 2: Judicial Training	166	142	160	591	649	713
TOTAL PROGRAMME	409	376	565	1267	1358	1458

Part G: Summary of expenditure by Vote and Economic classification

code	Economic Classification	Approved Budget 2018/19	Actual Expenditure 2018/19	Baseline Estimates 2019/20	Projected Estimates 2020/21	Projected Estimates 2021/22	Projected Estimates 2022/23
	Current Expenditure						
	Compensation Of Employees	0	0	121	288	307	329
	Use Of Goods And Services	409	376	444	979	1051	1129
	Interest	0	0	0	0	0	0
	Subsidies	0	0	0	0	0	0
	Capital Transfers government Agencies	0	0	0	0	0	0
	Social Benefits	0	0	0	0	0	0

	Other Expenses	0	0	0	0	0	0
	Non Financial Assets	0	0	0	0	0	0
	Financial Assets	0	0	0	0	0	0
	Capital Expenditure		0	0	0	0	0
	Compensation Of Employees	0	0	0	0	0	0
	Interest	0	0	0	0	0	0
	Subsidies	0	0	0	0	0	0
	capital Tranfers to Government Agency	0	0	0	0	0	0
	Non Financial Assets	0	0	0	0	0	0
	Financial Assets	0	0	0	0	0	0
	TOTAL VOTE.....	409	376	565	1267	1358	1458

Part H: Summary of expenditure, by Programme, Sub Programme and Economic Classification

code	Economic Classification	Approved Budget 2018/19	Actual Expenditure 2018/19	Baseline Estimates 2019/20	Project ed Estimates 2020/21	Project ed Estimates 2021/22	Projecte d Estomat es 2022/23
Name of the Programme: General administration, Planning and support services.							
	Current Expenditure						

	Compensation Of Employees	0	0	121	288	307	329
	Use Of Goods And Services	409	376	444	979	1051	1129
	Interest	0	0	0	0	0	0
	Subsidies	0	0	0	0	0	0
	Capital Transfers government Agencies	0	0	0	0	0	0
	Social Benefits	0	0	0	0	0	0
	Other Expenses	0	0	0	0	0	0
	Non Financial Assets	0	0	0	0	0	0
	Financial Assets	0	0	0	0	0	0
	Capital Expenditure		0	0	0	0	0
	Compensation Of Employees	0	0	0	0	0	0

	Interest	0	0	0	0	0	0
	Subsidies	0	0	0	0	0	0
	capital Tranfers to Government Agency	0	0	0	0	0	0
	Non Financial Assets	0	0	0	0	0	0
	Financial Assets	0	0	0	0	0	0
	TOTAL Programm e	409	376	565	1267	1358	1458
Sub Programme I: Administat ion and Judicial Services							
	Current Expenditur e						
	Compensat ion Of Employees	0	0	64	171	179	189

	Use Of Goods And Services	243	235	341	505	530	556
	Interest						
	Subsidies						
	Capital Tranfers governmen t Agencies						
	Social Benefits						
	Other Expenses						
	Non Financial Assets						
	Financial Assets						
	Capital Expenditur e						
	Compensat ion Of Employees						
	Interest						
	Subsidies						

	capital Tranfers to Governmen t Agency						
	Non Financial Assets						
	Financial Assets						
	Total Sub - Programm e	243	235	405	676	709	745
Sub Programme 2: Judicial Training							
	Current Expenditure						
	Compensati on Of Employees	0	0	57	117	128	140
	Use Of Goods And Services	165	145	103	474	521	573
	Interest						
	Subsidies						

	Capital Tranfers government Agencies						
	Social Benefits						
	Other Expenses						
	Non Financial Assets						
	Financial Assets						
	Capital Expenditure						
	Compensati on Of Employees						
	Interest						
	Subsidies						
	capital Tranfers to Government Agency						
	Non Financial Assets						

	Financial Assets						
	Total Sub Programme	165	145	160	591	649	713

Part I: Summary of Human Resource Requirement

Progr amm e Code	Progra mme Title	Designation/Position Title	Autho rized Establi shmen t	In P os ts as at 30 th Ju ne 20 19	2019/2 0	202 0/21	2021 /22 Proj ectio n	2022 /23 Proj ectio n
					Funde d Positio n	Posi tion s to be funde d	Posit ions to be funde d	Posit ions to be funde d

2051	General administration Planning and support services.	Registrar	1	1	1	1	1	1
		Ag. Deputy Registrar(Legal)	1	1	1	1	1	1
		Deputy Registrar (Administration)	1	0	1	1	1	1
		Director Human Resource Management and Administration	1	0	1	1	1	1
		Director Finance	1	0	1	1	1	1
		Asst. Director (HR & Admin)		2				
		Head ICT	1	0	1	1	1	1
		Head Public Affairs and Communication	1	0	1	1	1	1
		Human Resource Specialist	2	0	2	2	2	2
		Human Resource Manager	1	0	1	1	1	1
		Legal Officers	3	2	3	3	3	3

		Chief Accountant	1	0	1	1	1	1
		Head Planning Monitoring and Evaluation	1	0	1	1	1	1
		Head of Internal Audit and Risk Management	1		1	1	1	1
		Head Procurement	1	0	1	1	1	1
		Head Inspectorate	1	0	1	1	1	1
		Internal Auditor	1	0	1	1	1	1
		Communication Officer	1	0	1	1	1	1
		Human Resource Officer	1	1	1	1	1	1
		Human Resource Officer II		1				
		Human Resource Assistant II		1				
		Principal ICT Officer	1	1	1	1	1	1
		Legal Researcher		1				
		Records Officer	1	1	1	1	1	1
		Accountant	1	0	1	1	1	1
		Planning Monitoring and Evaluation Officer	1	0	1	1	1	1
		ICT Technician	1	0	1	1	1	1
		Records Assistants	1	0	1	1	1	1
		Customer Care Assistant	1	0	1	1	1	1
		Office Assistant	1	0	1	1	1	1
		Senior Personal Secretary I		2				

		Procurement Officer I		2				
		Snr Internal Auditor (Incharge Fin & A/C)		1				
		Senior Accountant		1				
		Accounts Assistant I		1				
		Inspectorate Officer	1	1	1	1	1	1
		Inspectorate Officer		1				
		Cleaning Supervisor I		1				
		Support Staff I		1				
		Clerical Officer		2				
		Support Staff I (Receptionist)		1				
		Personal Assistant		5				
		Personal Assistant		2				
		Driver III	1	2	1	1	1	1
		Snr Driver		2				
		Executive Director	1	0	1	1	1	1
		Executive Secretary	2	1	2	2	2	2
		Partnerships and Linkages Officer	1	0	1	1	1	1
		Driver	3	1	3	3	3	3
		Deputy Director - Training	1	1	1	1	1	1
		Deputy Director- Administration	1	1	1	1	1	1

		Deputy Director - Policy & Research	1	1	1	1	1	1
		Senior Monitoring & Evaluation Officer	1	0	1	1	1	1
		M&E officer	1	0	1	1	1	1
		Senior Training officer	1	0	1	1	1	1
		Senior Curriculum Development Officer	1	0	1	1	1	1
		Training officer	4	0	4	4	4	4
		Research & Policy Officers	4	0	4	4	4	4
		Principal Accountant	1	1	1	1	1	1
		Senior Accountant	2	1	2	2	2	2
		Finance officer	1	0	1	1	1	1
		ICT officer	1	0	1	1	1	1
		ICT Technician	1	0	1	1	1	1
		Human Resource Officer	1	0	1	1	1	1
		Customer Care officer	1	0	1	1	1	1
		Office Assistant	2	0	2	2	2	2
		Supplies officer	1	1	1	1	1	1
		Supplies Assistant	2	0	2	2	2	2
		Internal Auditor	1	0	1	1	1	1
		Communications Officer	1	0	1	1	1	1
		Records Management officer	1	1	1	1	1	1

PART J: SEMI- AUTONOMOUS GOVERNMENT AGENCIES

The Commission has no Semi-Autonomous Government Agencies to report on.